

March 2026

New Tasmanian Youth Justice Facility

Submission to the Parliamentary Standing Committee on Public Works



Submission overview

Project title	New Tasmanian Youth Justice Facility
Proponent	Department for Education, Children and Young People
Location	466 Brighton Road, Pontville
Allocated project budget	\$155,300,000
Estimated construction cost	\$117,406,374
Estimated project cost	\$140,280,759

Project site

The site is greenfield, rural zoned land on the edge of Pontville, approximately 30 km from Hobart. Surrounding land is large-lot rural living, agricultural land and transport infrastructure. Previously surrounding uses included an immigration detention centre and training facility for Defence.

There is direct road access from Brighton Road, although access is planned from Rifle Range Road. Regional connectivity is provided by the Brooker Highway and Midland Highway.

Facility summary

The facility will provide 16 beds across five houses, with an additional four beds providing short stay orientation and health accommodation. The facility will include health, visits, cultural, education and recreation facilities. It also features staff and support buildings, including entry and secure sallyport, administration, admissions and maintenance.

The facility has been designed to support children and young people requiring secure custodial care in Tasmania, recognising that they have a wide range of diverse and complex needs. Many have experienced trauma and adverse childhood experiences, including abuse and neglect, and a significant proportion have been involved with the Child Safety Service.

The design of the new facility aligns with international human rights obligations under the United Nations (UN) Convention on the Rights of the Child, the Optional Protocol to the Convention Against Torture (OPCAT), the UN Rules for the Protection of Juveniles Deprived of their Liberty, the UN Declaration on the Rights of Indigenous Peoples, and the UN Convention on the Rights of Persons with Disabilities, as well as national and state standards that promote safe and therapeutic environments.

Project status

The design process is in the final stages, and the project is progressing towards finalisation of documentation in readiness for a construction tender. Early works for landscaping are underway onsite with early works for provision of utility services planned to commence in coming months.

A planning permit was issued by the Southern Midlands Council on 11 December 2025. Two appeals have been lodged with the Tasmanian Civil & Administrative Tribunal (TASCAT).

Recommendation

This submission seeks a recommendation from the Parliamentary Standing Committee for Public Works for the construction of the new Tasmanian Youth Justice Facility at 466 Brighton Road, Pontville.

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Acknowledgements

Acknowledgement of Country

In recognition of the deep history and culture of this island, we acknowledge and pay our respects to Tasmanian Aboriginal people, the traditional Owners and ongoing Custodians of Tasmania. We recognise Tasmanian Aboriginal people's continuing connection to Land, Sea, Waterways, Sky and Culture and extend our respects to Elders, past and present.

We are committed to working in partnership with Tasmanian Aboriginal people, to address the over-representation of Aboriginal children and young people in detention, ensuring they are safe and supported to live culturally rich and thriving lives.

Acknowledgement of victim survivors

This submission addresses recommendations made by the *Commission of Inquiry into the Tasmanian Government's Response to Child Sexual Abuse in Institutional Settings*. We acknowledge the trauma that continues to affect people with lived experience of child abuse. We are committed to being sensitive to this trauma as we use the learnings from past wrongs to protect the rights of current and future generations of children and young people and keep them safe from harm.

Acknowledgement of lived experience

We acknowledge and deeply respect the contributions of individuals with lived experience of Tasmania's justice system, recognising the invaluable expertise they bring through their personal journeys. Their perspectives provide critical insight into the challenges and opportunities for meaningful change, helping to shape more effective, compassionate and collaborative approaches. We also honour the role of families, friends and support networks in this journey, appreciating their contributions to learning, growth and the pursuit of better outcomes for individuals and communities alike.

Acknowledgement of victims of crime

We recognise that every crime has a real and lasting impact on victims, their families and the wider community. This facility and Facility Model of Care are designed to support children and young people to take responsibility for their actions, understand the impact of their behaviour and address underlying triggers and factors that contribute to offending. By promoting restoration and reparation and supporting rehabilitation, we aim to reduce reoffending and prevent further harm. By focusing on positive change, we aim to contribute to safer communities.

Glossary and abbreviations

AV	audio visual
AYDC	Ashley Youth Detention Centre
BAL (e.g. BAL 19)	Bushfire Attack Level
Blueprint	Youth Justice Blueprint 2024-34
CCTV	closed-circuit television
Commission of Inquiry	Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings
DECYP	Department for Education, Children and Young People
Facility Model of Care	The new Tasmanian Youth Justice Facility Model of Care
GP	general practitioner
HVAC	heating, ventilation and air conditioning
ICT	information and communication technology
km	kilometre
LED	light emitting diode
NBN	National Broadband Network (provider)
NCC	National Construction Code
new Tasmanian Youth Justice Facility	The proposed facility to be located at 466 Brighton Road, Pontville
OPCAT	Optional Protocol to the Convention against Torture
Planning Scheme	<i>Tasmanian Planning Scheme – Southern Midlands</i>
PSCPW	Parliamentary Standing Committee on Public Works
TFS	Tasmania Fire Service
UN	United Nations
WELS	Water Efficiency Labelling and Standards

1 Introduction

1.1 Document purpose

This submission seeks a recommendation from the Parliamentary Standing Committee on Public Works (PSCPW) for the construction of a new Tasmanian Youth Justice Facility (the facility) at 466 Brighton Road, Pontville (the site).

This document details the need for, and justification of, the facility. It includes a description of the proposed works and key elements for the project's development including how the design of the facility addresses operational requirements.

1.2 Key project objectives

In September 2021, the Tasmanian Government announced that the Ashley Youth Detention Centre (AYDC) would close and be replaced by new fit-for-purpose facilities, including a new detention facility in the south of Tasmania.

The decision to close AYDC and build a new facility aligns with the recommendations of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Commission of Inquiry). The Commission of Inquiry found that the approach to youth justice had been harmful, outdated, and failed to deliver safety or rehabilitation. The Commission of Inquiry recommendations and the evidence base prioritise therapeutic approaches that prevent reoffending and keep the community safer.

This project is a key element of the Youth Justice Blueprint 2024-2034 (the Blueprint), which outlines fundamental changes to the Tasmanian Youth Justice System to improve community safety and the lives of the children and young people who are in contact with the youth justice system. These reforms are being achieved through the implementation of an integrated, multidisciplinary approach that promotes wellbeing and reduces engagement in antisocial and youth offending.

The objectives of the facility are to provide:

- an environment where children and young people are supported to address their offending behaviour and successfully return to the community as positive, contributing members of society
- a safe, secure and rehabilitative facility for children and young people
- a facility where healing and wellbeing is the primary focus
- an environment where children, young people, staff and visitors feel safe and supported
- the community with confidence that children and young people in detention are in a safe, purpose-built facility that provides a high standard of care and rehabilitation support.

The facility's functions and operations are governed and monitored by the legislative context of youth justice in Australia and Tasmania, as well as international conventions and rules that apply to children and young people deprived of their liberty. The facility has been designed to align with best practice, relevant contemporary standards, expectations and guidelines in line with the recommendations of the Commission of Inquiry. Its design has been informed by advice and input from the Youth Justice Reform Expert Panel, Youth Justice Community Engagement Group, and

national and international subject-matter experts. Key stakeholders as well as children and young people have also contributed extensive input.

1.3 General project scope

The facility will be built on a large rural zoned site at 466 Brighton Road, Pontville, with access to the site provided from Rifle Range Road.

This project involves:

- construction of the facility including all buildings and infrastructure on site
- early works to support facility construction and operation including early landscaping and provision of utility services to the site
- upgrade of Rifle Range Road to support primary access to the site
- operational commissioning of the facility.

It is noted that early works are now progressing, with landscaping commenced in late 2025 and works to deliver utility services to the site expected to commence shortly.

The facility will provide 16 beds across five houses, with an additional four beds for short stay, orientation and health accommodation. The facility incorporates several supporting buildings as well as a large landscaped secure yard.

The project will deliver a modern, fit-for-purpose facility, meeting the requirements outlined in the Commission of Inquiry. It comprises several buildings, car parking, internal roads, fencing, recreational facilities, landscaping, servicing, and other ancillary works to support the development, including public road upgrades and services provision.

The facility will provide an environment where children and young people experience the highest standards of child-centred, rights-based and therapeutic care, where they are provided with education, services and opportunities that support them to enhance connections and return successfully and safely to the community.

2 Need for the project

2.1 Background

In September 2021, the Tasmanian Government announced that AYDC would close and be replaced by a new fit-for-purpose facility with a therapeutic model of care.

This announcement came following calls for the Tasmanian Government to close AYDC for over a decade, including from a series of former children's commissioners and former premiers. These calls generally stated that AYDC is costly, outdated and ineffective; coupled with findings and recommendations of the Commission of Inquiry, these provide a compelling case for change and strong justification for the proposed works.

2.1.1 Commission of Inquiry

The Commission of Inquiry was one of the most extensive inquiries ever undertaken in Tasmania. It had strong powers, broad terms of reference, and considered extensive evidence from a wide range of experts and witnesses.

The Commission of Inquiry examined the Tasmanian Government's responses to allegations of child sexual abuse in institutional settings since 2000. The findings in the Commission's report included that "for decades, some children and young people detained at Ashley Youth Detention Centre experienced systematic harm and abuse." The Commission's report noted that children and young people in detention have often experienced trauma, maltreatment and have significant developmental needs, and require support to address the underlying causes of their behaviour to reduce reoffending and promote community safety.

The Commission of Inquiry released its final report in August 2023. The government response to that report, *Keeping Children Safe and Rebuilding Trust*, committed to implementing all 191 recommendations and addressing all 75 findings.

The full list of Commission of Inquiry recommendations related to this project is provided at Attachment 1.

2.1.2 Legislative context

The *Youth Justice Act 1997* is the key legislation regulating youth justice and detention in Tasmania. The Act is administered by the Department for Education, Children and Young People (DECYP) and is currently under review. The review will embed a community safety, public health, rights-based, developmentally appropriate, trauma-informed and integrated approach to youth justice legislation. Consultation on the review of the Act will begin in early 2026.

This project is underpinned by the legislative context of youth justice in Australia and Tasmania, as well as international conventions and rules that apply to children and young people deprived of their liberty including the following:

- *Youth Justice Act 1997* (Tas)
- *Child and Youth Safe Organisations Act 2023* (Tas)
- United Nations Convention on the Rights of the Child
- Optional Protocol to the Convention against Torture (OPCAT)

- United Nations Rules for the Protection of Juveniles Deprived of their Liberty
- United Nations Declaration on the Rights of Indigenous Peoples
- National Principles for Child Safe Organisations
- Charter of Rights for Children in Care in Tasmania
- Youth Justice Blueprint 2024-2034
- Tasmanian Youth Justice Model of Care
- *Disability Rights, Inclusion and Safeguarding Act 2024 (Tas)*
- United Nations Standard Minimum Rules for the Administration of Juvenile Justice ('Beijing Rules')
- United Nations Guidelines for the Prevention of Juvenile Delinquency ('Riyadh Guidelines')
- United Nations Rules for the Protection of Juveniles Deprived of their Liberty ('Havana Rules').

2.1.3 Overview of the current youth justice system

The Tasmanian Youth Justice System is currently designed to respond to children and young people aged 10 to 17 who have committed, or allegedly committed, an offence.

The system includes both community-based services and custodial services, with a strong emphasis on community safety, rehabilitation, accountability, and reducing reoffending.

Community Youth Justice

Community Youth Justice works alongside children and young people over the course of their court order to reduce their risk of reoffending. Emphasis is placed on encouraging young people who have offended and have not received a custodial sentence, to take responsibility for their actions.

Youth Justice Workers assist a young person's connection and reconnection to family, community and culture to build a network of support that will endure beyond a young person's engagement with the youth justice system.

Community Youth Justice is a statewide community-based service that includes community conferencing, community service orders and supervision support.

Custodial Youth Justice

Custodial Youth Justice represents the most intensive and restrictive intervention available within the Youth Justice System and a "young person should only be placed in detention as a 'last resort' and for as short a time as possible".¹ Custodial Youth Justice is reserved for cases where community-based interventions are deemed insufficient to ensure safety or accountability.

Children and young people in secure care often present with histories of trauma, mental health challenges, disability and disrupted education. Secure care settings offer access to tailored services including trauma-informed mental health support, substance use treatment, culturally responsive programs, and education and vocational training.

¹ *Youth Justice Act 1997 (Tas)*

Ashley Youth Detention Centre

AYDC is the only custodial facility for children and young people in Tasmania. It is located near Deloraine in Northern Tasmania and accommodates children and young people aged 10 to 17 years who are detained or remanded by the courts. When children and young people are in AYDC, they are supported by trained Youth Workers, attend Ashley School, and are supported by Professional Services staff as well as Health staff.

The detention centre has a 36-bed physical capacity across six accommodation units (Rubicon, Henty, Meander, Esk, Franklin and Liffey). It is staffed 24 hours per day and is permanently funded for up to a maximum of 24 children and young people, noting AYDC has not averaged the maximum number of young people for many years (see section 3.3). AYDC sits on approximately 39 hectares of land and includes a working farm.

AYDC is limited by its age and design, and the benefit of any further infrastructure development on this site is restricted. Developing an existing brownfield site carries additional cost and complexity and is constrained by existing conditions and operational requirements. Time and capital are often absorbed in allowing for ongoing operations, addressing legacy infrastructure issues, and managing delays to delivery timeframes, all of which increase project risk compared with a greenfield option. The existing constraints would likely also limit design flexibility, affecting building layout, materials, environmental performance, or long-term durability, which is likely to reduce the achievable quality and functionality of the final development.

The limitations of the current infrastructure at AYDC are well documented and include the following:

- The physical environment and layout contribute to operational inefficiencies, including oversized accommodation units with long wings and shared open day rooms with poor acoustics.
- Despite significant investment over many years, the facility continues to fall short of contemporary standards expected of a purpose-built youth justice facility.
- Additional surveillance tools such as fixed cameras, body-worn cameras and scanning equipment have been introduced; however, structural limitations prevent the site from achieving a modern, fit-for-purpose operating environment.
- The facility's design is tied to an outdated custodial model, limiting the implementation of a modern, therapeutic approach to youth justice.
- Multiple inquiries and reviews confirm that the existing infrastructure, including perimeter layout and physical-hardening measures, is not appropriate for secure youth detention.

