

Resources and Systems Inspection Report

Inspection of Youth Custodial Services in
Tasmania, 2019



Produced by the Tasmanian Custodial Inspector

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From the Custodial Inspector

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

The *Custodial Inspector Act 2016* requires me to carry out a mandatory inspection of each custodial centre at least once every three years and to report on my findings and recommendations to the responsible Minister and Parliament.

To meet my legislative obligations using the limited resources available, the Custodial Inspectorate undertakes themed inspections of custodial centres focussing on particular inspection standards. At the end of a three year cycle, all aspects of custodial centres will have been inspected against the entire set of standards.

I am required by section 15 of the Act to prepare a report to the Minister outlining my findings and recommendations in relation to each mandatory inspection. I report directly to the Minister responsible for the custodial centre and the responsible Minister is required to table a copy of the Inspector's report in each House of Parliament. In this way, the findings and recommendations relating to inspections become a public record. After tabling, all inspection reports are published on [my website](https://www.custodialinspector.tas.gov.au/)¹.

In August 2019, the announced inspection against the Resources and Systems standards was undertaken at the Ashley Youth Detention Centre (AYDC). I am pleased to say that this inspection marked the end of the first three year cycle and all facets of Tasmania's only custodial centre for young people in detention have now been inspected against the full set of inspection standards. I present this report detailing the findings of and the recommendations resulting from the Resources and Systems inspection.

Prior to publication of this report, the Department of Communities Tasmania was consulted and invited to correct any factual inaccuracies in it and to provide a written response to the recommendations it makes. Appendix 1 details that response.

Richard Connock
Custodial Inspector

November 2020

¹ <https://www.custodialinspector.tas.gov.au/>



Acknowledgements

I would like to acknowledge the contribution of Ms Belinda Beltz from the Belrose Group, who consulted on this inspection and joined the inspection team to supplement their internal expertise. I sincerely thank Ms Beltz for her expert advice and assistance, which has added greatly to the work of my office.

Acknowledgment and appreciation is also extended to all staff at the Ashley Youth Detention Centre and the Department of Communities Tasmania who supported the inspection.



Executive summary

AYDC is managed by Child and Youth Services (CYS), an operational unit of the Department of Communities Tasmania. CYS is responsible for providing care and custody, at various levels of security, for young people detained and remanded in custody in Tasmania.²

Relevant to the Resources and Systems inspection the inspection standards for youth custodial services cover themes such as:

- access to information, confidentiality and records management
- recording and reporting systems and requirements
- informed advice and communications systems
- sustainability, and
- workforce issues including human resource (HR) metrics, recruitment, performance management, staffing model, overtime and leave, grievance processes, workers compensation.

For the most part, compliance with the standards was considered through numerous meetings with relevant staff and observation by the inspection team during an onsite visit to Ashley Youth Detention Centre (AYDC) on 26 August 2019.

In preparation for the inspection, Communities Tasmania presented a comprehensive briefing and provided a range of very well written and organised materials. The effort that went into the presentation and the collation of documentation was greatly appreciated by the inspection team.

Prior to the site inspection, a staff survey was developed and pre-inspection planning and data gathering occurred. The survey was developed in conjunction with the consultant and comprised questions largely focussed on employee engagement. The inspection team used the survey results to assist in identifying commonalities, patterns or themes across responses indicating potential systemic issues. The survey was used as a qualitative research tool to gain an understanding of AYDC staff thoughts, opinions and motivations in order to identify specific areas of focus for the onsite inspection. Broad themes from the survey were shared with the Secretary of Communities Tasmania post-inspection.

During the inspection, a number of evidence sources were used to assess AYDC against the inspection standards. These included:

- onsite visits;
- meetings with senior management;

² For the purposes of this report, a reference to the term 'detainee' and 'resident' means young people that are lawfully detained in custody at AYDC and includes both those that are remanded and those that are sentenced.



- individual interviews carried out with staff;
- survey results;
- review of documentation;
- desktop audit of AYDC policies, procedures, registers; and
- observation by inspectors and the expert consultant.

The inspection team interviewed a substantial number of Communities Tasmania staff throughout the inspection. Some of the staff members initiated contact with the inspection team following an email invitation to meet sent to all AYDC staff by the Principal Inspection Officer prior to the inspection.

Where staff raised individual complaints or grievances, they were directed by the inspection team to refer the complaint to the appropriate functional area for assistance to resolve the matter.

The key findings of the inspection are summarised below:

- the results of the pre-inspection survey reflect that staff did not feel supported, empowered or engaged with the then AYDC leadership and management team³;
- communication, transparency, additional staffing and consultation were key areas identified by staff for improvement;
- there is no HR presence on site for staff to access and assist with matters relating to such things as rostering, fatigue adherence, workers compensation, grievance resolution, interview panels etc;
- the move to a therapeutic model requires additional resources which is posing a resource issue;
- a review of AYDC HR metrics reporting reflects that unsustainable and unacceptable excessive overtime and double shifts are being worked over an extended period;
- staff shortages appear to be exacerbated by poor systems and processes associated with the recruitment and selection process and lack of designated on-site HR support;
- staff shortages have also resulted in breach of the industrial instrument and general fatigue policy requirements;
- there is no on-site oversight or recording of the currency of National Police Checks or Working with Vulnerable People registrations;
- there is an unhealthy perception by staff of favouritism and nepotism at senior and management level and of a general lack of procedural fairness in respect of recruitment;
- there is an absence of robust processes in place to ensure notifiable incidents pursuant to section 38 of the *Work, Health and Safety Act 2012* are reported to WorkSafe

³ Since the inspection, the AYDC leadership and management team has changed.



Tasmania;

- staff are actively involving respective unions due to an inability to reach satisfactory outcomes with management (mostly in relation to staff shortages and a perception of inequity at management level);
- resident case plans/assessments are not being completed which poses a significant risk for not only the wellbeing of the resident, but also on AYDC and the broader department;
- intranet content is not regularly updated and, as such, is very outdated and in need of review;
- improvements are required to AYDC's Risk Register as it reflects minimal information and does not contain any strategic risks and/or strategies for the management of same;
- records management is challenging with largely paper based processes at AYDC and there are deficiencies with storage of hardcopy records;
- there is a general lack of understanding about the importance of maintaining accurate and detailed business records;
- AYDC has an excessive number of workers compensation claims, at the time of the inspection 12 active claims for a headcount of approximately 63 employees; and
- there is a lack of focus on, and extremely limited resources dedicated to, environmental sustainability.



Summary of recommendations

It is recommended that Communities Tasmania:

1. Considers establishing an HR resource on-site to assist with learning and development, recruitment, workers compensation, grievances etc.
2. Immediately relocates resident files to a secure storage facility and commences electronic storage of all files.
3. Reviews and updates all intranet content.
4. Reviews existing delegations, and takes action as required, to ensure that staff are delegated appropriately in the event that the Centre Manager is unavailable.
5. Implements a register to capture current security checks, such as police and vulnerable person.
6. Makes available to young people confidential help lines that are private, unrecorded, available free of charge and well-advertised.
7. Considers providing all AYDC staff members training to enable them to recognise and respond to behaviours indicating emotional, psychological and physical harm.
8. Investigates, or audits, incident reporting at AYDC and takes steps to educate staff about the importance of submitting incident reports and notifying Work Health Safety of notifiable incidents.
9. Communicates reportable incidents to the Custodial Inspectorate at the time they occur.
10. Reviews and updates the AYDC intranet content and implements procedures to ensure that the content remains current.
11. Takes action to finalise recruitment processes in a timely manner, and appoints staff to substantive positions wherever possible, as a priority.
12. Educates staff about the recruitment and selection process, including how panels are constituted, and potential, real or perceived conflicts of interest.
13. Monitors staff movements and implements targeted strategies designed to ensure retention of staff.
14. Ensures that all staff members participate in a meaningful performance management framework annually.
15. Reviews the staffing model at AYDC to ensure that there are adequate staff to allow a safe staff to resident ratio at all times.
16. Places an immediate priority on the recruitment of additional staff resources to comply with resident staff ratio and the therapeutic model.



17. Takes immediate steps to ensure that operational staff at AYDC are receiving adequate and regular professional supervision.
18. Reviews the procedures relating to critical incidents and ensures that critical incident debriefings are occurring after each and every critical incident, with follow up welfare checks also provided to staff.



About Ashley Youth Detention Centre

CYS is responsible for providing care and custody for young people detained and remanded in custody at AYDC.

AYDC is Tasmania's only youth detention facility⁴ and is located near Deloraine in northern Tasmania, approximately 230 kilometres from Hobart. The Centre is situated on approximately 36.5 hectares of land, some of which is run as a small farm.

AYDC can accommodate up to 50 young offenders of all genders aged from ten to 18 years, spread across four accommodation units. The Centre is staffed 24 hours per day to cater for the number of young people in detention at any particular time.

The *Youth Justice Act 1997* requires AYDC to rehabilitate young people in conflict with the law, and to protect the community from illegal behaviour whilst providing secure care for young people detained or remanded by the courts. Rehabilitation outcomes may be improved through the provision of programs in accordance with the principles contained in the Act.

There are a variety of recreational facilities for young people at AYDC including:

- an indoor gym with basketball court and fitness area;
- an outdoor swimming pool which is open seasonally;
- an outdoor basketball court;
- cricket nets; and
- a barbeque area.

Young people at AYDC come from various backgrounds and generally face major social and developmental challenges. Risky behaviours are common and most have experienced trauma, neglect, mental health issues, physical abuse or substance misuse.

In 2018-19, on an average day 75% of young people in detention were on remand; that is awaiting the outcome of their court matter – or found guilty and awaiting sentencing. 33% of young people in detention were serving a sentence.^{5 6}

Over the five years to 2018-19, on an average day in Tasmania, the number of young

⁴ The *Youth Justice Act 1997* provides that by notice published in the Gazette, the Minister may establish or abolish detention centres, or declare premises to be or not be detention centres. In addition to AYDC, the Minister has declared the Hobart and Launceston Reception Prisons, Risdon Prison and the Ron Barwick Prison to be detention centres for young people. In practice, it would be extremely rare for a young person to be detained for any significant length of time in an adult custodial centre.

⁵ Proportions do not sum to 100% because some young people may be on sentenced and unsentenced orders at the same time.

⁶ Australian Institute of Health and Welfare, *Youth Justice in Tasmania, 2018-19*.

<https://www.aihw.gov.au/getmedia/60b67c1e-1fa3-4bb6-803e-72ce0e5a062c/aihw-juv-132-factsheet-Tas.pdf.aspx>



people in detention rose by 20%, and the rate remained steady at two per 10,000 young people.⁷

Studies have found that young people on remand have:

- poorer mental and physical health;
- higher occurrence of suicidal thoughts and behaviours;
- more family difficulties and unstable housing;
- poorer school attendance; and
- emotional and behavioural problems interfering with schooling and social activities;

than most young people in the general community.

To meet the needs of these young people services are provided by a range of organisations including Correctional Primary Health Services, which is responsible for healthcare provision, the Department of Education which is responsible for the Ashley School, and other relevant government and non-government organisations.

⁷ Australian Institute of Health and Welfare, *Youth Justice in Tasmania, 2018-19*.
<https://www.aihw.gov.au/getmedia/60b67c1e-1fa3-4bb6-803e-72ce0e5a062c/aihw-juv-132-factsheet-Tas.pdf.aspx>



Inspection methodology

Inspection provides independent, external evaluation including analysis of areas that require improvement. It is based on gathering a range of evidence that is evaluated against an inspection framework.

All inspections of custodial centres are conducted against the Custodial Inspector's published inspection standards, which are based on international human rights standards, and cover matters considered essential to the safe, respectful and purposeful treatment of people in custody.

The inspection standards specify the criteria for inspection. During the Resources and Systems inspection, a number of sources of evidence were used to assess AYDC against the standards. These sources of evidence included:

- meetings with senior management from Communities Tasmania;
- individual and group interviews and conversations carried out with staff;
- review of documentation;
- desk-top audit of procedural manuals, policies, registers and training documents;
- onsite observation by the inspection team, documented by contemporaneous notes⁸; and
- the engagement of an external expert consultant.

After an inspection is completed, inspection reports are tabled in Parliament by the Minister responsible for the custodial centre. Prior to tabling, Communities Tasmania is consulted with, and invited to correct any factual inaccuracies in the report.

How will the inspection team make judgements?

The inspection team will ensure that their judgements are:

- secure - based on sufficient evidence;
- first-hand - based on direct observation of processes, detainees and staff⁹;
- reliable - based on the criteria in the inspection standards;
- valid - accurately reflecting what is achieved and provided; and
- corporate - findings reflect the collective view of the inspection team.

⁸ The observations, findings and recommendations are limited by the information available, or disclosed, to the inspection team.

⁹ First-hand wherever possible, and if not a direct observations the information relied on will be fact checked and confirmed by another reliable source.



Inspection standards

The *Inspection Standards for Youth Custodial Centres in Tasmania* provide the structure for reviewing and assessing the performance of custodial centres in relation to the treatment of, and conditions for, young people in detention in Tasmania.

The standards were developed taking into account the range of relevant international treaties and covenants, the *Australasian Juvenile Justice Administrators Juvenile Justice Standard 2009*, and the Australian Children's Commissioners' and Guardians' *Statement on Conditions and Treatment of Youth Justice Detention November 2017*.

The standards are based on the *Inspection Standards for Juvenile Justice Custodial Services in New South Wales*. I consulted with the Department of Communities Tasmania and the (then) Interim Commissioner for Children and Young People and his staff to draft and finalise the inspection standards.

Independent monitoring and assessment is important to ensure custodial services are meeting standards. An independent perspective can identify issues – both shortcomings requiring improvement and strengths that can be better utilised – that may not be obvious to the custodial centre, thereby providing a continuous improvement framework.

The inspection standards are publicly available on the [Custodial Inspector's website](https://www.custodialinspector.tas.gov.au/)¹⁰. The inspection standards relevant to this report are at Appendix 2.

The findings of the inspection team in respect of the Resources and Systems inspection standards are summarised below.

¹⁰ <https://www.custodialinspector.tas.gov.au/>



1 Governance and procedural fairness

Inspection standards 1.5 and 1.6

Relevant to the Resources and Systems inspection, the applicable inspection standards in the *Governance and procedural fairness* suite of standards are:

- 1.5 Information regarding individuals must be kept private and confidential, with monitored and documented processes in place for appropriate information sharing between staff and agencies directly involved with the young person's care and management; and
- 1.6 There should be robust and accountable recording and reporting systems for major aspects of the detention centre's activities.

To assess performance against these standards, the inspection team considered Ashley Youth Detention Centre's:

- records management systems and processes and permissions associated with accessing a young person's file;
- processes and checks in place to ensure security of a young person's contact points such as visitors and callers; and
- relevant policies and procedures in place to protect young people from internal and external sources.

On request, Communities Tasmania provided the inspectorate with a list of internal roles and agencies who have access to a young person's information.

Access to information and confidentiality

In its written submission to the Custodial Inspector, Communities Tasmania advised that it upholds its responsibilities regarding confidentiality. It noted that the legislative framework for the protection of personal information includes:

- the *Personal Information Protection Act 2004* ensures the safety of personal information. The Department has a manual to help staff understand their responsibilities under this Act (Department of Health and Human Services, 2016);
- the *Youth Justice Act 1997* (s22) outlines confidentiality requirements for information collected about young people under the Act; and
- the *Archives Act 1983* is followed regarding archiving documents.

AYDC uses both electronic and hardcopy storage methods for client information.

Storage of information

A hardcopy file is kept for all young people entering AYDC. The file is securely stored in the main administration area while the young person is onsite.



For young people aged under 18 who have been in detention but are not current residents, the files are kept securely in a storage room outside the main administration area. The inspection team did not view this room.

For people aged over 18 years, files are kept in file boxes in the Archives Room, which is locked and non-authorised personnel (including residents) are not permitted to access it. The inspection team found that this room is inadequate for its purpose. The archived resident case files are stored inappropriately in a room with a window and no sprinkler system, that is, it is not a strong room nor fire proof and this should be addressed.

It was noted in the written submission that the Communities Tasmania Records and Electronic Documentation Implementation (REDI) Project Manager is currently scoping the digitisation of past AYDC client records. The method for storing hard-copy files for current residents will be considered as part of the infrastructure upgrade.

Electronic client information is stored in the Juvenile Offender Information System Tasmania (JOIST). This database is accessed by custodial youth justice staff through the Youth Custodial Information System (YCIS) and community youth justice staff through the Youth Justice Information System (YJIS). Relevant staff can move between YCIS and YJIS for a given client. YCIS and YJIS have different permission levels and users are only able to access functions of the system relevant to their role and delegation. Appropriate authorisations and delegations are in place in the system. Server backups occur regularly to ensure data is not lost.

Confidentiality of information

There are a number of policies in place to ensure confidentiality of information is maintained in respect of young people. Contracts or Service Level Agreements (SLAs) are in place with relevant service providers and these contain confidentiality clauses. Copies of these documents were provided to the inspection team.

Inspection standard 1.5.5 provides that documents gained whilst in detention intended for use in the wider community should not indicate the young person was in detention, unless directly relevant or required. In this regard, Communities Tasmania identified that on some documents it would be possible to identify that a young person has been in detention from the wording used. An example was provided where the following words are used 'the prize will be placed with your personal property.' The inspectorate was advised that AYDC will carefully consider wording of documents that could be used in the wider community to ensure that it is not possible to ascertain the young person has been in detention.

Recording and reporting systems and requirements

Discussions with staff indicate that the records of young people are current, confidential and accessible to relevant staff. Having said this, the inspection audited a number of folders that had been created for new residents and the random sample reviewed were all empty folders. That is, there were no current assessments or plans in any of these resident files.



On raising this with staff, it became evident that at the time of the inspection and, for a period before, case plans were not being undertaken nor assessments completed. This poses a significant risk for not only the wellbeing of the resident, but also for AYDC and the broader department. The inspection team was told that this was due to resourcing issues, as the Case Management Coordinator was acting Program Coordinator as that position had been vacated and the Case Management Coordinator position was not backfilled.

In terms of operational procedures, the CYS Practice Manual is the primary point of reference for CYS staff. It comprises a set of policies, procedures and practice requirements for the delivery of services for children, youth and families in Tasmania. The practice manual is electronic, which ensures staff have access to up to date information.

Communication of decisions

Inspection standard 1.6.3 requires that decisions are effectively communicated to relevant staff. In this regard, Communities Tasmania advised that both the Department and AYDC use a number of communication channels for different purposes including implementation plans, all-staff communiques, emails and the intranet. Despite this advice, many staff told the inspection team that there is a lack of communication, particularly in relation to management decisions. In addition to staff feedback received at the onsite inspection, communication, and consultation with staff, were consistently raised as an areas requiring improvement in the pre-inspection survey.

Investigations of issues, incidents and allegations

Investigations of issues, incidents and allegations should be undertaken expediently. The inspection established that AYDC has a range of relevant processes:

- State Services Code of Conduct - procedures for the investigation and determination of breaches by employees are managed by way of *Employment Direction 5 (Code of Conduct) Management Procedure*;
- internal grievances - are handled using the *Grievance Management Procedure* and must be investigated and dealt with in a timely manner; and
- incident reporting - all incidents must be reported as soon as practicable and investigated in a timely manner in conjunction with HR. The reporting procedures are contained in the *Work Health and Safety - Incident Reporting and Investigation Procedure* and the *Employee Guide to Incident Reporting* fact sheet.