In addition to the practical difficulties, AYDC has historically faced several key challenges. These include managing the use and scalability of a large facility with fixed costs and providing meaningful rehabilitation opportunities to a small cohort of children and young people with complex needs.

The detention centre's geographically isolated location has also created staffing challenges, including recruiting to clinician and specialist roles. This isolation makes it challenging to meet the complex specialist needs of children and young people entering detention.

AYDC's regional location has contributed to some children and young people in detention experiencing disconnection from family, culture and community.

Many of these concerns were identified and reiterated by the Commission of Inquiry.

The existing AYDC site is burdened by a legacy that includes well-documented instances of harm to children and young people. While these issues are not a reflection of current practices, their association with the site presents an ongoing challenge to the creation of trust, wellbeing and the overall reforms underway in the youth justice system.

The Tasmanian Government committed to the construction of a new facility, away from this location, allowing the State to clearly demonstrate a break from this past and make a commitment to a safer and more therapeutic youth justice environment.

2.2 Commission of Inquiry recommendations

The Commission of Inquiry made several recommendations aimed at addressing its findings and reforming the way child sexual abuse in institutions is addressed in Tasmania. These reforms are central to protecting Tasmanian children and young people from abuse and harm in the organisations that care for them.

The Commission of Inquiry found that for decades, some children and young people detained at AYDC experienced systematic harm and abuse and that many were dehumanised, brutalised and degraded while at AYDC.² The Commission of Inquiry *Recommendation 12.1, states, the Tasmanian Government should close Ashley Youth Detention Centre as soon as possible.*

The Commission of Inquiry recognised secure detention as a necessary part of the youth justice system, noting that custodial sentences should be imposed as a last resort and for the minimum period necessary. The Commission's report notes a series of exemplary international youth justice models and included 39 recommendations (12.1 to 12.39) that relate to the services provided by Youth Justice and that relate specifically to the detention setting. These recommendations have been central considerations during the development of this project.

The recommendation to close AYDC is unable to be achieved without the delivery of the new facility, which itself is a recommendation (*Recommendation 12.16: New Youth Detention Centre*). This recommendation specifies that the new facility must be designed to incorporate features aligned with international best practice in youth detention, ensuring contemporary, safe and therapeutic standards.

The Commission of Inquiry recommended the features of the new facility:

- promote the development of trusting and therapeutic relationships between staff and children and young people
- facilitate and enhance trauma-informed, therapeutic interventions for children and young people
- minimise stigma to children and young people
- facilitate and promote connections between children and young people, and their families and communities
- protect children and young people against the risks of child sexual abuse (including harmful sexual behaviours) for example, by enabling line-of-sight supervision as far as possible, without infringing on children and young people's privacy.

² Commission of Inquiry into the Tasmanian Government's Response to Child Sexual Abuse Report (August 2023)

2.3 Youth Justice Blueprint 2024-34

The Blueprint outlines the government's commitment, through a child-centred and rights-based approach, to build a nation-leading, best-practice approach to children and young people in conflict with the law. The Blueprint adopts a broader definition of youth justice that shifts the focus from a statutory response to offending and expands it to include prevention, early intervention and diversion.

The Blueprint sets the direction for youth justice in Tasmania utilising a public health approach, refocusing and strengthening supports for children, young people and their families. The approach incorporates an integrated and multidisciplinary service system that promotes wellbeing and reduces engagement in antisocial and youth offending behaviours.

The Tasmanian Government is investing in a range of services to support young people within or at risk of entering the youth justice system. These include:

- diversionary services and youth outreach through Targeted Youth Support Service (Mission Australia, Bapcare) and the JCP Youth Beast Program.
- investment in services that can provide young people with support when they are on bail (for example, the Reboot Program delivered by Save the Children)
- accommodation for young people at risk, through Homes Tasmania, the shelter system and other care providers. DECYP has a Service Level Agreement with Homes Tasmania to ensure young people are a priority cohort.

DECYP is also working with a range of Aboriginal Community Controlled Organisations to build their capacity to provide culturally safe programs directly to Aboriginal children and young people. This will include diversion programs and Aboriginal liaison support within detention facilities, to support strong connection to community, culture and country.

2.3.1 Youth Justice Model of Care

The Youth Justice Model of Care, released in December 2024, sets out a contemporary, consistent and collaborative approach for government, non-government and Aboriginal service providers in line with child-safe principles. It aligns with Commission of Inquiry recommendations and the Youth Justice Blueprint 2024-34.

The Youth Justice Model of Care provides the framework for therapeutic, trauma-informed, timely and culturally safe service delivery to reduce children and young people's involvement in the youth justice system.

The Youth Justice Model of Care aims to address the unmet needs of children and young people and the drivers of offending; to improve their social connectedness and engagement with education and employment; and to provide health and wellbeing support. It applies across the Tasmanian Government Services for Youth Justice provided by DECYP in community and custodial settings. It will also apply to diversionary services, police and courts.

2.4 Project benefits

Proceeding with delivery of the facility will provide a range of benefits to children and young people, their families, staff and the broader community. These benefits are expected to extend

beyond just the provision of new infrastructure, with increases in safety, positive service delivery, overall performance of the youth justice system, and long-term value for money.

2.4.1 A fit-for-purpose contemporary facility

The facility will remove the reliance on infrastructure that does not meet the needs of children and young people nor the needs of current operational and service delivery. It will provide a purpose-built environment that is designed specifically to enable delivery of a contemporary Facility Model of Care. The benefits include:

- ability to safely and effectively support children and young people with complex behavioural, mental health and trauma-related needs through purpose-designed spaces and operational features
- enhanced capacity to deliver education, health, therapeutic and rehabilitative programming in a secure environment, supporting meaningful engagement and positive behavioural change
- a platform for modernising youth justice service delivery in line with national and international best practice
- alignment between policy objectives and the physical environment, allowing contemporary service delivery models to operate as intended.

2.4.2 A contemporary facility model of care

The facility has been designed to support a therapeutic, trauma-informed facility model of care, enabling policy intent (driven from the Commission of Inquiry) to be translated into practice.

The benefits of a therapeutic facility model of care in youth detention, based on international research and best practice, include:

- lowering the likelihood of reoffending and preventing return to youth detention or progression to adult prison
- enhancing community safety and reducing the risk of child sexual abuse in detention
- reducing violent incidents in youth detention
- reducing the use of lockdowns, isolation practices and other restrictive practices.³

2.4.3 Long-term value for money

Proceeding as planned will provide the best value for money outcome for the State, with the benefits including:

- reduced ongoing expenditure on interim upgrades and maintenance that cannot address inherent limitations in the current facility
- more efficient infrastructure delivery on a greenfield site, designed through detailed engagement and planning
- whole-of-life benefits from purpose-built infrastructure that will be durable, minimise maintenance and be more efficient to operate

³ See Commission of Inquiry final report, Chapter 12, part 6

- avoidance of future capital cost escalation caused by inflation, market pressures, labour shortages and supply chain constraints
- reduced exposure to claims and adverse findings and/or continued industrial action.

2.4.4 Safety of children, young people, staff and visitors

Purpose-built infrastructure significantly improves safety outcomes across the facility. The benefits of this include:

- reduced likelihood of incidents through improvements to design, security and CCTV coverage
- enhanced staff safety through an environment designed to enable secure supervision, supported by a Facility Model of Care and operating model
- for young people, staff, and the broader community, a clear and necessary break from past practices in youth justice that supports a reset towards a therapeutic, trauma-informed approach.

2.4.5 Community safety and confidence

Proceeding with the project demonstrates a clear commitment to improving outcomes for children and young people who encounter the youth justice system and to addressing known constraints.

Benefits include:

- demonstrated compliance with contemporary standards and expectations for safety, dignity, cultural connection, therapeutic environments, and rights-based care
- strengthened reputation, confidence and performance in the context of external reviews, monitoring bodies, and public scrutiny
- enhanced readiness to respond to future reforms, national standards or recommendations arising from inquiries, royal commissions or sector reviews
- improved outcomes for young people while reducing long-term system costs associated with reoffending
- improved transparency in how risks and needs are being addressed
- an investment in long-term solutions rather than interim measures.

The delivery of a therapeutic, trauma-informed model of care in a contemporary facility will, over time, support reduced reoffending and lower demand on the justice system which in turn will improve the outcome for the community, both economically and socially.

2.4.6 Improved operational effectiveness

The proposed facility has been planned around providing the appropriate capacity, flexibility and reliability to support community safety and the needs of children and young people in detention.

The benefits of the new facility on operations include:

- improved ability to manage different cohorts safely across the site, including being able to separate children and young people safely by age, gender and risk profile
- improved outcomes for children and young people as well as the broader community

- reduced reliance on operational workarounds, improving safety, effectiveness and overall quality of service delivery for children, young people, staff and visitors
- deliberate design responses to well-documented risks with clear evidence base and formal findings.

2.4.7 Improved workforce attraction, retention and capability

A contemporary facility with associated facility model of care will support the attraction and retention of a stable, skilled and professional workforce. Coupled with improvements due to the location, access to the site and a larger workforce pool, the benefits are expected to include:

- improved training opportunities for the workforce
- enhanced workforce availability
- improved collaboration across disciplines and services with colocated office spaces
- better collaboration with other providers of services to the facility and increased knowledge transfer.

2.4.8 Economic and employment benefits

The project represents an opportunity to generate economic activity for the surrounding region through both construction and ongoing operations. During delivery, the project has and will support local and regional employment, manufacturers, supply chains and professional services.

Once operational, the facility will provide stable, long-term jobs and ongoing expenditure in the local economy.

2.4.9 Demonstration of contemporary youth justice practice

The project provides an opportunity for Tasmania to demonstrate best-practice approaches in youth justice infrastructure, including therapeutic design, trauma-informed environments, and integration with education, health and related services. The project will yield:

- a significant, clear, visible shift towards contemporary, safe, therapeutic youth justice practice
- an environment that supports healing and positive identity for children and young people, rather than perpetuating past harms
- a facility that supports confidence for staff, visitors, families and the broader community in the State's youth justice system.

2.4.10 Community and industry partnerships

The scale, location and planned longevity of the facility, alongside broader reforms, generate significant opportunities for partnerships with local service providers, training organisations and industry groups.

These partnerships may support education, vocational training, and transition-to-employment pathways for young people, while also strengthening local capability and service integration.

3 Detention demand and demographic profile

The facility will form part of the reformed youth justice system. It is one part of the 10-year Youth Justice Blueprint, which centres on rehabilitation, restoration, and re-entry into the community. The Blueprint responds to Commission of Inquiry recommendations and outlines a shift towards a system of community-based programs, bail support, diversion initiatives, and wraparound services that keep children connected to family, culture and education. It includes raising the age of criminal responsibility and the age at which young people can be sentenced to detention, ensuring that detention is an option of last resort.

The analysis completed to inform the new facility design shows that most children and young people can and should be supported in the community through diversion programs, intensive bail support, and coordinated wraparound services, consistent with the intent of the Youth Justice Blueprint.

However, a small number of children and young people cannot safely remain in the community. For those individuals, the purpose-built secure environment provided through this project will deliver the appropriate secure accommodation and support they require and maintain community safety.

3.1 Key insights

- **Remand drives demand:** Most children and young people in detention are on remand, up to 80% during 2024-25. Bail support and alternative placement options will serve to reduce remand admissions and provide courts with credible and safe alternatives that maximise opportunities for young people to be granted bail.
- **Reforms will reduce detention demand:** Legislative reforms are underway to raise the minimum age of criminal responsibility and age of detention and to strengthen bail and alternative sentencing options.
- **Age concentration:** most offences involve young people aged 14 and over, reinforcing that this group must remain the core design focus of custodial and non-custodial youth justice responses.

3.2 Children and young person offending data

Tasmania has a complex and shifting child and young person offending landscape. While the overall number of children and young people encountering police has declined over the long term, recent years have seen an increase in prosecution charges, especially for serious offences. This trend is being driven by a small but high-impact group of children and young people committing repeated offences. It has implications for the future size, design and flexibility of the youth justice system, including custodial demand.

- In 2023-2024, children and young people made up 9% of the population but accounted for 13% of total offences in Tasmania.
- The three highest offence types in 2023-2024 were acts intended to cause injury, theft and property damage, all increasing from previous years.
- 57 children and young people accounted for half of all charges against children and young people in 2024.

- The majority of children and young person offending (80%) in 2023-2024 were by children aged 14 and over.⁴

3.3 Detention population

A chart representing the average daily population for each financial year from AYDC is provided below.⁵

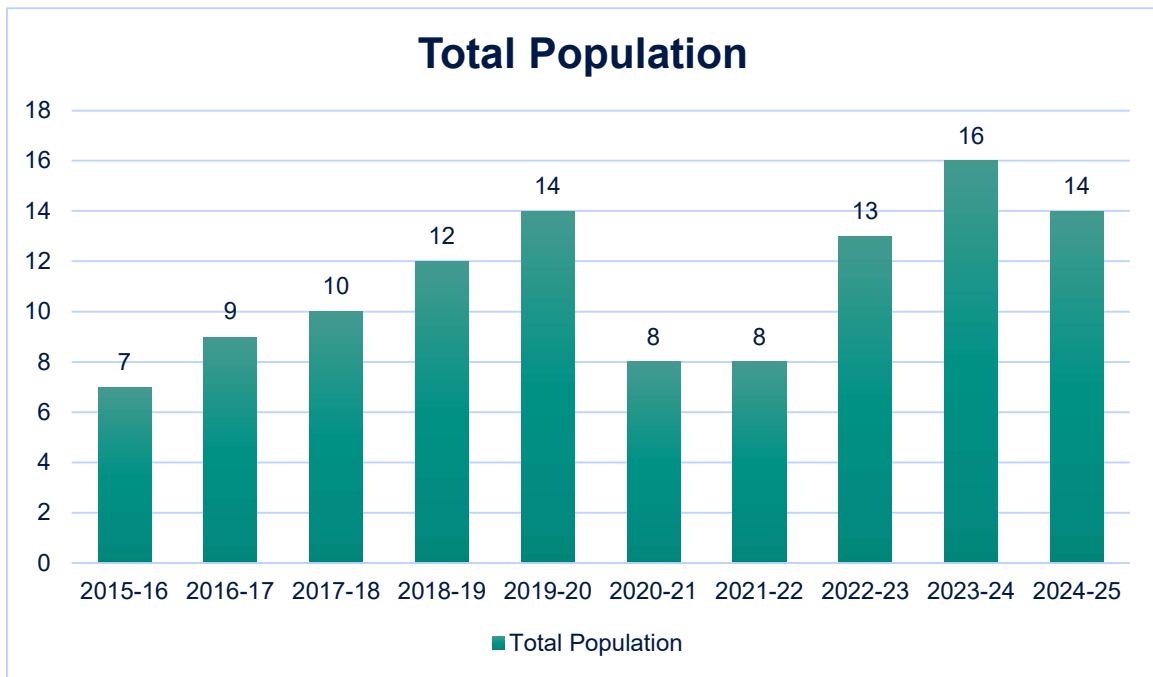


Figure 1. AYDC daily average population

3.4 Cohort overview

The children and young people accommodated within Tasmania's youth detention system can be described as a small but highly complex cohort, marked by high remand rates and significant welfare and health needs.