AYDC has a centre-specific internal incident reporting procedure and forms which are specific to the custodial environment. The procedure aims to capture timely and accurate information about incidents, which will assist in their review.

The inspection team heard that some staff do not feel confident to use the grievance management procedure under the then management. This is an area that Communities Tasmania should investigate, and subject to the findings of that investigation take action to ensure staff feel confident to use the procedure.



Communities Tasmania advised that it has a Serious Event Review Team (SERT), which is a small team of senior practitioners who undertake reviews when a client of CYS has had a serious adverse outcome such as death or serious injury, or there is a near miss incident. According to the Information Sheet that was provided to the inspection team:

After receiving a referral of a client death or serious injury, or a near miss incident, the SERT undertakes a review of the circumstances leading up to the event. A Terms of Reference guides the review.

The reviewer will interrogate information systems, consider policies and procedures that guided practice and decision-making, and interview staff.

Recommendations from SERT reviews contribute to continuous quality improvement within CYS in respect of policy development and focus and professional development.

Risk-based auditing

Regular internal and external risk-based auditing of centre operations is only undertaken in respect of work health and safety risks. A copy of the risk register was provided and on review the inspection team considered that this register reflects minimal information only and does not contain any strategic risks and/or the management of same.

Human Resources

The inspection standards require detention centres to have adequate human resource (HR) management and administrative systems to support the effective functioning of the detention centre and staff. The inspection found that support is provided to AYDC by the broader Department staff working in People and Culture, Capability and Resources, which is based in Hobart. The support services provided by the Department cover Human Resources and Workplace Relations (HRWR), Workforce Strategy, and Safety and Wellbeing and Incident Reporting.

At AYDC there is no HR presence on site for staff to access and seek advice or assistance from independent subject experts for HR related matters such as rostering, fatigue adherence, workers compensation, grievance resolution and interview panels etc. A significant number of the staff interviewed indicated that this was a concern for them. The expert consultant considered this to be a significant gap that should be addressed.

The HR system used at AYDC is a department-wide system; employees have access to the Employee Self Service online portal to view and update personal information, access pay slips and payment summaries, and apply for and review leave taken. The inspection team heard, however, that youth workers still use manual leave forms as there are a number that are not computer literate. After reviewing a draft of this report, Communities Tasmania advised that shift workers are required to submit time sheets and hard copy leave forms because they are not on auto pay or the ESS system. The advice of Communities Tasmania is acknowledged, however, the issue of computer literacy was raised by staff at inspection remains and to address this, it is suggested that Communities Tasmania considers whether additional training in computer literacy is required for targeted staff.



Delegations

The inspection team heard that the On-call Manager position is rotated between three senior staff members, not including the Centre Manager. The Centre Manager is not rostered as On-call Manager because that position is technically on-call 24 hours, seven days a week as no other staff member has a full range of delegations against their positions. This is a key dependency that should be reviewed, with a view to delegating staff appropriately in the event that the Centre Manager is unavailable.

Security checks

Despite the requirement for staff to have working with children registration, conviction checks and identification checks prior to being employed, there is no on-site oversight or recording of the currency of National Police Checks or Working with Vulnerable People registrations. This should be addressed.

Additionally, Communities Tasmania advised

All workers engaged by Communities Tasmania who come into contact with residents of AYDC in a paid or voluntary capacity must have Working with Vulnerable People (WVP) (Children) Registration and a Conviction Check. Proof of this must be provided by filling in the Working with Vulnerable People Registration Details Form.

External parties who work with AYDC residents on a regular basis are required to have WVP registration. For example, this is a requirement in the Service Level Agreement with YFCC. Not-for-profit staff and contractors who visit AYDC infrequently, or who are not expected to come into contact with residents are not required to have WVP registration, but residents are supervised if contact does occur.

Community Groups can ask to visit the centre to provide programs by filling in and submitting the Request for Community Group form. Youth workers from AYDC supervise the young people while they are in contact with community group representatives. The Community Volunteers Leaflet states that a youth worker will maintain line of sight at all times during the program/activity.

It is of some concern that not every person entering AYDC and interacting with young people is required to have a Working with Vulnerable People registration. While it is acknowledged that residents are supervised by youth workers, the young people at AYDC are some of the most vulnerable in society, many with traumatic backgrounds. AYDC is a secure custodial environment and if community groups and service providers wish to deliver programs in the centre, even if infrequently, they should be subject to the appropriate checks.

Quality assurance

Inspection standard 1.6.7 requires each detention centre to have a quality assurance system whereby it is able to monitor, measure and improve its own performance. In its written submission, Communities Tasmania advised that CYS launched its *Quality*



Improvement Framework in July 2019. AYDC has a *Quality Improvement Plan* for 2019-20, which sits underneath the framework and recommends actions against a range of areas. An additional tool used by AYDC to support ongoing quality assurance is the quarterly reporting process. Quarterly reports are electronic reports designed to extract information from JOIST. The reports were designed by the CYS Performance and Evaluation team to meet AYDCs requirements. Operational management can run the reports at any time for the purpose of monitoring and improving performance.

External reporting

The inspection standards also require that each detention centre should have agreed external reporting arrangements which are followed consistently. In this regard, CYS provides data for national reports that consider the performance of state and territory governments in providing youth justice services. These reports include the *Report on Government Services for Youth Justice Services* and the *Australian Institute of Health and Welfare* publications on youth justice. Communities Tasmania advised that detailed performance indicator frameworks and national minimum data sets underpin these reports.

Recommendations

It is recommended that Communities Tasmania:

1. Considers establishing an HR resource on-site to assist with learning and development, recruitment, workers compensation, recruitment, grievances etc.
2. Immediately relocates resident files to a secure storage facility and commences electronic storage of all files.
3. Reviews and updates all intranet content.
4. Reviews existing delegations, and takes action as required, to ensure that staff are delegated appropriately in the event that the Centre Manager is unavailable.
5. Implements a register to capture current security checks, such as police and vulnerable person.



2 Informed advice

Inspection standards 2.1, 2.2 and 2.3

The suite of inspection standards relating to *Informed advice* includes:

- 2.1 Current information about agency policy and operations of the detention centre should be readily available to staff, visitors and any other interested parties as appropriate;
- 2.2 Staff comply with legislative reporting requirements; and
- 2.3 Systems are in place for communicating effectively and appropriately with staff and service providers.

Availability of Agency policies and operational information

Centre rules, policies and procedures – available to staff

Communities Tasmania advised in their written submission that policies and procedures are located on the intranet for staff to use. The inspection found, however, that many documents on the intranet are out-dated and in need of review.

Visitor information

Information is provided on the Department of Health website about the rights and privileges of AYDC residents in relation to phone calls, letters and emails and visits.

There is a notice on the front gate at AYDC advising about items that are not permitted to be taken into the centre.

A copy of the AYDC Handbook is provided to the parent/guardian of an AYDC resident together with a letter containing some information about what happens at AYDC.

There is a leaflet for community volunteers, *Information for Community volunteers / organisations*, which provides information about appropriate clothing and footwear, secure lockers, accessible and prohibited areas, emergency procedures, gift policy, complaints or grievances and prohibited items (such as mobile phones, tobacco and lighters). The expectations of volunteers is also set out and covers disclosure and sharing of information.

Staff specific policies are available on the intranet and when a new procedure is released a hard copy is made available to staff.

Complaints systems

Inspection standard 2.1.4 requires that:

There are effective complaint systems for visitors, staff and any others having contact with the detention centre. Complaints are actioned promptly, with progress and outcomes recorded for future reference.

The Department's website has a page providing information about how to make a complaint about CYC, including AYDC. This may be of use to families and members of the community. Complaints can be submitted by email or directly to AYDC employees. There is



a complaint form to be filled out by complainants and also a *Protocol for Managing Complaints* for staff, which states its purpose as being:

....to provide specific instructions for Children and Youth Services (CYS) staff to operationalize the DHHS complaints policy and procedure.

A complaints register for 'registered clients' was provided to the inspection team. This excel spreadsheet contained 11 entries detailing complaints made by young people at AYDC in the 2018-19 financial year. The content of this register was not adequate or sufficient to constitute a complaints register. Very little detail is provided in respect of the actual complaint and eight columns of relevant fields were blank. Of concern, it is hard to accept that only 11 complaints were made by young people at AYDC in an entire financial year. This is not to say that it is not possible that this is correct. If it is the case, however, I would suggest that this may be indicative of system failures with the complaints process.

Complaints in respect of young people were discussed in detail in the *Youth Custodial Services in Tasmanian – Custody Inspection Report*. Recommendation 24 of that report provides that the AYDC complaints mechanism should be reviewed with changes implemented to protect the confidentiality and, when necessary, anonymity of young people who wish to make a complaint about the treatment and/or conditions without disclosing their identities. This recommendation had not been actioned at the time of the Resources and Systems inspection.

Confidential telephone help lines

There are no confidential help lines available to young people at AYDC. As a result AYDC fails to meet inspection standard 2.1.5 which provides that confidential help lines - that are private, unrecorded, available free of charge and well-advertised - should be available.

Legislative reporting requirements

Reporting harm to a young person

At AYDC, in compliance with inspection standard 2.2.1, any harm or suspected harm to a young person while in custody is reported by employees immediately on becoming aware of the harm or on their reasonable suspicion of harm to the young person.

It is the expectation of inspection standard 2.2.2 that staff are trained to recognise and respond to behaviours indicating emotional, psychological, or physical harm. In this regard, Communities Tasmania's written submission said

The mandatory training attendance spreadsheet shows that staff are trained to recognise and respond to emotional, psychological and physical harm

On reviewing the training attendance spreadsheet, however, it was evident that staff training in many areas is not up to date – staff are either due for renewal or, in some cases, have not completed training at all. Currency of training has been identified in previous inspection reports and should be addressed as a matter of urgency. It is concerning that not all AYDC staff members are required to undertake *Suicide and Self Harm* (SASH) training. Based on the training attendance spreadsheet it appears that staff listed in the areas of



'Fire Safety – Maintenance', 'Catering – Stores' and 'Administration – Management' are not required to undertake training in SASH. Nor are they trained in other courses relating to young people's behaviours indicating emotional, psychological, or physical harm. Despite the fact that they are not working in operational roles on the ground with young people, these staff members may, and almost certainly do given the small size of the centre, still have contact with young people - and these may present as opportunities to identify potentially harmful behaviours.

Recommendations

It is recommended that Communities Tasmania:

6. Makes available to young people confidential help lines that are private, unrecorded, available free of charge and well-advertised.
7. Considers providing all AYDC staff members training to enable them to recognise and respond to behaviours indicating emotional, psychological and physical harm.

Policies, procedures and registers

Inspection standard 2.2.3 requires that:

Policies and procedures are in place in relation to reporting obligations and processes (for example, maintaining such things as use of force and isolation registers). Additionally, mechanisms are in place to capture data relating to those obligations and processes.

AYDC has a number of policies and procedures relating to reporting obligations and processes. These documents include:

- The Behavioural Development System;
- AYDC incident reporting procedure and forms;
- Use of Isolation procedure, forms and register;
- Use of Physical Force procedure, form, register and practice advice;
- Suicide and Self-harm Prevention procedure, forms and practice advice; and
- Procedures on supervision and movement of young people, transportation, use of handcuffs, searches and site security.

Registers are kept for use of isolation and use of physical force. There is also a suite of documents from the CYS practice manual relating to the use of isolation and use of physical force.

Reportable incidents

The inspection team heard allegations that staff are actively discouraged from lodging incident reports, and further that they are discouraged from completing WHS forms. Staff also noted that they are not provided with advice about the outcomes or actions taken when incident reports are lodged.

A reportable incidents register was not able to be provided to the inspection team and there



was concern that not all incidents had been reported to WorkSafe Tasmania. Further information was sought from WorkSafe Tasmania which indicated there were only eight notifiable incidents for the period 1 July 2017 to 30 June 2019. The *Work, Health and Safety Act 2012* defines notifiable incidents in section 35 as:

- (a) the death of a person; or*
- (b) a serious injury or illness of a person; or*
- (c) a dangerous incident.*

An audit of AYDC incidents was not undertaken by the inspection team, but it is noted that this number is very low and, it would seem, indicates that perhaps incident reporting has not been given the priority it should have. It is recommended that Communities Tasmania conducts its own investigation into incident reporting and takes steps to educate staff about the importance of submitting incident reports.

Recommendations

It is recommended that Communities Tasmania

8. Investigates, or audits, incident reporting at AYDC and takes steps to educate staff about the importance of submitting incident reports and notifying Work Health Safety of notifiable incidents.
9. Communicates reportable incidents to the Custodial Inspectorate at the time they occur.

Communication systems

Coordinated support services

The expectation of the inspection standards is that systems are in place for communicating effectively and appropriately with staff and service providers.

Inspection standard 2.3.1 requires that all support services work in a coordinated manner. In this regard, the inspection found that there is a coordinated approach to support services.

There are a number of weekly meetings that ensure that services are coordinated for residents. The following information was provided in Communities Tasmania's written submission:

The Multidisciplinary Team meets weekly to understand challenging behaviours, agree on behaviour supports, suggest referrals and manage transition issues

The Centre Support Team meets weekly to discuss daily behaviour, incident reports and formal requests from residents

The Program Assessment Team meets weekly to review suitability of programs for residents

The Case Plan Review Meeting is held weekly to review each young person's case plan.



AYDC has an activities sheet which sets out the basis of what is happening at the centre during the week. There is a Programs Coordinator (PAT) meeting on Fridays and at this meeting staff strategise the program groups - group sizes, how many groups, what activities etc. The activities sheet is reviewed daily in case of incidents overnight or the day prior which may affect the programs scheduled. As well as coordinating the staff and service providers that run programs at AYDC, the Programs Coordinator prepares the support program (school, community, AYDC staff etc) and the daily activities are discussed at the commencement of the day at the 8:15am meeting with the school principal. At the time of the inspection there were some tensions between management and the Ashley School around the number of programs being delivered by the school.

Information sharing and confidentiality

The standards provide that there should be clear protocols for information sharing, service agreements and confidentiality provisions to support open and timely communication between different sections and staff regarding detainee management, activities and interventions.

When a young person is remanded to AYDC, there is a process whereby admissions information is usually provided by Community Youth Justice to AYDC in the form of a Pre-Sentence Report.

In addition, Case Planning, Exit Planning and the Supervised Release Order procedures all require collaborative planning across Community and Custodial Youth Justice and the Child Safety Service.

Communities Tasmania advise that Contracts or Service Level Agreements (SLAs) are in place with relevant service providers. These contracts and SLAs routinely have confidentiality clauses and examples of these were provided to the inspection team.

Communication

Communities Tasmania advised:

AYDC does not have a stand-alone communications strategy. AYDC-specific communications are managed internally, and include implementation plans, email distribution lists, all-staff email communications and manager's comments. Departmental communication includes policies, procedures, all-staff emails and intranet news items

The onsite inspection found that AYDC uses a number of communication tools to inform staff of workplace developments through meetings, notices and emails. Despite these communication tools, many staff reported to the inspection team that communication is an issue, particularly in relation to operational matters. Specifically, it appears that there is a communication gap between managers and youth workers on the ground.

The inspection team was told that there is no formal communication with staff other than an ad hoc email from the Centre Manager. Of concern, staff interviewed during the inspection provided feedback that they are not consulted about changes that impact on their employment. An example of this was provided in respect of the proposed change in staff



rosters. A committee was established, however, feedback has never been received from the committee about the recommendations put forward by staff and subsequently the committee has been disbanded.

It was also noted by the inspection team that the AYDC intranet content is not regularly updated and as such, it is very outdated.

Recommendations

It is recommended that Communities Tasmania:

10. Reviews and updates the AYDC intranet content and implements procedures to ensure that the content remains current.



3 Infrastructure

Inspection standard 6.4

Inspection standard 6.4 requires that the detention centre should adopt and promote principles of sustainability, to be reflected in daily operations.

Environmental sustainability

AYDC does not have an environmental sustainability policy, but the inspection team was advised that several sustainability measures have been introduced at AYDC. These include:

- a 60,000 litre water storage tank used to store mains supply water and feed the centre;
- a 20,000 litre rain water catchment which is utilised for grounds/garden supply;
- creek and dam catchments used for the centre's pastures which supply cattle troughs and grounds/gardens;
- installation of 14.5 KW solar roof mounted panels;
- LED replacement lights on pole lights and wall mounted lights;
- fluorescent LED globes replacing expired fitted globes;
- appropriate food scraps being fed to the cattle on the AYDC pastures; and
- cardboard recycling through fortnightly collection by Veolia Environment Services.

AYDC's commitment to sustainability is reflected in the architectural brief that was provided for the current AYDC upgrade project. Additionally, young people are encouraged to become involved in projects that promote environmental sustainability. There are onsite garden beds, a garden program, residents are also involved in fence repairs, mowing and whipper snipping, where a risk assessment allows. The opportunity to work on the Ashley farm program is used as a case management reintegration program, as it requires a temporary release from the centre.

Communities Tasmania advised that there are also opportunities to undertake conservation work in the community (on temporary release) at the Apex Hut in Deloraine and the Adopt-a-Highway initiative also in Deloraine. Again, a young person's participation is risk assessed:

Apex Hut is a local hut in the Deloraine District, which provides shelter for walkers on the Meander Falls bushwalk. AYDC staff and residents keep the hut clean and ensure it is supplied with wood. Residents who participate are on Temporary Release from AYDC.

AYDC residents can participate in the Adopt-a-Highway initiative in Deloraine. This involves the use of push mowers and brush cutters, and the removal of rubbish. Residents learn a range of skills, including working in hot and cold conditions, understanding risks including infection and musculoskeletal risks and the ability to think of safety for themselves and for others.



Other issues

The cleanliness of facilities at AYDC was raised by some staff members as an issue as the amount of contracted hours for cleaning had been reduced to 23 hours per fortnight. Concerns related to the frequency of cleaning services, with the dining room and fit gym being cleaned only once a fortnight. These staff members also voiced concerns about the cleanliness of residents units, as the young people are responsible for this and performance of cleaning tasks is *sporadic and not completed enthusiastically*. Youth workers are also required to assist in cleaning the resident units, including the toilets. The inspection team was advised that youth workers were cleaning the toilets without the necessary toilet cleaning equipment and this was not hygienic.

Concerns were also raised about coverage for the Fire, Safety and Security Coordinator position, as the position is 0.5 full time equivalent. Given the responsibilities of this position, it begs the question why is it not a full time position? Also, who is responsible when the Fire, Safety and Security Coordinator is not onsite?



4 Workforce

Inspection standards 7.1, 7.2, 7.3 and 7.4

The suite of inspection standards relating to *Workforce* were a significant focus of the Resources and Systems inspection. Workforce issues including human resource (HR) metrics, recruitment, performance management, staffing model, overtime and leave, grievance processes, and workers compensation were considered in some detail by the inspection team. The relevant standards are:

- 7.1 Recruitment, supervision and retention strategies should be in place to ensure there is sufficient and appropriate staff with experience to meet the needs of the detention centre and the population of young people at all times; and
- 7.2 The staffing mix should include male and female staff from diverse cultural backgrounds.

Pre-inspection staff survey

Prior to the commencement of the inspection, the inspectorate undertook an employee engagement survey.