During 2024-25, there was an average of 14 children and young people detained at a time. During this period there were 70 distinct children and young people in detention, of whom:

- up to 80% were on remand
- seven were aged between 10 and 13 years old
- 34% identified as Indigenous
- 22% were female.

The children and young people that require or end up in detention in Tasmania form a highly vulnerable and complex cohort, characterised by deeply layered and intersecting needs. Analysis of this cohort including their legal circumstances, histories of offending and personal backgrounds

⁴ ABS Recorded Crime, Youth Offenders Datasets

⁵ Report on Government Services

shows that many have experienced significant adversity long before entering detention. Their lives are frequently marked by repeated child safety concerns, exposure to trauma and historic abuse, cognitive or social–emotional disabilities, substance mis-use, and chronic instability in housing and care arrangements.

These overlapping factors contribute to profound unmet needs contributing to risk-taking and/or offending behaviours that require intensive, coordinated and therapeutic support, far beyond what traditional custodial environments were designed to provide.



4 Model of care and operational concept

4.1 Facility Model of Care

The new final Facility Model of Care will address Recommendation 12.18 of the Commission of Inquiry. It will describe the way youth justice services will be delivered for children and young people who are in detention as a last resort, from first point of contact with the facility through to exit from the facility.

The Facility Model of Care will outline the operating philosophy, service objectives and service standards for detention that are based on non-punitive, child-centred, trauma-informed, culturally safe practice and reflect international best practice in youth justice.

The Model of Care for the new facility will complement the Youth Justice Model of Care, released in December 2024, which provides the framework for therapeutic, trauma-informed, timely and culturally safe service delivery to reduce children and young people's involvement in the youth justice system.

The Facility Model of Care will contribute to the safety and wellbeing of the community as it enhances positive prosocial behaviour and protective factors through reparation, rehabilitation and the sustainable, safe return of children and young people to the community.

Consultation on the Facility Model of Care is ongoing. Input is being sought from stakeholders including children and young people, people with lived experience of detention, community sector organisations, Tasmanian Aboriginal organisations and communities, and national and international experts.

The Facility Model of Care is out for public consultation, this period closes 17 April 2026, further information on the Model of Care is available via the facility project webpage⁶ and the Summary is attached to this submission. This feedback will inform delivery of the final Model of Care by mid-2026. This Model of Care will support the development of practice, policies and procedures and other practical resources to inform operations at the new facility.

4.2 New facility operations

Operational planning for the facility is underway and has been integrated within the work program from an early stage. This aims to ensure that operational systems, processes and staffing will align with the design and will support and enable the facility's Model of Care.

Operational planning will include development of operational policies, procedures and directions, establish governance structures and align service delivery with the principles of rehabilitation, cultural safety, and trauma-informed care. It will also address technology integration, security protocols, and coordination with external agencies to support service delivery from day one.

Operational planning also includes development of transitional arrangements for the opening of the new facility. These arrangements are expected to involve a phased commencement of operations at the new facility and a gradual transfer of children and young people from AYDC. A phased approach is necessary to maintain safety and continuity of care for children, young people and staff

⁶ <https://www.decyp.tas.gov.au/safe-children/youth-justice-services/youth-justice-reform-in-tasmania/tasmanian-youth-justice-facility/>

during the initial operating period, and to minimise the risk of incidents, service disruptions or harm at either site during the transition.

4.2.1 Workforce

The Commission of Inquiry's final report underscores that sustainable improvement in youth justice outcomes requires a professional, well-resourced and culturally responsive workforce, supported by strong leadership.

The Commission of Inquiry's recommendations included that staff must have appropriate attributes, attitudes, skills and qualifications to build positive relationships and work therapeutically with children and young people in detention (Recommendation 12.18), that all current AYDC youth workers should be required to reapply for their positions (Recommendation 12.9), and that staffing numbers must be sufficient to avoid lockdowns, enable line-of-sight supervision and enable coverage of leave and training. In line with Recommendation 12.9, there will not be a direct transfer of staff from AYDC to the new facility; however, some AYDC staff may transfer to the new facility where they meet suitability requirements.

The therapeutic model requires specialised, multidisciplinary teams that include professionals from a range of disciplines. The project team is currently developing the Workforce Plan for the new facility, to be delivered in 2026, which will outline staffing requirements across all functional areas, including operational staff, youth-focused roles, education and health professionals, cultural support roles, and administrative personnel.

The Australian Human Rights Commission (2024) has found that many challenges in the child justice system nationally stem from an under-resourced workforce reliant on inexperienced and casualised staff. Improving workforce conditions is expected to enhance safety for children, young people and staff, improve retention, and lower costs associated with recruitment and training.^{7,8}

Recruitment processes and assessment criteria for recruitment of staff at the new facility will be designed in line with the recommendations of the Commission of Inquiry. This will ensure staff have appropriate attributes, attitudes, skills and qualifications to build positive relationships and work therapeutically with children and young people in detention.

⁷ Design Guide for Small-scale Local Facilities – evidence-based, best practice Youth Justice Facilities in Victoria: [localtime_designguide_v1-2.pdf](#)

⁸ [Help way earlier! How Australia can transform child justice to improve safety and wellbeing](#)

5 Alternative options

5.1 Overview

As stated previously, the Tasmanian Government announced in September 2021 that the AYDC would close and be replaced by a new detention facility. The decision to close AYDC and build a new facility aligns with the recommendations of the Commission of Inquiry, which explicitly states that both the AYDC should close and a new facility should be created. Several other bodies and experts have called for the same.

As a result of this, the project has proceeded based on a new facility, planned in line with the recommendations of the Commission of Inquiry.

Nevertheless, as part of the committee's consideration of this project (purpose, necessity and public value), an overview of alternative options is outlined below.

5.2 Do nothing

This option would involve continuing to operate the existing AYDC in its current form with only essential maintenance and minor works undertaken to keep the facility operational.

While this avoids immediate and significant capital investment, it does not address the fundamental functional, safety and design limitations of the existing facility. The ongoing operational risks and the legacy of the site are not addressed, and as a result, this option is not considered acceptable.

5.3 Refurbishment of AYDC

This option involves significantly refurbishing the existing site through a program of staged works targeted to improve security, accommodation and services delivered at the site and won't meet the Commission of Inquiry recommendations.

While it may appear that this would be a lower cost option, the requirement to build on an operational site will mean the program would be staged over a longer period, include significant adjustments or demolition of existing infrastructure, and require a range of additional temporary works to allow this to occur while supporting ongoing operations. All of this would significantly decrease the overall value for money achieved.

While operation of the site would be maintained, it would undoubtedly cause disruption and strain to children, young people and staff. Significant refurbishment would likely not fully resolve constraints inherent in the original design of the facility without effectively starting again, removing any benefit of using the existing site.

The ongoing association with legacy issues would remain, undermining confidence and reform objectives. There would be increased risk of cost escalation and diminishing returns as works uncover latent conditions and replace existing plant and equipment.

Overall, this option results in compromised outcomes for children and young people in secure care.

5.4 Site of the new facility

On the basis that the government committed to delivering a new youth justice facility to replace AYDC, options analysis to inform site selection was undertaken early in the project.

5.4.1 Site selection process

Following the announcement of the project, DECYP progressed the identification of a site for the new facility. A consultant was engaged and produced a report in December 2022 that outlined a site assessment to identify possible sites and determine their suitability for the new facility.

Initially, the criteria established for the site were as set out in the table below. However, no sites met those criteria. A second search relaxed the criteria and 21 sites were identified, while a third search identified hundreds of sites (>200). The criteria and their use in each search are outlined below.

Criterion	Reason	Search		
		1 st	2 nd	3 rd
The size of the site ideally should be greater than 2 hectares	To allow adequate space to develop the planned facility	✓	✓	✓
The topography should be relatively flat, ideally 5 degrees or below	To limit the extent of earthworks and create usable outdoor spaces	✓	✓	
The site should ideally be at least 1 km from residential zones and schools	To create a buffer between uses		✓	
The site should be in the Hobart region, including Hobart, Glenorchy, Clarence, Derwent Valley, Sorell, Brighton and Southern Midlands		✓	✓	
Ideally the site should be within a 35-minute drive (or 20 km) of the Hobart central business district, near a second-tier activity centre, such as Brighton or Glenorchy, and close to an arterial road, such as the Midland Highway or Brooker Highway	To maximise access to workforce and support services	✓	✓	✓
It would be preferred for the site to be on government-owned land	To simplify acquisition of the land and enable faster development	✓		
The site would need to be zoned Rural under the relevant Tasmanian Planning Scheme	The Tasmanian Planning Scheme allows new Custodial Facilities to be developed under discretion within the Rural Zone	✓		✓
The site should not be visible from surrounding properties	To minimise impacts to adjacent use	✓		

The site should be outside of protected and conservation areas	To minimise environmental impacts and complex approvals		✓	
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While more than 200 sites met the third search criteria, four sites were chosen for review in greater detail to determine their suitability for accommodating a new youth justice centre:

- 466 Brighton Road, Pontville
- 972 East Derwent Highway, Risdon
- 2B Goodwood Road, Dowsing Point
- 101 Scotts Road, Risdon Vale.

Based on the site analysis undertaken, it was recommended that 101 Scotts Road, Risdon Vale, be removed from the potential site options as it was privately owned and the timing for acquisition was not considered a viable option for the facility.

As a result of this assessment a shortlist of three potential sites in the greater Hobart area were identified for the new facility. These were sites at:

- 466 Brighton Road, Pontville
- 972 East Derwent Highway, Risdon
- 2B Goodwood Road, Dowsing Point.

Public consultation was subsequently undertaken from 23 March to 4 May 2023, ensuring all relevant stakeholders and the community had an opportunity to provide feedback. The Tasmanian Government announced that the Pontville site, described as 466 Brighton Road, Pontville, was the preferred site in late September 2024.

Several detailed site investigations were undertaken in the lead up to the release of the Masterplan, and throughout design as required. These include planning analysis, Aboriginal heritage assessment, a subsurface investigation to corroborate the findings from the Aboriginal heritage assessment, a natural values assessment and an infrastructure feasibility study.



6 Addressing the need

6.1 Proposed new Tasmanian Youth Justice Facility

This project will deliver a new Tasmanian Youth Justice Facility in the south of Tasmania. An overview of the scope of works for the project is presented below.

6.1.1 Early works

A series of early works have been planned to assist with the timely commencement of the main works on site. These works include the following.

- Perimeter landscaping commenced November 2025 to enable larger trees to establish on site and provide better screening prior to commencement of operations.
- Provision of utility services included:
 - Water supply and communications conduits along Rifle Range Road to the site boundary
 - Communications conduits and cabling to the site by 42-24
 - Communications cabling through installed conduit down Rifle Range Road by NBN
 - An electricity connection to the site by TasNetworks.

6.1.2 Public road upgrade

In addition to the main facility construction, an upgrade to the intersection of Rifle Range Road and Brighton Road, and of Rifle Range Road itself, is planned to occur before the facility becomes operational. The extent of the upgrade to Rifle Range Road and the intersection with Brighton Road is being documented by the design team.

This work is subject to a separate application for planning permit with Brighton Council.

6.1.3 Facility construction

The proposed development will deliver a modern, fit-for-purpose youth justice facility, meeting the requirements outlined in the Commission of Inquiry. It comprises several buildings, car parking, internal roads, fencing, recreational facilities, landscaping, servicing, and other ancillary works to support the development.

The facility will provide accommodation for children and young people, along with associated health, visits, cultural, education and recreation facilities, and staff and support buildings including entry and secure sallyport, admissions and maintenance. The facility is bounded by a high security perimeter with various layers of electronic security, and an external road.

6.2 Site analysis

6.2.1 Site details

The site of the facility is 466 Brighton Road, Pontville, located in southern Tasmania. The site is approximately a 3-minute drive to Brighton, 20-minute drive to Glenorchy and 30-minute drive to Hobart. With close proximity to the Midland Highway, the site is readily accessible from the North and North-West of the state. The site is an approximately 32-hectare parcel of land within the

Southern Midlands Council local government area, owned by the Crown, containing small paddocks divided by shelter belts of eucalypts. It is surrounded by the Midland Highway to the north and east, residences to the south and west.

The site currently accommodates a horse rehabilitation program as part of its existing rural use. The facility design preserves and enhances this rural character by allowing for the continued use of the surrounding land for agricultural and equine-related activities. Additionally, the design of the facility will create opportunities to integrate and establish meaningful connections with these rural programs, potentially supporting therapeutic, educational and vocational initiatives for children and young people.