35 AYDC employees participated in the survey and the results reflect that staff did not feel supported, empowered or engaged with the AYDC leadership and management team. It should be noted that there have been major changes in the senior management team since that time.

Provided below is a sample of the results:

- 64% of employees advised they did not feel supported by AYDC management personnel;
- 56% of employees did not feel valued for their contribution at work;
- 66% of employees felt that management and HR personnel did not resolve grievances promptly, fairly, sensitively or confidentially;
- 64% of employees did not have confidence in the AYDC leadership and management team;
- 61% of staff felt that management does not take feedback and concerns seriously;
- 70% of staff felt that the management team was not transparent about decision making; and
- 74% of staff felt that management did not consult with them about workplace decisions that have an impact on them.

Communication, transparency, additional staffing and consultation were key areas identified for improvement by staff.



Recruitment

AYDC recruits its staff in accordance with Tasmanian State Service employment procedures. In addition, the following specific measures are undertaken for people applying for positions at AYDC:

- a specialised pre-employment online screening test; and
- a psychological interview which may be required as a follow up to the online screen

Position specific training is also undertaken at AYDC prior to employees commencing their duties. New staff are required to have working with children registration, conviction checks and identification checks.

Concerns about recruitment processes

Many staff raised concerns about the number of positions that had been temporarily filled, due to delays in recruitment processes. Data provided by Communities Tasmania confirmed that 50 positions were occupied by substantive appointments, and 31 positions had staff members temporarily acting in the role. The uncertainty created by people acting in roles is impacting on staff morale and wellbeing and needs to be addressed as a priority.

The inspection team heard from staff interviewed allegations of inequity, favouritism and bias for opportunities of acting up, promotion, and supervisory appointments. The concerns of the staff interviewed were consistent with the information collected in the pre-inspection survey. The claims made in respect of recruitment processes largely centred around appointments made by the former Centre Manager, and an inequitable process for staff to express interest in acting in other roles should the opportunity arise.

Concerns were also expressed about the composition of selection panels, particularly that members of the panel were not from AYDC and there was not enough representation of people 'in the job' when recruiting. This concern was not investigated further by the inspection team, though it is noted as a potential issue for Communities Tasmania to consider when establishing recruitment panels.

The inspection found that there was some confusion amongst staff with regard to the composition of selection panels and potential conflicts of interest. To address this confusion, and perceptions of conflicts of interest, staff should be educated by HR about the recruitment and selection processes, including how panels are constituted, and real or perceived conflicts of interests. It would also assist to engage an external HR consultant to sit on future recruitment panel interviews to assist with process and/or as an independent and external panel member.

Recommendations

It is recommended that Communities Tasmania:

11. Takes action to finalise recruitment processes in a timely manner, and appoint staff to substantive positions wherever possible, as a priority.
12. Educates staff about the recruitment and selection process, including how panels are constituted, and potential, real or perceived conflicts of interests.



Supports for new staff and probation

The standards require that new staff should have a variety of supports and supervision by suitably selected experienced and trained managers, supervisors, and peers. Additionally, they should undergo formal, supervised probation.

In terms of supports and supervision on commencement of employment, the inspection found that unit managers are responsible for planning and overseeing induction arrangements. It appears that this supervision is largely informal. There is a series of online induction modules which are mandatory for all new employees and this training is accessed through an online education and training portal.

Communities Tasmania has a formal probation procedure, which is a Department of Health¹¹ document, *Recruitment and Appointment – Onboarding and Probation Procedure* (12/0182-026). This procedure is effective from 1 July 2014, and has a review date of 1 December 2017. It is recommended that Communities Tasmania reviews this document and, if necessary, makes amendments to ensure it is up to date and relevant for its staff.

Retention strategies and performance appraisal

Inspection standard 7.1.4 provides that retention strategies should be in place. The inspection found that there is no formal strategy in this regard, although the Department generally aims to provide a positive and supportive workplace where all staff feel valued, and are engaged in meaningful work. To support this aim there is an Inclusion and Culture Committee.

Communities Tasmania advised the following additional strategies aimed at retaining staff:

- AYDC employees have access to the Employee Assistance Program and can access mental health first aid training;
- the AYDC roster is being redesigned to increase the number of training days;
- all staff have the opportunity to work night shifts, which attract a higher wage rate;
- clear policy and procedural guidance provided through the CYS practice manual and departmental policies; and
- permanent employees have security of tenure.

With respect, the above mentioned strategies are largely the same as those replicated across the Tasmanian State Service for all employees, and only the night shift strategy is designed specifically to address retention of staff working within the unique youth detention environment.

The retention data provided by Communities Tasmania evidences a significant increase in the annual turnover rate percentage, from 5.4% in 2017-18 to 16.2% in 2018-19. Yet, the

¹¹ This is because of the split of responsibilities between Communities Tasmania and the Department of Health following the abolition of the Department of Health and Human Services on 30 June 2018. The procedure states that it applies to former DHHS employees who have transferred to the Department of Communities Tasmania until otherwise advised.



inspection team heard from interviewed staff that retention of staff is not an issue at AYDC, as there are limited job opportunities elsewhere in the local area and that many staff have been working at the centre for an extended period. It is notable that AYDC has an ageing workforce. Nonetheless, it is recommended that Communities Tasmania monitors this area and implements targeted strategies designed to ensure staff at AYDC are retained.

Communities Tasmania advised that staff performance is managed in accordance with Tasmanian State Service Employment Directions:

- Employment Direction 26, *Managing Performance in the State Service* and the related guidelines, and
- Employment Direction 6, *Procedures for the Investigation and Determination of whether an Employee is able to efficiently and effectively perform his/her duties*.

In addition there is are Department of Health procedures, *Employee Performance and Development Procedure* and *Employment Direction No. 6 (Inability) Management Procedure*. There is also a departmental form used for performance development, *Performance and Development Agreement Template*.

Despite these procedures, the inspection found that performance appraisal was not regularly occurring at AYDC with a quarter of staff not up to date with 12 monthly performance reviews. The inspection team were told that operational staff have difficulties completing the performance appraisal due to shift work. The inspection team also heard that the performance management framework that is in use is not well regarded by staff.

Recommendation

It is recommended that Communities Tasmania:

13. Monitors staff movements and implements targeted strategies designed to ensure retention of staff.
14. Ensures that all staff members participate in a meaningful performance management framework annually.

Staffing model

There was no evidence presented that indicates that the staffing model at AYDC is regularly reviewed and modified to ensure it meets the demands of centre operations and any changes in legislation, policy or procedures.

There have been some changes to statements of duties to make it an essential requirement for a current Working with Children Registration. Statements of duties have also been amended to reflect the change to a therapeutic and trauma informed care model.

Concerns were raised with the inspection team about whether the staffing model is adequate in respect of the staff ratio required for the therapeutic model of care at AYDC.

Staff also spoke of perceived inequities around approval of leave for particular staff, and not others.

It appears to be the case that if you don't rock the boat you are looked after.



It is interesting to note that there was a decrease in recreation leave taken from 2017-18 to 2018-19, and an increase in sick leave for the same period. No drill-down analysis of the reasons for the pattern was undertaken by the inspection team, though it may be an area of interest for Communities Tasmania to monitor.

The inspection found that there are issues for staff in terms of their inability to take leave, and excessive overtime, both resulting from under resourcing and operational requirements. These demands on staff are impacting heavily on staff morale. It is difficult to reconcile the excessive overtime and restrictions on leave with the advice from Communities Tasmania that leave and overtime are monitored regularly, with excessive leave managed. Of great concern, the inspection team heard allegations that staff are being pressured by managers to work overtime.

There is more pressure to do overtime, with the veiled threats of leave won't be approved unless you do.

The staffing model is appropriate for a youth detention centre and is not based on an adult correctional environment, or adult prison staff - detainee ratios. The selection criteria within the Statement of Duties for youth workers requires that staff in a youth custodial setting understand child and adolescent development. The model at AYDC includes Department of Education staff and is focussed on rehabilitation and learning as a priority.

AYDC has a multi-disciplinary team which includes professionals and specialists in addition to custodial, administrative and support staff. The Professional Services team comprises:

- Manager Professional Services and Policy;
- Case Management Coordinator;
- Case Manager;
- Conference Convenor; and
- Clinical Practice Consultant and Support Officer.

Concerns were raised about the safe staff to resident ratio, with staff alleging that this was not being adhered to. The staff ratio also dictates how many units can be open at one time, which makes it difficult to juggle resident conflicts, and also lead to a preventable incident between a male and female resident.

The staffing model at AYDC should be reviewed if only from the point of view of ensuring that there are adequate staff to allow a safe staff to resident ratio at all times.

Staffing resources

The inspection found that AYDC was significantly under-resourced in terms of staffing and employees are working unsustainable hours in breach of their industrial provisions.

AYDC recruitment of staff is undertaken on an ad hoc basis. The inspection team was told that in the past there was a process of yearly recruitment but this process ceased in 2015.

Long term insufficient staffing means that AYDC employees are working double shifts, with



inadequate, to no, breaks being taken between shifts and, even more concerning, regularly working staff short on shifts.

All operational staff interviewed (non-management) indicated they are burnt out as a result of short staffing and delays in recruitment processes. Many of the staff interviewed also talked about staff being exhausted and at breaking point and feeling pressured to fill vacancies on the shifts by working overtime. Concerns were raised about staff having less tolerance for the challenging behaviours of young people when they are tired and stressed, and an increase in excessive use of force.

Possibly poor decisions were made as a result of staff burnout, fatigue and stress.

At the time of the inspection the situation with staffing shortages was dire. There was only one shift line that did not require backfill from existing staff. The nightshift was regularly utilising an administrative training officer to fill a vacancy, not a youth worker. Another administrative worker was in the process of moving across to operational work, leaving the administration team working extra hours to cover this shortage. The night prior to the onsite inspection the nightshift had worked one staff member short.