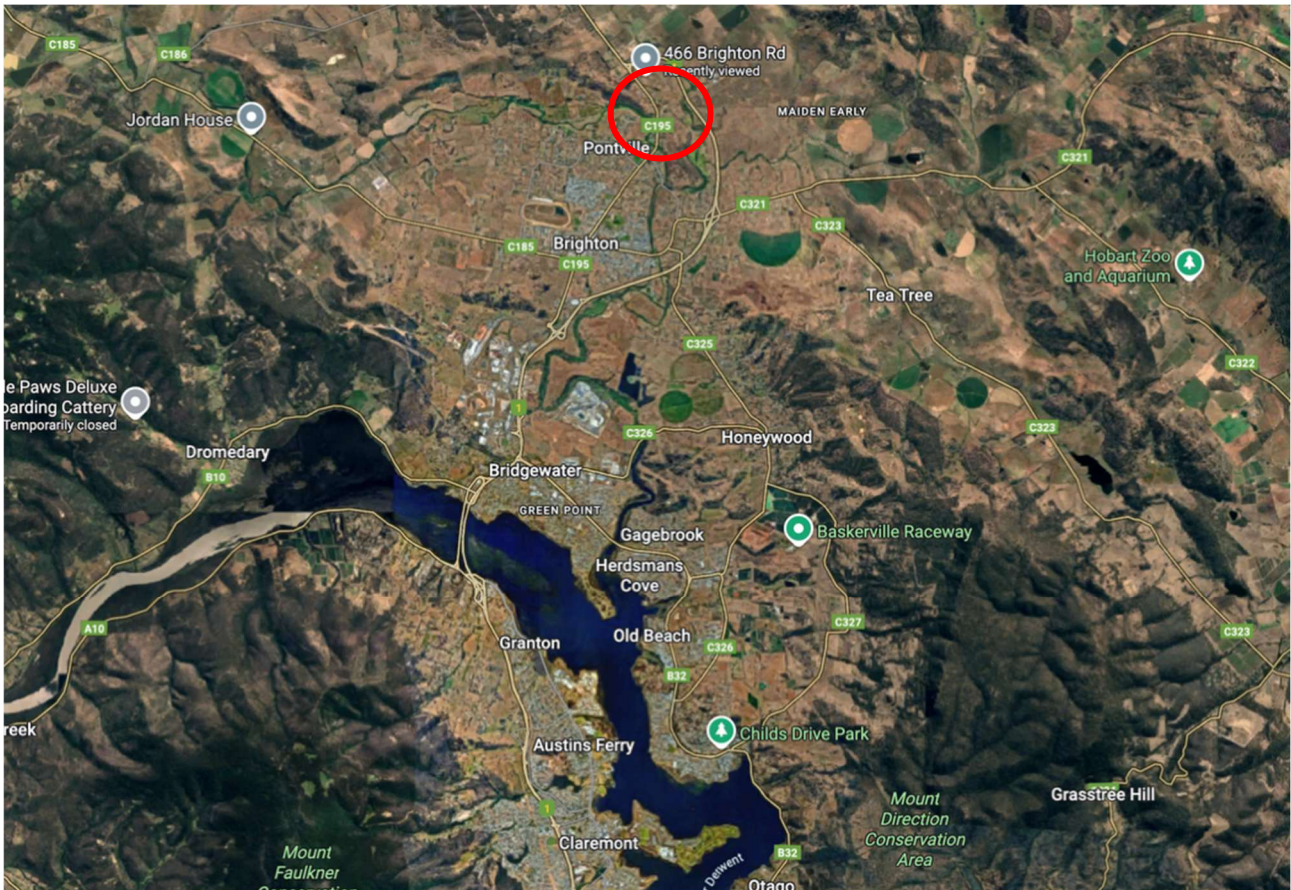


Figure 2. Location plan

6.2.2 Site context

The site is in a rural area with three direct residential neighbours sharing boundaries with the proposed development and several more in close proximity (within 2 km). Open paddocks and vegetation currently separate the proposed development from adjacent neighbours and the surrounding context. Additional planting to the perimeter of the site and the existing tree line within the property has commenced as part of an early works package to provide further screening from the road and adjacent land users and allow time for this planting to establish and grow prior to operation commencing.

6.2.3 Site investigations and assessments

The following investigations have been carried out at the site and have informed the design:

- planning assessment
- full site feature and topographic survey
- natural values assessment
- bushfire assessment
- agricultural land assessment
- cultural heritage assessment
- infrastructure serviceability
- traffic assessment
- geotechnical testing.

The outcomes of some of the key reports are outlined in further detail below.

Natural values assessment

The report on the natural values identified that a small number of native species are present, but these are a minor component of the species diversity and vegetation cover. It states there can be no potential impact to native or threatened vegetation communities from the development, as none are present within the proposed development envelope. The report noted the presence of four significant trees on the site that provide potential foraging and/or nesting habitats for bird species of importance; however, none of these trees are affected by the proposed development. The presence of the birds has been factored into facility design, and tree species for landscaping have been selected to reduce the potential of bird strikes.

Bushfire assessment

The entire site is subject to a bushfire prone area overlay under the *Tasmanian Planning Scheme – Southern Midlands*. As such, it is subject to several requirements relating to bushfire. The vegetation on the site has been assessed as predominately grassland, and two bushfires have occurred in proximity to the site in recorded history.

The facility has been assessed as having a Bushfire Attack Level (BAL) of 12.5. This BAL assessment relates to all habitable buildings (Class 3, 5 and 9b) proposed within the facility.

The National Construction Code 2022 (NCC) mandates bushfire protection measures for designated Class 9 buildings to mitigate against the impact of bushfires. This means that Building G, the education building, needs to be adequately protected to maintain internal tenability for occupants during a bushfire event. It also requires that the facility maintain a minimum required setback from classified vegetation and site boundaries. A hazard management area and plan have been prepared as part of the compliance process and various Performance Solutions have been drafted to provide compliance.

Agricultural land assessment

An agricultural assessment was undertaken for the project site, including a land capability assessment. The agricultural assessment found that the site is severely constrained for agricultural land use activity, due to the low land capability of the ground, low rainfall climate and absence of irrigation, which limits the potential scale and level of intensification.

This report also considered the impact of the development on nearby and adjacent agricultural land. Several existing features associated with the site, including setback distances and relative separation from nearby agricultural land, in conjunction with design and operational measures such as layout of the facility, landscaping around the facility, secure fencing, and active land management (such as weed control), will mitigate the impact of the development on adjacent and nearby land.

Cultural heritage assessment

A series of Aboriginal heritage assessments have been completed at the site, which have identified areas of cultural significance. The proposed development area avoids areas of high cultural significance and identifies the opportunities that the presence of these areas provides to the overall development in terms of connection to Country for both the children and young Aboriginal and/or Torres Strait Islander people in the centre and the broader community.

This has been explored further with the Aboriginal and/or Torres Strait Islander communities and peoples as design progresses and operational planning begins.

Infrastructure serviceability

The site is currently unserviced and requires new service infrastructure to be provided as part of the development. Design work for the provision of services to the site within the Rifle Range Road corridor are largely complete. These include a new power supply from TasNetworks, a connection to the existing water main in Brighton Road, and provision of both primary and redundant communications infrastructure.

Due to the local topography and the formation of the Midland Highway to the north of the site, no rainfall runoff external to the property is conveyed into the site, and overland flow within the site is solely due to rainfall runoff from the existing paddock. Stormwater treatment and onsite detention will be provided to align the post-development runoff to pre-development conditions and meet the capacity of the receiving downstream infrastructure.

The site is not serviced by TasWater's municipal sewerage network. An onsite aerated wastewater treatment system is proposed, and there is adequate space on the site to accommodate this.

6.2.4 Community concern

The development of a youth justice facility at this location has generated community concern relating to safety, amenity, and perceived impacts on surrounding land uses. This has been managed through a structured and ongoing community engagement approach, clear communication of the facility's purpose, and the incorporation of appropriate buffers, landscaping, and operational controls.

The project has been designed to meet statutory planning requirements and to minimise offsite impacts, with community feedback through the design process informing refinements to the proposal where appropriate.

6.2.5 Nearby facilities and activities

Two surrounding land uses have been identified as constraints – a medicinal cannabis farm and two gun clubs.

Medicinal cannabis farm

The nearby medicinal cannabis farm, Tasmanian Botanics, produces odours that are discernible at the project site. Investigation has identified that there are two sources for these odours:

- **incinerator operations** – the cannabis farm uses an incinerator to dispose of waste organic material onsite during approved hours of operation; this activity is understood to be the primary odour source.
- **growing operations** – a secondary odour source is from the outdoor crop during the annual harvest period, which runs for approximately one month per year around March.

Tasmanian Botanics has commenced the process to transition from incineration to mulching, and it is expected this will significantly reduce any environmental nuisance from the destruction of organic waste. Further monitoring is being undertaken to assess any impacts from growing operations.

Gun clubs

There are two gun clubs located on Shene Road, Pontville, approximately 500 metres from the project site:

- the Tasmanian Pistol and Rifle Club (30 Shene Road, Pontville)
- the Hobart Clay Target Club (48 Shene Road, Pontville).

The project team has investigated the noise generated by these activities, including noise monitoring, modelling, and site visits during activity, and sought expert advice to inform recommendations and assist in developing an appropriate response.

Given the measured noise levels, frequency and duration of activity, the impact from gunfire noise is considered to be manageable through operational strategies and practice in line with the Facility Model of Care without negative impact on outcomes for children and young people, particularly considering the likely background noise of the facility once it is in use. The building envelopes as designed will have sufficient acoustic treatment to protect indoor spaces from noise intrusion.

6.3 New facility design philosophy

From the outset, the design of the new facility has attempted to redefine the approach to detaining children and young people in Tasmania. The design team has built on the original design principles set out in the masterplan and verified during the project visioning stages with the Expert Panel, and concurrently with the development of the Facility Model of Care.

The principles that formed the basis of the design have now been developed to apply both architecturally and operationally through the Facility Model of Care and are:

- small and homelike, both architecturally and through building design
- normalised environment, through sensitive building design
- therapeutic and trauma-informed design
- biophilic design and connection with landscape
- culturally appropriate design, by providing spaces that respond directly to the needs of Aboriginal children and young people and their communities.

In addition to these principles, the team has further developed the accessibility and inclusivity of the design solution, placing particular emphasis on designing spaces that support neurodivergent children and young people, staff and visitors with enhanced accessibility requirements.

The design attempts to balance the required security overlays with these broader design principles, acknowledging the challenge this presents. The facility design maintains a non-institutional feel and is as low-lying in the landscape as possible while still retaining security features to ensure escape risk is managed.

Adopting a 'building as perimeter' model was a key decision and is an important and impactful design feature. This model provides views from within the buildings and clear sightlines to the surrounding rural land and the hills instead of through a security fence.

The evidence-based, trauma-informed principles of the Facility Model of Care have been used to inform the design of buildings and spaces across the new facility. The safety, both physical and psychological, of children, young people, staff and community has remained at the forefront as the design progresses. The following sections provide an expansion of the design principles that have been central to the development of the project.

6.3.1 Normalisation of environment

- Allow children and young people to manage their life by creating normalised daily routines and activities to give them a better chance to adjust to society upon release. The design of the accommodation houses mimics that of a standard home, with combined kitchen, dining and living spaces and individual bedrooms.
- Give children, young people and staff an environment they feel proud of and are responsible for, to encourage them to treat it with respect, by using colour, texture and beauty wherever possible.
- Provide opportunities for children and young people to personalise their own spaces and display artwork or significant items.

6.3.2 Therapeutic and trauma-informed design

- Focus the design on rehabilitation, education, reintegration and healing by providing functional and carefully designed spaces that enable activities to be delivered to children and young people.
- Actively engage individuals in a dynamic, multisensory environment with options, for example, for retreat and socialisation.
- Support self-reliance and self-autonomy by providing options for self-care and agency through responsibility.
- Provide and promote connections to the natural world, with importance being placed on the design of the external landscape as well as images and motifs that mimic nature.
- Separate individuals from others who may be in distress by providing options to manage stressful situations in multiple ways without escalation or danger to others.
- Reinforce a sense of personal and cultural identity by providing options for children and young people to adapt their own environments as well as providing specific cultural spaces.
- Promote the opportunity for choice by providing a range of spaces to suit the different needs of the children and young people.

6.3.3 Biophilic design

- Allow for exposure to nature to provide positive responses on human psychology and physiology in contribution to improved health and wellbeing. This is done by imagery, views to landscape and direct access to outdoor spaces at every opportunity.
- Ensure thoughtful placement of windows with consideration of natural sun and wind movement specific to the site.
- Avoid stark and harsh landscapes often found in detention facilities due to perceived security and maintenance implications.

6.3.4 Culturally appropriate design

- Facilitate and promote connections with families and communities through facility design, providing options for types of visits.
- Provide options for community connection by making the entry process as simple and non-confrontational as possible and having a range of spaces to support community-driven activities.
- Use technology to support safe and frequent communication with family and friends.

6.3.5 Safety and security

- Prioritise the safety and wellbeing of children and young people, staff and the broader community at all times by adopting foundational security principles such as line of sight, security zoning and integrity of secure boundaries.
- Security is embedded in design through layered and unobtrusive measures to support safety and therapeutic care. Robust and appropriate electronic security systems support the physical security of the built form and the dynamic security of the operational procedures and staff.
- Spaces are designed to reduce risk, support staff visibility, and provide calm and controlled environments.
- Security will remain a fundamental requirement across all aspects of the design.
- Built form, landscaping, and site layout are curated to maintain privacy for both the young people and surrounding residents, including the use of natural screening, appropriate setbacks, and controlled sightlines.

6.4 Facility description and functional overview

The facility will provide 16 beds across five houses, with an additional four beds for short stay, orientation and health accommodation.

The design adopts an open campus approach, creating a village-like environment that fosters healing, learning and community connection. The campus comprises multiple low-rise buildings integrated with the secure perimeter, arranged around landscaped courtyards and green corridors with a central spine building.

The facility aims to create a place where young people can rebuild trust, develop skills, and prepare for reintegration into the community.

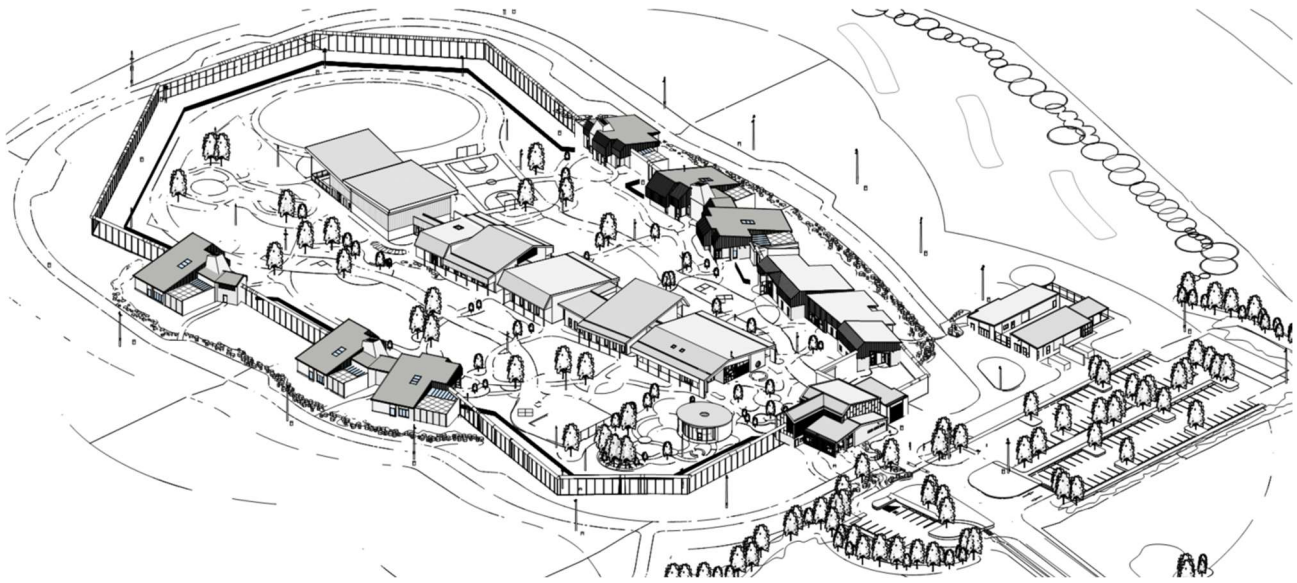


Figure 3. Perspective site view

The new Tasmanian Youth Justice Facility consists of the following buildings and outdoor spaces:

- Building A: Entry building and secure vehicle sallyport
- Building B: Maintenance and storage shed
- Building C: Admissions building and health centre
- Building E: Visitor building and café
- Building F: Administration building
- Building G: Education building
- Building H: Recreation building and swimming pool
- Buildings J, K and L: Houses
- Building M: Cultural centre with cultural landscaped garden
- Outdoor spaces: Landscaped entrance forecourt, sports courts, a bouldering area, pump track, oval, basketball courts, internal roads/pathways and landscaping, including productive gardens inside the secure area.

6.4.1 Site zoning and planning

The planning for the facility adopts a 'building as perimeter' model. The significant feature of this approach is that the windows from the buildings that form part of the secure perimeter look directly out to the landscape and not to a fence line. The facility is located more than 150 metres away from neighbouring residential property boundaries, so the issue of privacy is lessened due to the large parcel of land.

The ability to see open landscapes and animals, rather than security barriers, reinforces a connection to the outside world and provides motivation for change. Additionally, views of nature can help counteract feelings of isolation and confinement, supporting mental health and encouraging reflection and personal growth.

The overall site will have a delineation fence line with provision for rural use to continue surrounding the facility, outside the secure area. The proposed siting also takes advantage of the identified cultural significance of the surrounding land, identifying an opportunity for establishing connection to country and nature.

Sightlines and circulation

The design uses a central spine of buildings that allow for clear multidirectional sightlines across the facility. These sightlines are formed naturally, align with the key circulation pathways and integrate seamlessly with the proposed built form. The combination of effective passive supervision across the site will complement the active supervision in the security design.

Secure line

A secure perimeter will be present with an 8-metre internal separation zone. The individual secure courtyards will form part of this zone for each accommodation building, allowing young people uninterrupted views of the external landscape.

Pedestrian zoning

To aid movement throughout the site, multiple pedestrian routes and zoning have been provided. This provides flexibility for staff to manage different groups operationally throughout the site without compromising on efficiency for security. Access throughout the site will range from various exposed landscaped routes to sheltered or enclosed concourses and walkways.

6.4.2 Site access and traffic

Access to the facility will be via Rifle Range Road. Accessing the facility this way provides a more discreet and controlled entry, helping to maintain privacy for young people, staff and visitors by minimising unnecessary attention. This route also reduces traffic impact on neighbouring properties by directing movements away from existing residences and avoids cultural heritage artefacts and zones associated with the existing access.

Additionally, this entry point allows for a more purposeful arrival experience with the opportunity for landscaping and screening, reinforcing the facility's structured and secure environment while ensuring a respectful and measured approach to integration within the broader landscape.

The visitor parking area is the first and most visible parking area for someone entering the site, assisting with wayfinding. Once parked or at the drop-off area, visitors are guided to the main entry via a dedicated entrance landscape. A large staff parking area is provided with large areas of soft landscaping to soften the impact of asphalt areas.

Emergency and service vehicle access

Clear internal and external emergency access is provided, with the layout of the site naturally conducive to clearly defined access paths which will aid in fast response times in the event of an emergency.

Emergency vehicle access to the site has been considered with sallyport and internal gates and roadways being sized to suit the largest emergency vehicle Tasmania Fire Service would use. There is an internal access road with turning circle and full external ring road providing full access around the secure perimeter.

Access for service vehicles has been considered with turning circles for garbage trucks, food delivery trucks and the like being accommodated in and around Building B.

6.4.3 Wayfinding and graphic design

Wayfinding and graphic design for the facility has been a key consideration. The external and site wayfinding and signage design adopts natural, durable materials, such as stone, metal and timber, to create a grounded and cohesive feel that blends with the rural landscape. External signage is scaled and styled to feel credible yet approachable, drawing on domestic rather than institutional design cues. Clean lines, muted colours and simple geometric forms help the built environment sit comfortably within its surroundings, while maintaining clarity and permanence.

Inside the facility, wayfinding focuses on warmth, calmness and intuitive navigation. Soft organic forms, natural textures, colour accents and curved edges reduce visual harshness and support sensory regulation. Privacy screens use subtle, nature inspired patterns to maintain dignity without feeling clinical. Graphic design adds another layer: bold abstract supergraphics energise activity spaces, while softer, program-aligned pictorial graphics support learning and social areas. Across all spaces, graphics remain culturally neutral, visually clear and aligned with the therapeutic, domestic character of the facility to maintain dignity without feeling clinical.

6.4.4 Tasmanian Government Art Site Scheme

The Tasmanian Government Art Site Scheme applies to this project, and the maximum amount of \$80,000 has been allocated to the procurement of Public Art through this scheme. The project team has been working with Arts Tasmania to develop an artist brief that aligns with the needs and intent of this project as well as the objectives of the scheme.

The artwork concept is intended to respond to the key themes and design principles of the project and complement the building and landscape design. Some potential conceptual approaches include themes that:

- are culturally and environmentally meaningful and relevant to the site and its rural setting
- reflect and support the therapeutic intent of the new facility
- promote hope, positivity, agency, self-worth, care, family and community.

The opportunity will be advertised through the Arts Tasmania website and newsletter, and the successful artist will develop, fabricate and install artwork.

6.4.5 Landscape design

The outdoor environment and landscape design is integral to the broader facility. The site provides for a variety of outdoor spaces and opportunities for activity, reflection and connection with nature, all of which are essential for mental and emotional health.

General landscape zones will be accessible to children and young people, incorporating activity spaces, sports and recreation zones. Landscape spaces are generally open, with long sightlines and multiple paths of travel, interspersed with areas of low-level groundcovers and dispersed trees.

The landscape upon entry into the facility creates an organic connection between the entry building and the visits and café building, providing opportunities for gathering spaces of various sizes and levels of privacy for small gatherings of family groups. The inclusion of cultural gardens provides

spaces for teaching and programs, which can deepen the connection to family, community and country.



Figure 4. Landscaping site plan

6.5 Design approach – buildings

The Commission of Inquiry included several design recommendations (Recommendation 12.16), a core part being that the facility should be “small and homelike and incorporate design features that reflect best practice international youth detention facilities”.

Small and homelike

The Youth Justice Reform Expert Panel provided the design team with broad-ranging advice that has been collectively referred to as ‘small and homelike’.

This refers to not just the built form but all other aspects of the facility. This has informed the design process and sits comfortably with the key design principles of normalisation, biophilic design, trauma-informed and therapeutic design, and culturally appropriate design.

The rural vernacular

The site is rural in nature and setting, being located within the Southern Midlands Council on the boundary with Brighton Council. Given the rural location, the design draws inspiration from rural vernacular architecture, aiming to create a built environment that feels familiar, functional and connected to its surroundings. It does this through material selection and by breaking up large

buildings to be akin to those of a small farm or village with volumes similar to barns, homesteads and sheds.

It references the simplicity and practicality of residential country vernacular, while doing so in a way that is modern and forward-looking. The facility design aims to reinterpret this influence with an ensemble of buildings characterised by rectangular footprints, pitched roofs with skylight shafts, mimicking chimneys or protrusions, and covered verandas. These choices foster a sense of belonging and identity, ensuring that the built environment supports wellbeing and feels like it naturally belongs in the rural setting.

The architectural form prioritises a human-centred scale, with residential proportions to create a welcoming and non-institutional atmosphere. Careful spatial planning will seek to optimise thermal performance and acoustic comfort by regulating temperature and reducing noise, ensuring a comfortable environment.

Building form

The masterplan explored two potential building forms for the site, each offering distinct benefits in terms of function, security, and rehabilitation outcomes. The final building form adopts a mix of pitched and skillion roofs representing a more modern aesthetic. This was determined through ongoing design development, informed by operational needs, stakeholder input, and best practices in youth justice facility design, as well as constructability.

6.5.1 Building A: Entry building and sallyport

The entry building will be a commercially scaled building with a welcoming and attractive entry point that is clearly visible from the entry road. It comprises two levels, with a waiting area, office space, storage and utility rooms and staff rooms on the ground level, and a plant room and security spaces on the first floor.



Figure 5. Key plan showing location of Building A

All visitors and staff will enter the site through the same point and move through a screening area to access the interior of the site. The entry building will have end of trip facilities for visitors and a separate area for staff with lockers, change rooms and showers.

The entrance presents a 'welcoming' public face to the facility, is contemporary, and attempts to soften the impact of the screening process for visitors. The entry building is the facility's physical link to the community and has been designed with views into the facility from the foyer area, providing a sense of arrival and some certainty of what lies ahead. Staff exit the screening area through the accoutrements room, and upon exit of the site, leave via a separate route back into the locker area.



Figure 6. View to entry building from staff carpark

The entry building also includes the vehicle sally port, which provides secure access into the service yard. The entry building facilitates the safe, secure, controlled, tracked and authorised movement of pedestrians, equipment and vehicles in and out of the facility. The entry building is a core part of the perimeter security of the centre.

6.5.2 Building B: Maintenance and storage shed

The maintenance building is single-storey and comprises storage, office and workshop spaces, room for maintenance vehicles, and two water tanks adjoining that provide emergency response water supply. This building will receive supplies for the site, which will then be moved through the secure sallyport. There is fridge and freezer storage and shelving for dry goods and consumables to be held prior to being distributed across the site. The building also accommodates the fuel store for the generator located adjacent to Building B, and the main switchboard and uninterruptible power supply (UPS).

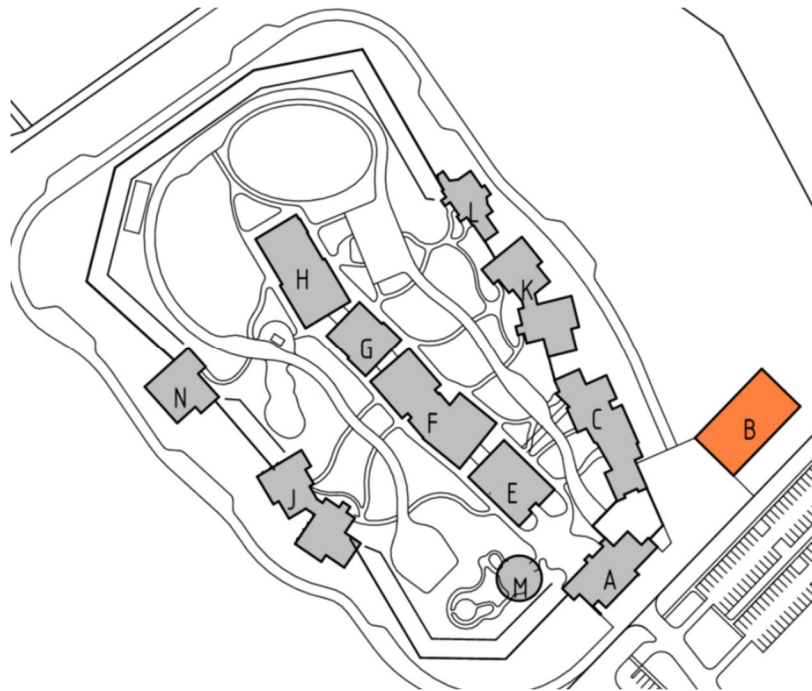


Figure 7. Key plan showing location of Building B

6.5.3 Building C: Admissions and health centre

Building C sits to one side of the entry building, linked to it by the secure vehicle yard. It is one of the buildings that forms part of the secure perimeter. Access to the Admissions area for young people entering the facility is primarily from the secure vehicle yard, which is accessed via the sallyport.



Figure 8. Key plan showing location of Building C

At ground level the building includes a reception area, staff and storage rooms, lounge areas, two orientation beds, two health beds, several counselling, interview and treatment rooms, a nurses' station and clinical offices. Plant space is provided at the upper level.

Admissions

Admissions is directly adjacent to the entry building across a secure yard. The intent is that the building will provide a calm and safe environment with a high level of amenity, acknowledging the high stress levels that can be present in a child or young person during admission.

The building will have access to two bedrooms with ensuites and a small lounge area that will allow young people who may only need to be on site for a single night to be accommodated safely and securely. Otherwise, these beds serve as a stepping point for new arrivals to the site, who need further assessment or supports before being placed in one of the residential accommodation buildings.