Staff reported instances of the resident to staff ratio not being adhered to which has led to incidents with residents occurring. An example was provided of a female youth worker being left alone in a unit with five male residents. The inspection team is aware of one specific occasion when an incident resulted, though staff allege that the ratio not being met is not uncommon or an isolated event. Of great concern, the inspection team heard that staff shortages prevent staff from performing suicide and self-harm (SASH) checks/observations.

The depth of concern about the staffing shortages was such that AYDC Health and Safety Representatives issued a Provisional Improvement Notice (PIN) under the *Work Health and Safety Act 2012* on Communities Tasmania on 17 June 2019. The PIN referred to youth workers and others being paced at excessive and unnecessary risk due to safe staff ratios not being adhered to, and unrealistic demands on youth workers to do overtime in an attempt to maintain the safe staff ratio.

Excessive overtime

A review of AYDC HR metrics reporting reflects that unsustainable and unacceptably excessive overtime and double shifts are being worked over an extended period, for example:

- June 2019 to July 2019 reflects excessive and unsustainable hours were worked as follows:
 - 195.40 hours for Pay Period 2;
 - 318.50 hours for Pay Period 3;
 - 198.65 hours for Pay Period 5;
- Of the three pay period examples provided, excessive overtime was worked on all occasions.



It should be noted that the data detailed above was provided directly by payroll personnel at the site visit at AYDC and is inconsistent with data provided by the Communities Tasmania Manager Workforce Strategy, People and Culture. The inspection team did not attempt to reconcile the inconsistency, though it may be an area that Communities Tasmania investigates.

Communities Tasmania must place an immediate priority on the recruitment of additional staff resources to comply with resident staff ratio and the therapeutic model. Consideration should be given to expediting the recruitment process and investing in additional staffing.

Recommendations

It is recommended that Communities Tasmania:

15. Reviews the staffing model at AYDC to ensure that there are adequate staff to allow a safe staff to resident ratio at all times.
16. Places an immediate priority on the recruitment of additional staff resources to comply with resident staff ratio and the therapeutic model.

Supervision

All operational staff should have scheduled, planned and regular supervision with their supervisor. The purpose of supervision is to ensure accountable decision-making and safe outcomes for children. It ensures that legislative, policy, procedural and practice standards are met. It also ensures that staff are developed, supported and monitored in their youth worker service delivery role.

Communities Tasmania advised in its written submission that:

AYDC staff receive supervision sessions throughout their employment. The PASE model is used in AYDC:

- *Practice / professional*
- *Administrative / organisational*
- *Support / person*
- *Educative / Professional development*

Ashley Youth Detention supervisors have been trained in the PASE Supervision Model. This has been successfully imbedded in nonoperational roles. The PASE model aims to ensure that staff feel supported in the workplace, while developing their capacity. Supervisees must ensure that they receive formal one-on-one supervision sessions at least once a month. Information from sessions is captured in the PASE report. Staff are able to request additional informal supervision sessions.

AYDC staff have noted that the PASE model is useful for non-operational staff, but less useful for operational staff. The supervisory and management arrangements are being reviewed as part of the Model of Care Project.



Despite this framework being in place, the inspection team heard from senior managers that an area of improvement is supervision arrangements.

Staff members advised the inspection team that they had not received any supervision in recent times with one staff member alleging that he had not had any supervision in over four years.

*I don't reckon any ops co on shift has done any supervision for 12 months or so.
There is no time to do it either. All staff are working overtime and all are exhausted*

Steps should be taken immediately to ensure that operational staff at AYDC are receiving adequate and regular professional supervision.

Recommendations

It is recommended that Communities Tasmania

17. Takes immediate steps to ensure that operational staff at AYDC are receiving adequate and regular professional supervision

Staffing mix

The expectation of the inspection standards is that the staffing mix should include male and female staff from diverse cultural backgrounds. In addition, the staffing model should be subject to regular reviews and modification to ensure it continues to be suitably diverse.

Communities Tasmania advised that because AYDC is located in a regional area of Tasmania, it can be difficult to attract diverse staff.

The inspection found that the staffing mix at AYDC is largely even in respect of gender, with 58% of the staffing establishment being male and 42% female. Having said that, there is a disparity in terms of the casual pool which is 100% female.

A challenge for AYDC is the ageing workforce with the majority of staff aged over 45 and a significant proportion aged over 55. This issue was raised multiple times with staff expressing concern that there is no succession planning in place. The inspection heard that older staff members are placed, *hidden*, on night shifts as it is generally a quieter shift with residents locked in their rooms sleeping. There needs to be a concerted focus on recruiting a younger demographic of staff moving forward.

Staff training

Inspection standard 7.3 requires that all staff must be appropriately trained and receive ongoing development, and reaccreditation where necessary.

AYDC has a current training plan covering the period July 2019 to June 2020. The training plan outlines which courses must be undertaken and when. The training plan also includes notes of which staff are yet to complete training and the *Mandatory Training Attendance Spreadsheet* is used to record staff training attendance.

At the time of the inspection AYDC was making a concerted effort to bring all staff up to date with training. Rosters were also being reviewed to ensure that more training days would be available for staff on a regular and scheduled basis.



Issues identified

Staff support

Failure to have critical incident debriefings was raised as an issue by multiple staff members during interview. This feedback was consistent with the pre-inspection survey results where 26.47% of respondents agreed that following critical incidents they were offered a range of relevant opportunities for debriefing. Communities Tasmania should review the processes relating to critical incidents and ensure that critical incident debriefings are occurring after each and every critical incident, with follow up welfare checks also provided to staff.

Recommendation

It is recommended that Communities Tasmania:

18. Reviews the procedures relating to critical incidents and ensures that critical incident debriefings are occurring after each and every critical incident, with follow up welfare checks also provided to staff.

Workers compensation

While not relevant to a single and specific inspection standard, workers compensation has been considered in the context of the Resources and Systems inspection as it cuts across standards relevant to systems and staff supports.

Workers compensation is payable to a worker who suffers an injury or disease arising out of or in the course of the worker's employment. [WorkSafe Tasmania's website](#) contains the following:

A worker may be entitled to compensation for:

- *weekly payments while incapacitated for work*
- *medical and other expenses*
- *rehabilitation expenses*
- *permanent impairment¹²*

In respect of workers compensation, the Tasmanian Government self-insures and Jardine Lloyd Thompson (JLT) acts as the fund administrator for the State.

The inspection team interviewed:

- AYDC staff;
- the Centre manager and Director, Strategic Youth Services;
- staff working in the Communities Tasmania Human Resources Branch;

¹² <https://worksafe.tas.gov.au/topics/compensation/workers-compensation/information-for-workers/who-can-claim-for-workers-compensation>



- staff working for JLT; and
- staff working for WorkSafe Tasmania.

At the time of the inspection there were 33 workers compensation claims for the 2018-19 calendar year, with 12 active claims for a headcount of approximately 63 employees (21 finalised claims for the period).

Of the 33 claims, the breakdown was as follows:

- Accepted 30
- Pending 1
- Rejected 2

The majority of claims were psychological in nature.

Overall, the inspection found that AYDC has a high number of workers compensation claims. It is suggested that the implementation of recommendations in this report may address this issue.



5 Security

Inspection Standards 8.10

Relevant to the Resources and Systems inspection, inspection standard 8.10 provides:

Young people, staff and visitors understand that bullying and intimidating behaviour are not acceptable and are aware of the consequence of such behaviour.

Communities Tasmania has policies around this, and staff are aware of acceptable behaviours. The inspection team was told that bullying, discrimination and harassment are covered in the Department induction and also in an additional course for new managers, titled *Managers Induction*, which is a one day course for new supervisors and managers and staff that will be acting in a supervisor role.

Despite the awareness of staff of the behaviour expectations, the inspection team heard multiple examples of inappropriate behaviour resulting from a negative workplace culture.

The wheels are falling off the billy cart..... People are finding it hard to engage appropriately and behave professionally with each other.

Bullying is not overt, however pressure is applied to certain staff to achieve management desires.

As indicated at page 4 of this report, since the inspection in August 2019, the AYDC leadership and management has changed. The inspectorate will continue to monitor the workplace culture at AYDC.

In respect of young people, as previously reported in the *Custody Inspection Report: Inspection of Youth Custodial Services in Tasmania, 2018*:

The induction program also includes an explanation of rights and responsibilities by means of handing out, and if necessary reading out, the AYDC booklets Information for Young People and Families and the AYDC Unit Rules. These booklets provide comprehensive details about AYDC's daily routine including programs, education and reintegration activities as well as services such as health, chaplaincy and advocacy available to young people. The booklets also detail the AYDC complaints process, rules for visits and telephone calls and policies relating to bullying and sexual harassment. The Behaviour Development System document is also explained to young people as part of the induction program so that they understand expected behaviours and the consequences for not displaying those behaviours.



Glossary of Terms and Acronyms

Term or Acronym	Definition
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AYDC	Ashley Youth Detention Centre
BDS	The Behaviour Development Scheme, incorporating the incident management scheme and incentive scheme, which is used by AYDC to classify young people based on their behaviours
CYS	Children and Youth Services, an operational unit of the Department of Communities Tasmania. CYS manages AYDC
JOIST	Juvenile Offender Information System
YJIS	Youth Justice Information System, a detainee record management system for youth custodial centres used by CYS and AYDC



Appendix 1

Department of Communities Tasmania response to recommendations

The report predominately considers compliance with the Custodial Inspector's Inspection Standards based upon observations gained through an inspection of Ashley Youth Detention Centre (AYDC) on 26 August 2019.

It is acknowledged that the recommendations in the report are largely based upon observation by the inspection team during the onsite visit to AYDC. In addition, a number of other sources were used to assess AYDC against the inspection standards including meetings with the Department of Communities Tasmania (DCT) senior management, interviews with AYDC staff and young people, review of documentation and the engagement of an external expert consultant. Prior to the inspection, a staff survey was undertaken which largely focussed on employee engagement and helped to identify specific focus areas for the onsite inspection.