The admissions area is where children and young people are received and discharged. It includes specialised facilities for inducting, screening, holding, interviewing, documenting, identifying, searching and medically examining children and young people arriving or leaving the facility. Admissions also provides facilities for storing personal clothing and possessions, including valuables, bedding and clothing.

Health centre

The health centre is designed to be as close as possible in both look and operation to a community health centre to help normalise children and young people's interactions with health services. It will have a waiting area and reception, consistent with a typical local GP clinic.

The health centre provides day-to-day health care for the facility. It includes specialised facilities for clinical consultations, subacute care, observation, pharmacy and dispensing, mental health and wellbeing, dental services, treatment and recovery spaces, and medical examination of children and young people arriving at or leaving the facility. Urgent care, acute care, further medical imaging and more intensive mental health support will be provided at the Royal Hobart Hospital or other dedicated facilities.

It will be operated by the Tasmanian Department of Health with security and support provided by DECYP. The spaces are designed in line with the requirements of the Australasian Health Facility Guidelines with alteration to meet the needs of the facility.

The centre will have access to two beds to cater for short stays where children and young people may need specialised care, and a purpose-designed sensory room. Youth Forensic Mental Health Services will provide referral and access to mental health treatment, care and support for children and young people, whether they are under community-based supervision, in detention or not yet sentenced (including remand).

6.5.4 Building E: Visitor building and café

This building comprises spaces for visitors, including both indoor and outdoor spaces, a kitchen and dining area. The building is two-storey with a plant room on the first level.

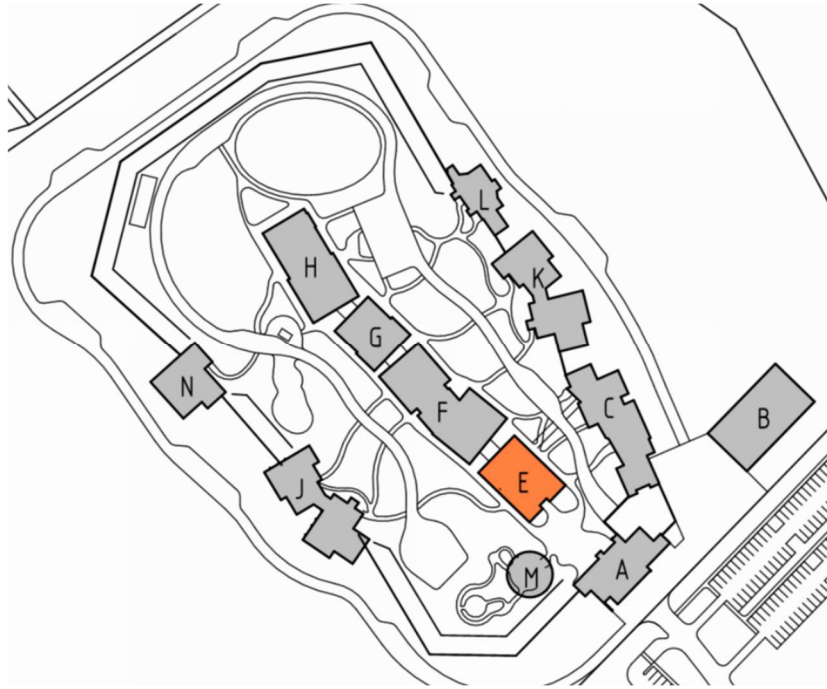


Figure 9. Key plan showing location of Building E

Visitor centre

The visitor centre will sit directly opposite the entry building so upon entry visitors will be able to see where they are heading. It will contain a range of spaces to support different types of visits, in both indoor and outdoor settings. A core objective of the facility is maximising opportunities for children and young people to connect with their families, local communities and support networks.



Figure 10. View from entry building to visitor centre



Figure 11. View inside visitor centre

Café and kitchen

Adjacent and directly linked to the visitor centre, the café will act as a central hub for the site, drawing children, young people, staff and visitors together and providing a setting for informal interactions. The café will also function as a training space for the children and young people, providing them with opportunities to develop social skills and potential employment connections, both of which enhance positive reintegration to communities.

This building also houses a commercial grade kitchen that includes modern equipment, cold rooms, dry store and a freezer. While it is relatively small, it will provide sufficient food storage and cooking facilities to service all meals required for the facility, except for baked and specialist foods.



Figure 12. View of café

6.5.5 Building F: Administration building

The ground level of the administration building comprises office spaces, open workspaces including hot desks, interview rooms, quiet rooms and meeting rooms and staff amenities, the upper floor provides for plant space. It is intended that most staff will be accommodated in this central building when not working directly with children and young people. This building provides staff wellbeing and retreat spaces, providing space for staff to debrief and retreat during breaks or at times when this is required.



Figure 13. Key plan showing location of Building F

The administration building provides office accommodation for senior managers, education, operational, and specialist and support staff. The building's primary function is the overall coordination, management, activity programming and servicing of the facility.

6.5.6 Building G: Education building

The education building has several classrooms and two adjoining courtyards at ground level, and a plant room on the upper level.



Figure 14. Key plan showing location of Building G

The education building will be the hub of education facilities on the site. The centre will contain a series of teaching spaces, provide access to a range of books and other library resources, with adjacent secure outdoor areas and indoor breakout spaces. Use of laptops and portable devices will mean that all spaces will support the use of technology equally.



Figure 15. View along spine building

Education, learning opportunities, programs, and access to appropriate training and vocational courses are essential core elements of each child and young person's stay in detention. The facility includes a training kitchen to enable skill development and increased post release employment opportunities. The flexibility of the provision of these opportunities at the facility help develop and enrich a child or young person's engagement in their learning and increase the likelihood of rehabilitation and reduce the likelihood of reoffending on reintegration to communities.



Figure 16. View of training kitchen

Education staff will sit within the main administration building but will be directly adjacent and linked to the education centre, ensuring that they maintain connections with the broader staff group while still overseeing and being connected to the education spaces.



Figure 17. View inside multipurpose room

The education building has direct access to the gymnasium and outdoor recreation spaces, giving opportunities for outdoor teaching and learning.

6.5.7 Building H: Recreation building and swimming pool

This two-storey building comprises a gymnasium, weights room, outdoor covered pool, and amenities at ground level. A plant room is located on the upper level.

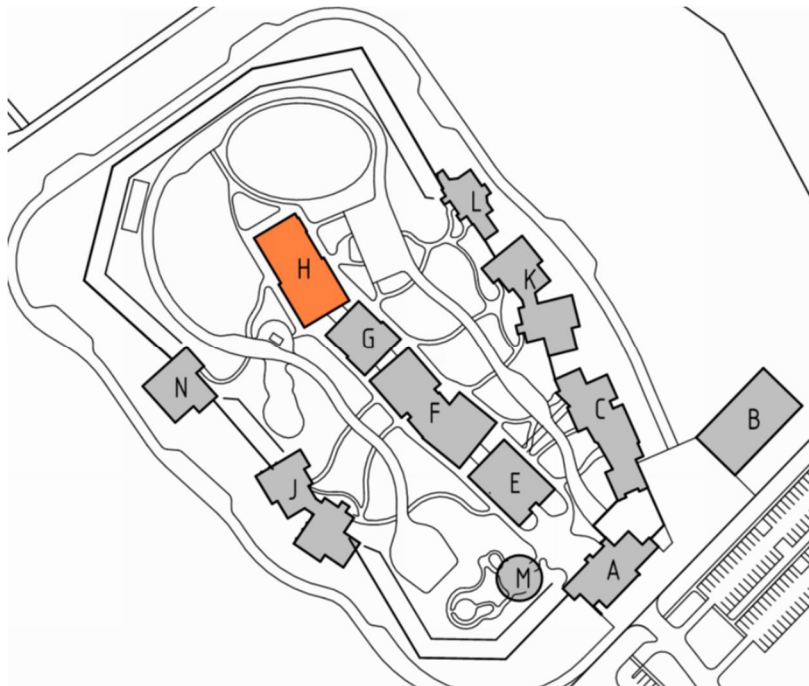


Figure 18. Key plan showing location of Building H

These spaces are designed to support physical wellbeing, social interaction and emotional regulation. Access to recreation is essential in a youth justice setting, providing structured opportunities for movement, stress relief and the development of teamwork and resilience. These spaces will not only contribute to overall health and fitness but also serve as vital outlets for self-expression, skill-building and positive engagement, helping to foster personal growth and rehabilitation.

6.5.8 Buildings J, K, L and N: Houses

Accommodation on the site will be provided in a series of three-bedroom and four-bedroom houses, and two single bedroom studios. The bedrooms will each have their own ensuite, and each room will look directly out to the landscape (without looking through a fence) under the proposed 'building as perimeter' model, the built form has been designed to minimise climb points and limit access to roof space.

The houses will each have a residential style kitchen, living and dining space together with laundry facilities within a secure kitchen. Children and young people will cook, clean and live in a normalised environment together with the staff overseeing their care. A separate staff space will provide a quiet workspace; the intention is the staff will spend most of their time in the living areas with the children and young people.

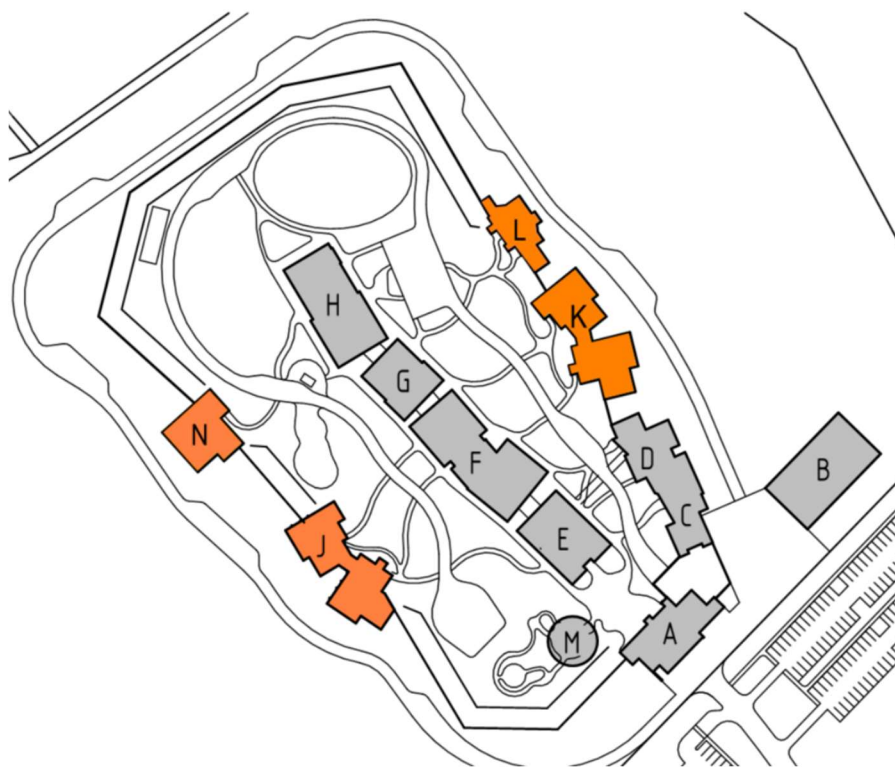


Figure 19. Key plan showing location of Building J, K, L and N

Each of the larger houses has a private phone booth, a retreat space intended as a calming alternative space to the shared living area, and a multipurpose room that can be used for education, health services, counselling or other uses. This means a child or young person does not need to leave their accommodation to access these services.



Figure 20. View inside shared living space

Small houses have been deliberately designed to create a more homelike, therapeutic environment that support rehabilitation and personal prosocial development. This provides a more normalised and less intimidating setting, helping to reduce stress, encourage positive behaviour and foster a sense of responsibility and belonging, and directly responds to Commission of Inquiry recommendations.

The design of the houses includes outdoor secure courtyards with a mesh above, that face directly out into the broader rural context. This creates a safe yet open environment that supports the autonomy and wellbeing of children and young people. The mesh allows natural light and airflow while maintaining security, enabling children and young people to spend more time outdoors without constant supervision. This design feature increases access to movement and unstructured recreation, supporting physical and mental health.



Figure 21. View of bedroom

Overall, the small house model and corresponding design approach helps to strike a balance between safety and self-determination, contributing to a more therapeutic and rehabilitative environment – an environment that is more conducive to positive change and enabling successful reintegration into the community, rather than a punitive environment.

Buildings J and K – 4 bed + 3 bed

These are two separate, but matching buildings comprising two adjoining ‘houses’, connected by a corridor, one with three bedrooms and the other with four bedrooms. Plant space is provided in the roof space above. Both houses comprise facilities typical of a normal dwelling, such as a kitchen/dining/living room, games room, laundry and bathrooms, as well as staff facilities. In the three-bed house, one of the bedrooms is accessible and the kitchen has accessible use features. Each house also has a secure yard that is accessed via the open plan kitchen/living/dining room.

Building N – 4 bed

This building provides for an additional four beds, matching the other four-bedroom houses. This building formed part of the Development Application but is currently unfunded; however, seeking approval for them now de-risks future development.

Building L – 1 bed + 1 bed

This building presents as two single-bedroom units conjoined, each with an individual entrance, bedroom, bathroom, and kitchen/dining/living room. One of the units has an accessible design, and the two wings can be configured for use either together (as a two-bedroom house) or separately (as two single-bedroom studios). Between the two units is a staff study and corridor. Plant space is provided in the roof space above.

6.5.9 Building M: Cultural centre with landscaped courtyard

This single-storey, rammed earth building comprises a circular community space, with a kitchenette, bathrooms and associated plant and storage space.



Figure 22. Key plan showing location of Building M

The cultural centre is for use by both the Aboriginal community and other children and young people at the site. It has an adjacent cultural garden and planted areas that relate to each of the nine Aboriginal areas of Lutruwita.

There will be grass planting that can be used in weaving activities, and areas for family gatherings and visits. The beauty and simplicity of the building will cater for all faiths and provide an additional space on the site for a range of activities.

Further design of the cultural centre and landscaped courtyard will be undertaken in partnership with Aboriginal people.