Since the inspection was undertaken, there has been significant progress on several recommendations in the report and major changes in the senior management team. Additionally, over the past twelve months, a number of major initiatives have been progressed both at AYDC and more broadly in DCT which have impacted positively on these inspection standards and are reflected in the DCT's response to the recommendations. These include:

- The development of the AYDC Practice Framework and the AYDC Learning and Development Framework that supports the Practice Framework's ongoing implementation. Two staff were appointed in 2020 to progress the trauma- Informed Practice Framework and operating learning model to support training and ongoing workforce development. The AYDC Practice Framework is now out for consultation and provides the knowledge base, principles and theory for practice. A Recommendations Report for the implementation of the Framework is being completed and will include: a review of AYDC policies and procedures to ensure they are trauma-informed and support therapeutic practice; a review of all programs to assess the extent to which they are trauma-informed as well as the need to develop specific therapeutic programs with a trauma focus; and the rolling out of a number of staff support and training strategies including individual and group supervision models, to ensure all staff have the opportunity to reflect and grow their practice in alignment with a therapeutic approach to young people.
- Strengthening DCT's approach to recruitment and selection through policies, procedures, and training to ensure greater awareness of the process and ensure conflicts of interest are managed appropriately.
- External 'Managing People and Performance' training provided for managers. This included opportunities to develop skills and practice communicating clear



expectations to get the best results; make the best use of the performance management system; coach, develop and support others; give feedback in away that makes a difference; and prepare for and have the tough conversations when necessary.

- The AYDC team have also participated in a pilot workshop to consider the Agency values in their context and create 'Living our values together' statements to support accountability towards a desired organisational culture.

DCT supports the majority of recommendations in the report, with 10 supported as existing initiatives. Overall, the recommendations in this report will help inform policies, programs and procedures related to the resources and systems inspection standards.

Responses to Recommendations

	Recommendation	Response/Acceptance Level
1.	Considers establishing an HR resource on-site to assist with learning and development, recruitment, workers compensation, grievances etc.	Supported in Principle The information provided in the report demonstrates there would be value in employees at AYDC having greater access to an HR resource. While there is not capacity to engage a dedicated HR resource for AYDC, the People & Culture (P&C) team are currently reviewing their operating model to better engage with the business through partnering and building stronger relationships with branches. This will translate to a greater onsite presence at AYDC. Relocating a HR position to North/North West of the State will also be considered. The Department of Communities Tasmania (DCT) recognises that education and support around HR processes is required by AYDC staff and will facilitate this through information sessions such as Code of Conduct (including grievances), bullying and discrimination, conduct and behaviour standards etc. which will occur from early 2021.
2.	Immediately relocates resident files to a secure storage facility and commences electronic storage of all files.	Supported - Existing Initiative Since the inspection was undertaken, the relocation of archived files to a secure offsite facility (ZicroData) has



	Recommendation	Response/Acceptance Level
		commenced. AYDC is expected to commence electronic storage of new records on the DCT electronic storage system (CM9) with training planned to commence in March 2021.
3.	Reviews and updates all intranet content.	Supported - Existing Initiative Children, Youth and Families (CYF) has continued to review and update AYDC procedures on a priority basis since the inspection was undertaken. A strategic review of all AYDC intranet content is underway and will align with the AYDC Practice Framework, which will support staff to develop their expertise to undertake therapeutic interventions for young people who have experienced trauma. The framework will be incorporated in all recruitment, induction, ongoing learning and development opportunities, service delivery, policies and procedures and future planning. AYDC policies and procedures will align with the training pathways identified in the framework and priorities will be further informed by recommendations from the Custodial Inspector and Commissioner for Children and Young People. Implementation of the framework, including the review and update of intranet content, will commence in early-mid 2021.
4.	Reviews existing delegations, and takes action as required, to ensure that staff are delegated appropriately in the event that the Centre Manager is unavailable.	Supported - Existing Initiative Completed. A new Instrument of Delegation for the Detention Centre Manager was issued in early 2020 to reflect establishment changes at AYDC. This included the appointment of: an Assistant Manager who was provided with the same powers as the Centre



Recommendation		Response/Acceptance Level
		Manager; and Coordinator Training and Admissions who was provided with the same delegations as Operations Manager when on an after-hours roster.
5.	Implements a register to capture current security checks, such as police and vulnerable person.	Not Supported Working with vulnerable people registration details are captured centrally within the payroll system and monitoring of renewals is supported by the People and Culture branch. Reports can be generated for AYDC as required. Results of pre- employment police checks are also kept within a central database. External service providers are required to have the appropriate security checks and this requirement is included within contractual agreements.
6.	Makes available to young people confidential help lines that are private, unrecorded, available free of charge and well-advertised.	Supported Young people at AYDC are provided with access to call unrecorded, confidential help lines via the 1300 number. This will be communicated more broadly with young people at the centre.
7.	Considers providing all AYDC staff members training to enable them to respond to behaviours indicating emotional, psychological and physical harm.	Supported This will be provided through the new AYDC Learning and Development Framework, which has been developed in conjunction with the AYDC Practice Framework to incorporate ongoing professional learning within daily practice. The framework is underpinned by the principles of trauma- informed practice and includes learning and development pathways from induction through to formal qualifications. These topics will be specifically addressed within the mandatory training units of “Working with kids from hard places” and “Engagement, De-escalation and Restraint”. Implementation of the



	Recommendation	Response/Acceptance Level
		framework will seek to ensure that workplace learning is embedded and normalised throughout all areas of AYDC which will support consistency of practice. In addition to training, staff will participate in group supervision with Clinical Practice Consultant & Educators (CPCEs) to explore their practice and use appreciative inquiry to recognise and reflect on their responses to young people's behaviours.
8.	Investigates, or audits, incident reporting at AYDC and takes steps to educate staff about the importance of submitting incident reports and notifying Work Health Safety of notifiable incidents.	Supported - Existing Initiative This is identified as an Agency wide priority that will be delivered through the People and Culture strategy in 2021. The key initiatives are 'strong health and safety systems' and 'safety leadership'. DCT will be reviewing its health and safety policies, procedures and practices and governance frameworks as well as its safety training and induction programs. This will ensure there is a consistent process for managing and responding to incidents and staff are aware of, and trained in, the Agency policies and procedures which will include the importance of submitting incident reports.
9.	Communicates reportable incidents to the Custodial Inspectorate at the time they occur.	Supported - Existing Initiative This is currently in place at an operational level and will be formalised through changes to the Incident Reporting Procedure. The Custodial Inspector is now informed of all significant incidents within a reasonable timeframe of the incident occurring. The notification occurs once all the relevant information and documentation has been collated. Changes to the Incident Reporting Procedure is underway and



	Recommendation	Response/Acceptance Level
		will provide a formalised process for this to occur, including timeframes.
10.	Reviews and updates the AYDC intranet content and implements procedures to ensure that the content remains current.	Supported - Existing Initiative See Recommendation 3. The intranet will be updated to include the AYDC Practice Framework and associated materials. DCT will ensure that content is reviewed regularly and remains current.
11.	Takes action to finalise recruitment processes in a timely manner, and appoints staff to substantive positions wherever possible, as a priority.	Supported - Existing Initiative Timeliness of recruitment activity is actively monitored through Agency Executive. People and Culture are looking at ways to streamline the process and remove steps that add complexity and do not add value to the outcome. There are some legislative limitations in appointing staff to substantive positions where they are backfilling a substantive position holder who is incapacitated due to a work-related injury.
12.	Educates staff about the recruitment and selection process, including how panels are constituted, and potential, real or perceived conflicts of interest.	Supported The Agency is moving to a centralised recruitment model which will support any actual, potential or perceived conflicts of interest in recruitment. In addition, DCT created a number of new procedures and recruitment guides for staff in 2019 and 2020. This includes a Selection Panel Guide, Conflicts of Interest Procedure, Recruitment Procedure, Recruitment Applicant Guide and Panel Member Fact Sheet. AYDC will ensure that staff are aware of these resources and that internal panel members complete the appropriate Selection Panel Training.
13.	Monitors staff movements and implements targeted strategies designed	Supported - Existing Initiative Retention has been identified through



	Recommendation	Response/Acceptance Level
	to ensure retention of staff.	the People and Culture strategy as an area for focus. Retention of employees at AYDC will be covered within delivery of this initiative.
14.	Ensures that all staff members participate in a meaningful performance management framework annually.	Supported - Existing Initiative The Performance Management Framework for DCT is under review, which will provide an opportunity for employees and managers to reset expectations and enable them to be supported by capability building and tools and resources. Through the AYDC Learning and Development Framework, AYDC will use the Annual Workplan document and process to set their professional development plans for the upcoming 12 months.
15.	Reviews the staffing model at AYDC to ensure that there are adequate staff to allow a safe staff to resident ratio at all times.	Supported AYDC are in the process of moving to a new rostering model which will provide greater staff overlap and opportunities for supervision and debriefing strategies. The new rosters will facilitate safe staff to resident ratios at all times.
16.	Places an immediate priority on the recruitment of additional staff resources to comply with resident staff ratio and the therapeutic model.	Not Supported This is not supported as an ongoing systemic issue as it was a situational issue evident at the time the inspection was undertaken. This has since been resolved by undertaking proactive recruitment and maintaining additional staff in the casual pool to allow for resident fluctuations.
17.	Takes immediate steps to ensure that operational staff at AYDC are receiving adequate and regular professional supervision.	Supported - Existing Initiative This has been implemented operationally however it has not yet been formally embedded in practice. This will be formally addressed through implementation of the new AYDC



Recommendation	Response/Acceptance Level
	Learning and Development Framework from early 2021 whereby AYDC will develop individual supervision agreements for each staff member which will include supervision frequency, supervision environment and professional expectations. These will also incorporate reflective practice and will be further complemented by group supervision and incident debriefing when required. In line with broader CYF, AYDC will move to the PASE model of staff supervision.
18. Reviews the procedures relating to critical incidents and ensures that critical incident debriefings are occurring after each and every critical incident, with follow up welfare checks also provided to staff.	Supported Incident debriefing is also incorporated in the new AYDC Learning and Development Framework which will commence implementation in early 2021. The Framework outlines the debriefing strategies that will be undertaken after critical incidents to support the wellbeing and safety of AYDC staff, both physically and emotionally. This will include 'hot' debriefing soon after the incident occurs as well as 'cold' debriefing onwards from 24 hours after the incident when required. Further support for staff will be provided through the department's Employee Assistance Program (EAP) which is currently out to tender and can be broadened to include welfare checks.