Figure 23. View from cultural garden to cultural centre

The cultural centre has been designed with a circular form, a shape that is associated with unity, inclusiveness and interconnectedness. The use of rammed earth to be constructed by local Tasmanian contractors has a low environmental impact, low embodied emissions, and exceptional thermal mass properties.

6.6 Building services, sustainability and security

6.6.1 Environmental and socially sustainable design

The design of the facility has broadly adopted sustainable design principles, ensuring environmental performance, energy efficiency, social responsibility and considered material use are embedded throughout the project. These principles have been carefully balanced with the operational needs of a secure, highly specialised youth justice environment. This approach supports long-term sustainability, promotes wellbeing and equitable access.

This commitment is demonstrated through measures such as the following:

- selection of low energy and efficient fittings, as well as water saving devices
- use of thermal massing and principles of thermal inertia
- opportunities for water harvesting and reuse, particularly for external landscaping
- strategies that minimise the carbon footprint of the building (for example, efficient plant and equipment including heat reclaim units)
- processes that minimise generation of waste, encourage recycling and create healthy indoor environment qualities
- minimised use and specification of items, where possible, that require significant maintenance (pumped sewer etc.)

- holistic lifetime costs considered in selection of construction materials and building services
- use of natural light, passive solar design and use of insulation
- use of low VOC paints to reduce harmful emissions and improve indoor air quality
- consideration of principles of circular economy.

The facility will include charging stations for electric vehicles parked at the facility, with opportunity for expansion should demand increase in future years.

The selection of locally or Australian sourced materials and finishes with low embodied energy as well as identifying companies that value social responsibility wherever possible have been core considerations of the design team. This includes selecting materials and finishes from companies that provide significant contributions to youth homelessness, have carbon neutral or climate positive manufacturing practices, and use recycled material.

6.6.2 Security and safety

The security and safety of the facility will be central to its successful operation; it is a critical requirement to enabling the proposed Facility Model of Care and has been a primary consideration throughout the design process. The design team included specialist security consultants with extensive expertise in youth detention and custodial environments to inform all elements of the facility design.

A comprehensive risk assessment of potential risks has been factored into the overall building design. The design responds to these risks through a range of means, including building form, enabling sightlines, and a comprehensive suite of electronic security systems. Climb points and other potential risks across all buildings have been minimised, and low points on building roofs are all above an agreed acceptable height.

Materials and fittings have been selected throughout that respond to the required security zoning and level of security required. The material selection considers both attack resistance, and durability and resistance to damage. Where possible, tested materials or materials already successfully used in other comparable secure facilities have been used, and where any new product or fixture is being proposed, a strategy for testing and verification is planned.

Site perimeter

The external wall construction and detailing of the perimeter buildings will be of the highest security level – precast concrete with cast-in steel framed windows and high-security glazing. The external secure courtyards that sit on the boundary will have a tensioned mesh ‘roof’ in addition to a combination of anti-climb mesh fencing and smooth precast walling with secure anti-climb top.

The perimeter to the other areas of the site will be anti-climb mesh with anti-climb barrel top.

Access control

The sallyport will have secure roller shutters on both sides for vehicle movement into and out of the facility. Access to all buildings will be controlled and accessed electronically. All door locks will have a manual key override for emergency use.

Electronic security

The Commission of Inquiry included significant narrative regarding security measures to increase children's safety in detention and included a specific recommendation (Recommendation 12.17) in relation to electronic surveillance and technology. This has been a central consideration throughout design development.

Electronic security systems will be used to enhance and monitor the safety and security of all people and buildings throughout the facility. Electronic security systems will also be used to support the operational needs of the facility, including incident review and investigations.

External lighting

Perimeter lighting will be motion-activated and use a control system to dim the lights when not required. Parking and entryways will be well lit for staff and visitor safety. Recreational areas will have LED fixtures with time-based controls to ensure safe movement where required. LED lenses will be used that are fully shielded and directed down with efficient optics that will limit the amount of high-angled light, reducing visibility from neighbouring sites.

6.6.3 Building services design

The design of building services systems and their arrangements has been developed in accordance with the security requirements of each area. Fixtures in youth-occupied areas have been selected for robustness and integrated security features. Critical infrastructure has been provided with a level of redundancy and backup.

Mechanical

Air conditioning and ventilation plant is generally located in dedicated plant spaces in each building, providing secure access for maintenance without entering the occupied part of the building. Plant has also been selected to facilitate removal for replacement via the plant room access stairs. Care is being taken to select secure and safe air registers and fittings in youth areas without appearing institutional.

Children and young people's bedrooms will be provided with dedicated air conditioning systems to allow user temperature control and system isolation when a particular bedroom is not in use. Bedroom toilet exhaust systems will incorporate modulating dampers to divert to smoke exhaust in fire mode operation. Heat reclaim units will be installed in the bedrooms, with each system to reclaim waste heat from toilet exhaust and ensure no potential cross contamination between individual rooms.

Electrical and communications

A new kiosk substation will provide power to the site. This substation will feed the site's main switchboard.

Emergency standby power will be provided by a dedicated diesel generator connected to the main switchboard. The generator will have capacity to supply the entire site, which includes all general power, kitchen equipment, lighting, and HVAC systems. Critical data communications and security systems will be supported for a duration that will allow sufficient time for manual generator startup should automatic transfer or startup fail.

Special considerations are given to the selection of robust, tamper-proof lighting and electrical fixtures, suitable for youth environments, where required.

Internal lighting

All lighting will be LED-based, with control systems tailored to each building's requirements. Dimming functionality will be provided in accommodation, administration and recreational areas for comfort and energy efficiency.

A combination of manual and automated lighting controls (including occupancy sensors) will be used to minimise energy use. Control systems will be implemented in youth areas and will be securely managed from staff areas.

ICT and AV

The facility's ICT infrastructure will ensure reliable, secure operations suitable for a high risk environment, supported by a server room that centralises all critical systems. Specialised spaces will be futureproofed through flexible cabling pathways that allow for changes to and renewal of audiovisual (AV) equipment as operational needs evolve.

AV systems across the facility will enhance communication, learning and engagement. These systems will be durable, anti-ligature where required, and tailored to each environment. In operational areas such as health, education and administration, AV technology will enable videoconferencing, observation and recording to support service delivery and oversight. Recreation and cultural areas will provide appropriate sound and media systems that enhance programs and activities for young people.

Hydraulics

Sanitary drainage

A new sewerage system will be required to serve the facility. It is proposed to treat sewage on site without the need for a new mains connection. Under this arrangement, treated wastewater would be disinfected and held in underground storage tanks and discharged via a combination of subsoil trenches and above-ground irrigation.

Hot and cold water reticulation

Domestic cold water will be supplied to each building from the site's internal water main, with connections and in-ground pipework. Domestic hot water will be provided to each building via a dedicated hot water plant located in the plant areas. These systems will use reverse cycle heat pump water heaters as the primary source of hot water, with additional direct electric hot water cylinders provided for redundancy and capacity boost in low-ambient conditions.

Toilet cisterns will be low-volume flush cisterns, and the hand basins, showers and sinks will only be served via 3-6-star WELS-rated taps. Each building will be metered via a pulse meter wired back to the site building management system.

Building stormwater

Stormwater drainage from each building will be captured at roof level by suitably engineered gutters, complete with overflow provisions, and stormwater drainage pipework to ground level. The stormwater drainage will then feed into the site stormwater infrastructure provided. Onsite detention will be provided by a landscape detention basin, and stormwater treatment will be

achieved via a bioretention basin. These basins will be located outside the site perimeter and will direct treated stormwater to the existing natural drainage path within the site.

Fire engineering

Fire engineering assessments have been undertaken as part of the facility's design development to ensure compliance with all relevant safety, performance and bushfire requirements. The Tasmania Fire Service (TFS) has been consulted during this process.

Water supply for firefighting will be provided via two onsite fire storage tanks, and a pair of dedicated diesel fire pumps will provide full redundancy. The fire storage tanks will be automatically refilled via a dedicated feed from the TasWater mains on Rifle Range Road.

The facility's fire protection strategy includes a boosted attack hydrant system with hydrants positioned along external and internal ring roads to meet AS2419 and TFS access requirements, ensuring every building is within reach. Fire hose reels will be installed in accommodation buildings in accordance with AS1221 and the NCC.

All accommodation buildings will also be protected by an automatic sprinkler system, including roof spaces. Smoke detection and occupant warning systems will be provided throughout the facility, with aspirated smoke detection in bedrooms to ensure rapid and reliable early warning.

6.6.4 Structural design

The approach to the structural design considers the special requirements for this facility and its location. The primary structure will use precast concrete due to its suitability for this type of facility. The site has quite variable subsoil conditions and has been classified as Class H1. There is very little cut or fill required on the site, and the building ground floor heights above natural surface suit an above-ground formed slab system. This, along with the variable site reactivity and the desire for a simple, robust and consistent footing/slab system, led to the adoption of a recycled plastic waffle pod system.

7 Statutory approvals

7.1 Land Use Planning and Approvals Act 1993

The new Tasmanian Youth Justice Facility required a discretionary planning approval from Southern Midlands Council (the Planning Authority) under the provisions of the *Tasmanian Planning Scheme – Southern Midlands* (the Planning Scheme).

The site is zoned rural under the Planning Scheme. It is entirely within a bushfire-prone area overlay and partially in a scenic road corridor and priority vegetation area overlay. The site is not listed on the local or state heritage register; however, there are state heritage-listed properties within the vicinity of the site and a heritage corridor nearby, but with no historic heritage requirements triggered by the proposed development.

An application for planning permit was submitted to the Southern Midlands Council on 22 August 2025. During the initial assessment period, council issued a request for information which was responded to by the design team and also included updates to the plans to reflect the amalgamation of titles on the project site.

The response to the request for information was accepted by council, and the development application was advertised for a period of 14 days, from 17 November to 1 December 2025, with the plans and reports being available for the public to view online and at council's offices in Kempton and Oatlands. During the public advertising period, a total of 118 representations were received by the Southern Midlands Council.

A comprehensive assessment against the relevant sections of the Planning Scheme was undertaken by council officers, following the advertising period. The application for planning permit went to council as Planning Authority for determination on Wednesday 10 December, and the application was subsequently approved with conditions.

Following the issue of the Planning Permit, two appeals were lodged with the Tasmanian Civil & Administrative Tribunal (TASCAT) and a preliminary conference was held in January 2026; however, a hearing date has not been set.

Project-specific legislation (Youth Justice Facility Development Bill 2025) to address appeal risk and provide timeline certainty was not passed through Parliament; consequently, the appeals process introduces significant schedule uncertainty that may delay the project completion and closure of AYDC by up to 12 months (or indefinitely if the permit is ultimately denied).

Rifle Range Road upgrade

The upgrades to Rifle Range Road and Brighton Road intersection are in the Brighton Council municipality and are subject to the provisions of the *Tasmanian Planning Scheme – Brighton*.

The proposed road upgrade works are predominately located in the Rural zone, and partially in the Landscape Conservation and Open Space zones. Applicable overlays include the priority vegetation area, bushfire-prone area and local historic landscape precinct (Pontville).

Work associated with the upgrades to Rifle Range Road are subject to planning approval by Brighton Council. DECYP has had ongoing consultation with Brighton Council regarding the scope of these works and has made a commitment to complete the upgrade works to Rifle Range Road to support the safe and effective operation of the new facility.

7.2 Aboriginal Heritage Act 1975

A permit under the *Aboriginal Heritage Act 1975* was approved for the project on 9 September 2025 to support the delivery of the facility; this permit is valid until 9 September 2028.

The works that require approval primarily relate to the required upgrade of Rifle Range Road. As noted previously, the facility and access road have been located clear of areas of cultural significance through the master planning process.

Appropriate management measures have been incorporated into the project's delivery framework. While there remains a residual risk associated with the discovery of previously unknown heritage material during construction, this risk is considered manageable through standard unexpected finds procedures and established stop-work protocols.

7.3 Building Act 2016

Pitt and Sherry have been engaged to provide building surveying services and to support the Lead Design Consultant in three main areas:

1. **Building Act compliance advice** during the development of the design
2. **Building approval** to enable the commencement of construction
3. **Construction phase services** and issue of Certificate of Occupancy to enable use of the facility.

Pitt and Sherry's responsibilities include reviewing all design drawings, issuing Certificates of Likely Compliance, conducting inspections during construction to ensure compliance, approving building occupancy, and providing advice during design and construction.

This will ensure that the constructed facility will comply with the *Building Act 2016*, the NCC and other relevant legislation.

7.4 Threatened Species Protection Act 1995

Through the natural values assessment, a species (*Austrostipa bigeniculata*) listed as rare under the *Threatened Species Protection Act 1995* was identified as being present on the Rifle Range Road verge. These plants are not impacted by the facility development but are potentially impacted by the works to upgrade Rifle Range Road. The project team has engaged an ecologist to undertake further assessment within the area of these works now the scope is better defined.

If these plants are impacted as part of these works, a permit to take will be required through the Department of Natural Resources and Environment Tasmania.

7.5 Other approvals

The project requires other approvals including:

- Licensing for the acquisition and operation of radiation sources, including the certification of shielding within those environments.
- Environmental health approval for the kitchens within the facility, including compliance with the food safety standards.

8 Stakeholder and community engagement

8.1 Consultation approach

Consultation has been a priority throughout the project's development, balancing this with the accelerated program for the project. This has been managed through dedicated Stakeholder and Community Engagement Plans (SCEPs) for each phase of the project.

DECYP and the project team have engaged a range of stakeholders including neighbours, community members, service providers, cultural representatives and subject matter experts to ensure diverse perspectives were heard and incorporated. The feedback provided through consultation has been considered and it has guided project decisions across design, model of care development and operational planning, ensuring the project reflects the needs and values of those it will impact most.

DECYP engaged Era Advisory to facilitate a range of ongoing consultation and stakeholder engagement for the project, including as a key contact point for the local community, businesses, sporting clubs and nearby residents who are within the immediate vicinity of the facility.

Consultation on this project has been extensive and at a high level has included:

- consultation for site selection
- consultation on the proposed Masterplan
- consultation on the Facility Model of Care
- consultation through the planning and detailed design phase.