Appendix 2

Inspection standards

Governance and procedural fairness

1.5 Information regarding individuals must be kept private and confidential, with monitored and documented processes in place for appropriate information sharing between staff and agencies directly involved with the young person's care and management.

- 1.5.1 Information is managed and stored with respect for confidentiality and security.
- 1.5.2 Protocols and procedures are in place to facilitate appropriate information sharing between agencies directly involved in managing individual young people.
- 1.5.3 Procedures are in place to ensure the protection of young people from exposure to the media (especially during court transports and external activities).
- 1.5.4 Appropriate checks are made on visitors or telephone callers to reasonably ensure they are genuine and appropriate to talk to or visit young people, or be given any information about specific young people.
- 1.5.5 Documents gained whilst in detention intended for use in the wider community do not indicate the young person was in detention (for example, school certificates, work references, identification, medical referrals), unless directly relevant or required. [Also see Standards 2.3.2 and 7.4.4]

1.6 There should be robust and accountable recording and reporting systems for major aspects of the detention centre's activities.

- 1.6.1 Young person records are current, confidential and accessible to relevant staff.
- 1.6.2 Operational procedures follow from clear policy, derived from legislation where appropriate, and are regularly reviewed. All staff have easy access to policy and procedures.
- 1.6.3 Decisions are effectively communicated to relevant staff.
- 1.6.4 Investigations of issues, incidents and allegations are undertaken expediently.
- 1.6.5 There is regular internal and external risk-based auditing of all areas of centre operations.
- 1.6.6 Adequate human resource management and administrative systems support the effective functioning of the detention centre and staff.
- 1.6.7 Each detention centre should have a quality assurance system whereby it is able to monitor, measure and improve its own performance.
- 1.6.8 Each detention centre should have agreed external reporting arrangements which are followed consistently.

Informed advice

2.1 Current information about agency policy and operations of the detention centre should be readily available to staff, visitors and any other interested parties as appropriate.

- 2.1.1 Centre rules, policies and procedures are readily available to all staff (including external and visiting staff) of the detention centre in accessible locations and formats.
- 2.1.2 Staff specific policies, for example, the code of conduct and whistle blowing, are readily available to staff.
- 2.1.3 There is adequate information available in the foyer, visits area, and on relevant websites regarding visits policy, visiting hours, how to book visits, make queries or lodge complaints. Staff should be available to answer queries in person before, during and after visits and at other times via telephone or written contact.
- 2.1.4 There are effective complaint systems for visitors, staff and any others having contact with the detention centre. Complaints are actioned promptly, with progress and outcomes recorded for future reference.
- 2.1.5 Confidential telephone help lines are available to all young people. These are private, unrecorded, available free of charge and well-advertised through the detention centre.

2.2 Staff comply with legislative reporting requirements.

- 2.2.1 Any harm or suspected harm to a young person while in custody is reported by the employee immediately on becoming aware of the harm or on their reasonable suspicion of harm to the young person. [Refer also Standard 10.3]
- 2.2.2 Staff are trained to recognise and respond to behaviours indicating emotional, psychological, or physical harm.
- 2.2.3 Policies and procedures are in place in relation to reporting obligations and processes (for example, maintaining such things as use of force and isolation registers). Additionally, mechanisms are in place to capture data relating to those obligations and processes.

2.3 Systems are in place for communicating effectively and appropriately with staff and service providers.

- 2.3.1 All support services work in a coordinated manner.
- 2.3.2 There are clear protocols for information sharing, service agreements and confidentiality provisions to support open and timely communication between different sections and staff regarding detainee management, activities and interventions.



Infrastructure

6.4 The detention centre should adopt and promote principles of sustainability, to be reflected in daily operations.

- 6.4.1 A sustainability plan is regularly monitored and includes targets to reduce use of utilities, reduce waste and increase self-sufficiency.
- 6.4.2 Building design and outfitting of the detention centre reflects sustainability principles, for example by incorporating solar-passive design, solar heating and cooling systems, rain-water tanks or grey water systems.
- 6.4.3 Young people are encouraged to become involved in sustainability projects within the detention centre or in the community.

Workforce

7.1 Recruitment, supervision and retention strategies should be in place to ensure there is sufficient and appropriate staff with experience to meet the needs of the detention centre and the population of young people at all times.

- 7.1.1 The recruitment process should ensure suitable individuals are selected (through appropriate screening and assessments, including but not limited to security and 'Working With Children Checks') and trained prior to commencement of duties.
- 7.1.2 New staff should have a variety of supports and supervision by suitably selected experienced and trained managers, supervisors, and peers. They should undergo formal, supervised probation.
- 7.1.3 Issues identified during probation must be addressed with opportunities given for improvement; probation should only be signed off when probationers meet all requirements for permanency and are deemed suitable for ongoing work in the detention centre.
- 7.1.4 Retention strategies should be in place.
- 7.1.5 Regular performance appraisal should also be undertaken for all staff. There are procedures for identifying unsuitable staff and methods for resolving issues or removing/redeploying unsuitable staff.
- 7.1.6 The staffing model should be regularly reviewed and modified to ensure it meets the demands of centre operations and any changes in legislation, policy or procedures.
- 7.1.7 Use of leave and overtime should be monitored as part of the regular review of staff morale.
- 7.1.8 Staffing models should not be copied from adult prisons without rigorous review and modification to suit the needs of young people. For example, more custodial and/or program staff will be needed to maintain a higher staff to young person ratio, and shift structures need to support staff/young person interaction.
- 7.1.9 The staffing model should include professionals and specialists in addition to custodial, administrative and support staff, preferably with experience working with

children, adolescents and young adults. It is essential to ensure that detention centres implement workforce practices that support staff to deliver effective and efficient youth justice services. Workforce 32 Inspection Standards for Youth Custodial Centres in Tasmania

7.1.10 Appropriate screening should be conducted of staff from external agencies delivering services within the detention centre (or during external activities for young people).

7.1.11 Staff are provided with appropriate supervision and management.

7.2 The staffing mix should include male and female staff from diverse cultural backgrounds.

7.2.1 The staffing model of the detention centre should be subject to regular reviews and modification to ensure it continues to be suitably diverse.

7.3 All staff must be appropriately trained and receive ongoing development, and reaccreditation where necessary.

7.3.1 All staff must receive regular training to maintain and upgrade their skills (and qualifications where relevant) and be able to access professional development activities.

7.3.2 The regular performance appraisal process should include updating staff needs and professional interests.

7.3.3 All staff should undertake training concerning human rights, Aboriginal issues and cultural awareness, child and adolescent development (including gender-specific information), emergency management, drug and alcohol awareness, disability awareness and other relevant areas.

7.3.4 All staff are trained and aware of their responsibilities toward young people in detention.

7.3.5 The detention centre should have a formal training plan to coordinate the training of staff. Records must be kept of all staff training.

7.3.6 Custodial staff and staff with direct detainee contact/supervision receive training in 'soft skills' (such as communication and de-escalation) as well as use of force and other security-focused procedural training.

7.4 Staff should value and develop positive relationships with young people while maintaining appropriate boundaries.

7.4.1 Staff and young people are fair and courteous in their daily interactions.

7.4.2 Staff are professional in their conduct at all times.

7.4.3 Staff behave in a humane and consistent way, care for young people as individuals and respond to their different needs.

7.4.4 Staff can easily access information relating to a young person's needs which is



comprehensive and current.

- 7.4.5 Staff take the time to build relationships with young people and are knowledgeable about their strengths and weaknesses.
- 7.4.6 Staff address young people by their preferred name.
- 7.4.7 Young people should be able to easily identify staff by their name.
- 7.4.8 Staff maintain regular contact with young people to check on their wellbeing and remain approachable, giving their time freely and showing genuine interest in young people by genuinely listening to them.
- 7.4.9 Staff maintain accurate and detailed chronological records of their contact and interaction with young people.
- 7.4.10 Staff behaviour that is considered disrespectful, hurtful or provocative is considered a serious breach of conduct by centre management.

Security

8.10 Young people, staff and visitors understand that bullying and intimidating behaviour are not acceptable and are aware of the consequences of such behaviour.

- 8.10.1 The detention centre has in place an anti-bullying strategy for both staff and young people.
- 8.10.2 On admission to the detention centre young people are informed of the antibullying policy and the consequences of bullying behaviour.
- 8.10.3 The anti-bullying policy is well-publicised to staff and visitors.
- 8.10.4 There is an up to date register of reported bullying and investigation outcomes.
- 8.10.5 Age-appropriate programs target all types of bullying behaviour including physical and psychological.
- 8.10.6 Staff are appropriately trained in identifying bullying behaviour and how to apply the centre's policy.
- 8.10.7 Young people are aware and confident of being able to make a complaint or allegation about bullying and they are offered support and counselling throughout the investigation process.
- 8.10.8 Those who have been identified as engaging in bullying behaviour have individual plans to address their behaviour

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