Consultation has included range of engagement methods, including:

- meetings both online and in person
- community drop-in sessions
- inviting written feedback
- targeted engagement with key stakeholders.

There have been several consultation reports published for the project which provide further details on specific contributions, identify core themes, detail the rationale behind some key decisions, and demonstrate how the project team has responded to areas of concern and feedback received.

8.2 Consultation undertaken

The consultation undertaken to date revealed a range of views regarding youth justice within the community. However, there is generally strong support for cultural safety and trauma-informed care, with a focus on trust, connection and healing. Specific to this project there have been several core themes relating to the facility's location, security and design, particularly from the local community and nearby residents and landowners.

There remain concerns about how well the facility will work in practice, including security and safety concerns as well as concerns about the therapeutic model of care, particularly given the proximity to marijuana odours and noises from gun clubs. Wherever possible, this feedback has

been incorporated into the project and design response, helping to create a facility that reflects shared values, addresses concerns, and honours the range of perspectives. In instances where direct incorporation was not feasible, alternative approaches were explored to ensure that stakeholder voices still informed the direction and intent of the design.

The sections below outline at a high level the consultation undertaken with key stakeholders to ensure the design and development of the new facility reflects and meets community expectations.

8.2.1 Consultation with local community and nearby landowners

Site selection

After identification of potential sites for the new facility (refer Section 5.4), in 2023, DECYP asked the public for feedback to help inform the final selection of the site.

The sites at 972 East Derwent Highway, Risdon, and 466 Brighton Road (between Pontville and Mangalore) were identified as preferred sites and were taken through a public consultation process from 23 March to 4 May 2023. A detailed overview of the public consultation was released by DECYP in the Community Engagement Outcomes report. Following this round of consultation, the site at 466 Brighton Road was identified as the preferred site for the project, subject to further due diligence investigations.

Nearby landowners

Following site confirmation, key stakeholders located within the vicinity of the project site, including nearby landowners, businesses and clubs, were provided with an update and signage was erected onsite. DECYP, through Era Advisory, has continued to engage with landowners and the local community, both in person and via emails and letters, since the announcement of the property as the preferred site. This communication has been relatively constant throughout the project's progression, particularly with those in the immediate vicinity.

These adjacent landowners and nearby community have identified and raised strong concerns about safety and security, location and infrastructure, seeking more transparency and reassurance. The chosen position on site was selected to balance key factors, including maintaining distance from homes while avoiding issues like highway noise and reduced privacy; this is addressed through buffer zones, landscaping and visual screening. Adjustments to design have been made, including moving landscaping to avoid overshadowing neighbouring properties and careful consideration of light pollution for external lighting. Geolocated photomontages have been created to assist with these conversations.

Rifle Range Road was chosen for controlled access, cultural heritage protection, and reduced impact on neighbours; it will be upgraded for safety. Direct highway access is generally not permitted.

Masterplan

On 5 May 2025, the Tasmanian Government published the new Tasmanian Youth Justice Facility Masterplan on the Department for Education, Children and Young People (DECYP) website for public viewing. To support the release of the Masterplan, the project team carried out community consultation from 5 May to 25 May 2025, inviting stakeholders and the broader community to review the document and share their feedback.

The aim was to make the process easy and accessible, with the goal of gathering meaningful input from the broader community and stakeholders to inform the project's development. This was promoted through the DECYP public website and social media, and letters were delivered to all residents and landowners within two kilometres of the proposed facility site at 466 Brighton Road, Pontville.

8.2.2 Consultation with children and young people

During the development of the functional brief and scoping work, a series of workshops and consultation was undertaken with children and young people in detention in May 2023. This included consultation to better understand the context of children and young people that are accommodated within detention, who they are, their history and, importantly, key feedback on facility design, operations, model of care and scope. Using empathy maps, the process explored how the centre might look and feel through their eyes, ensuring their perspectives and emotions were central to the design. This consultation focused on arrival, security, bedrooms, education and health services spaces, shared spaces, recreational spaces, and cooking and dining spaces.

Further follow-up consultation was undertaken with children and young people at AYDC in February 2025. Children and young people consistently requested a range of indoor and outdoor opportunities to engage in. They also provided a positive response to the new facility being based in Hobart as it would make it easier for most of the families based in the South.

This feedback was used to inform the design of the new facility. In addition to this consultation, the project team and design team have drawn upon previous consultation work undertaken in South Australia as part of the Kurlana Tapa Youth Justice Centre project, which identified several items that have been taken into account in the overall design.

Key considerations raised by children and young people include the following.

- **Personalisation of space** – The ability to personalise and decorate rooms on arrival; empty rooms can contribute to anxiety and negative thoughts
- **Noise levels** – Emphasis placed on reducing reverberation and transfer of sound from space to space, including the use of soft furnishings and carpet
- **Natural light and skylights** – Inclusion of skylights and windows to the outdoors that allow light into the spaces within the facility
- **Inclusion of art and colour** – Any colour is good as long as it's not white, and the inclusion of art, in particular art that has been painted by residents and young people
- **Landscaping and access to outdoors** – Access to plants, greenery and landscaping throughout the facility, on both sides of the fence so that it is not seen on approach
- **Access to (and choice of) music** – Technology in spaces to allow young people to access entertainment and audio
- **Frustrations with environments not looking clean** – Stainless steel kitchens and covered epoxy flooring to the wet areas making it easier to keep clean
- **Intrinsic impacts of dirty environments** – Selection of highly durable materials to try and minimise damage; ability to replace elements that become damaged

- **Bedroom window views** – Building as perimeter model to provide views to the landscape, animals and environment beyond
- **Having multiple spaces to ‘chill’/relax** – Providing a range of spaces outside the bedrooms for children to use
- **Bathroom amenities** – Showers that are larger and have better water pressure
- **Recreational activities** – Suggestions from children and young people on priority recreational activities for inclusion within the facility design were incorporated into the design.

Follow-up consultation with children and young people at AYDC was undertaken in January 2026 including on the facility design and the Facility Model of Care. Over the course of two days, members of the project and design team spoke to 15 young people about the design of the new facility covering a range of topics, including those listed above. Overall, the feedback on the design was extremely positive, and the design team are working to incorporate specific feedback into the final design solution.

8.2.3 Consultation with service providers

The design process for the facility has been, and continues to be, conducted through an intensive series of regular structured workshops and high-cadence planning sessions. These sessions brought together architects, engineers and project managers alongside service providers and subject matter experts to achieve a design that aligns with the operational and cultural requirements.

These stakeholders were actively engaged through meetings and design workshops. Their input informed critical aspects of the design, including layout, accessibility, sustainability, and safety features. Providers of health, education, security and maintenance services contributed insights that influenced spatial planning, technology integration and compliance requirements. This will ensure that the facility will meet future operational needs and reduce the risk of costly redesigns later in the project.

This intensive and consultative approach has been adopted to meet the ambitious timeframe for the development of the project while ensuring that the final design and resulting facility is fit for purpose.

8.2.4 Consultation with oversight bodies

During the project, the project team has maintained engagement with key oversight bodies (Commissioner for Children and Young People, Custodial Inspector, Ombudsman, Office of the Independent Regulator) at critical project milestones.

The feedback from oversight bodies, including through project team review of published reports and statements, has informed adjustments to facility design elements. This will ensure the delivery of a facility that is both fit for purpose and responsive to community expectations.

8.2.5 Consultation with community sector

The project team has engaged with the community sector at critical project milestones and throughout the design process to receive feedback and incorporate the perspectives of these organisations. This has included community service providers, advocacy groups, and other stakeholders with a vested interest in youth justice reform or aligned areas.

While many organisations have provided constructive feedback that has informed design decisions, engagement has also highlighted areas of strong opposition, particularly around the broader policy context and the role of detention in the youth justice system. These discussions have been critical in understanding community concerns and identifying opportunities to address them within the scope of the project.

Despite differing views, ongoing dialogue with the community sector has strengthened the design by incorporating insights on service integration, rehabilitation programs, and spaces that support positive outcomes for young people. The project team has worked to maintain an open and respectful approach, acknowledging concerns while focusing on shared goals such as safety, wellbeing, and reducing reoffending. Continued engagement will remain a priority as the project moves forward, ensuring that community voices are heard and that the facility reflects a balance between operational requirements and broader expectations.

8.2.6 Consultation with Aboriginal organisations

The project team and Department are committed to genuine collaboration with Aboriginal people to ensure the centre supports Aboriginal children and young people, reflects culture, and provides culturally safe and responsive spaces. We acknowledge the importance of Aboriginal voices and the value of their input in shaping both the physical environment and the services offered. This collaboration will extend beyond design to include the Facility Model of Care, cultural safety, programs and service delivery, and representation of culture through art, landscaping and community involvement.

The feedback stressed the importance of supporting families, so children and young people stay connected to culture and community, and ensuring Aboriginal cultural safety is not treated as general cultural engagement. People called for Aboriginal-led spaces for storytelling, dance, cooking and yarning circles, as well as Aboriginal artwork throughout the facility. In response, the design includes a cultural garden and pavilion for activities that foster identity, belonging and connection to Country.

Engagement occurred at multiple stages during 2025. In March, representatives of Aboriginal communities were invited to an onsite meeting to discuss landscaping and design proposals, with feedback incorporated into planning. In May, all identified Aboriginal stakeholders were notified of the Masterplan's release and invited to provide input through a dedicated engagement session. In October, project team members travelled across Tasmania to meet directly with Aboriginal organisations, focusing on how Aboriginal voices can meaningfully shape the next stages of the project.

This ongoing dialogue with the Aboriginal community and their perspectives remain central to the development of a facility that is culturally respectful and responsive.

9 Governance and delivery model

The Department of Premier and Cabinet (Keeping Children Safe Reform Unit) was responsible for the project's Planning and Development Phase from 1 July 2024 to 1 July 2025. At the cessation of the Youth Justice Reform Taskforce, the responsibility for progressing the delivery of the project moved to a dedicated team established within DECYP, where it now sits.

9.1 Governance

The governance structure for this project has been designed to ensure clear accountability, effective decision-making, and alignment with strategic objectives. It provides a framework that supports collaboration across key stakeholders, establishes defined roles and responsibilities, and promotes transparency throughout the project lifecycle. This structure enables timely oversight, risk management and quality assurance, ensuring that all activities are guided by agreed principles and processes to achieve successful outcomes.

To achieve this, the project's Steering Committee is a cross-agency committee that includes secretaries, associate secretaries and deputy secretaries from DECYP, Department of Premier and Cabinet, Department of Justice, Department of Police, Fire and Emergency Management and the Department of Health. The project also draws upon a wide range of service delivery leads across these agencies to ensure that the design meets the requirements and expectations of these areas and can support the service delivery needs of the children and young people.

9.2 Project management

The project is being delivered using a structured methodology that emphasises rigorous planning, stakeholder engagement, and proactive risk management. This approach integrates several streams to ensure outcomes, scope, schedule and budget are effectively controlled throughout the lifecycle of the capital works program.

Key elements include phased delivery, clear governance, and robust reporting mechanisms to maintain transparency and accountability. The methodology supports informed decision-making, quality assurance, and adaptability to emerging challenges, ensuring successful outcomes for the project.

A dedicated project management team that includes subject matter experts across model of care, operational management and policy has been formed within the DECYP Office of the Secretary, working closely with the Child Safety and Youth Justice Operations portfolio to deliver this project, and the associated program of works.

9.3 Delivery model and procurement strategy

9.3.1 Consultant procurement

DECYP has engaged several consultants to support design, planning and delivery of the facility. An experienced design team, comprising Adelaide design studio Grieve Gillet Architects, in association with Xsquared Architects (Hobart) and Guymer Bailey Architects (Melbourne), has been engaged to provide full architectural services, in combination with a team of specialist subconsultants. In addition, DECYP has directly engaged consultants for building surveying,

quantity surveying, planning advice, stakeholder engagement, early works design and to undertake due diligence assessments. The table summarises the consultants engaged to support the project.

DISCIPLINE	SERVICE PROVIDER	TASMANIAN
	Grieve Gillet Architects	No
Architectural / lead design	Xsquared Architects	Yes
	Guymer Bailey Architects	No
Structural and civil engineering	Gandy and Roberts	Yes
Hydraulic, mechanical and electrical engineering	JMG Engineers	Yes
Fire services, environmentally sustainable design and disability access	DDEG	Yes
Ecology and bushfire advice	North Barker	Yes
Geotechnical engineering	Tasman Geotechnics	Yes
Traffic engineering	Midson	Yes
Agricultural assessment	Pinion Advisory	Yes
Signage, graphic design and wayfinding	Futago	Yes
Cultural consultant / engagement	Nita Education	Yes
Acoustic engineering	Tarkarri	Yes
Safety in design	Aware 365	No
Audio visual, lighting and information technology	Umow + Wooster	No
Security	Security Consulting Group	No
Youth justice operations subject matter expert	Steven Green	No
Landscape architecture	Playstreet	Yes
Environmental assessment	Air Environment	No
Legal advice	Clayton Utz	No
Probity advice	WLF Accounting and Advisory	Yes
Quantity surveying and cost planning	WT Partnership	Yes
Cultural heritage advice	CHMA	Yes
Building surveying and enabling services design	Pitt and Sherry	Yes
Project management	Taplin Consulting	Yes
Perimeter landscaping	Inspiring Place	Yes

DISCIPLINE	SERVICE PROVIDER	TASMANIAN
Stakeholder and community engagement and town planning	Era Advisory	Yes

9.3.2 Works procurement and delivery

A procurement plan has been developed that informs the procurement processes associated with the construction of the facility, including dividing the works into multiple contracts. These include early works and the adopted procurement method of an open tender for the main works contract and electronic security services contract.

Main works

The main works contract will take the form of an amended Australian Standard Contract, AS 4000, for construct only. This will include project-specific clauses to support the delivery and commissioning of the works, catering to the unique requirements of this facility.

Electronic security systems

A separate electronic security systems contract is to run concurrently alongside the main works construction contract and includes the supply, install, integration and maintenance of the electronic security systems. As this procurement is primarily ICT, the most appropriate contract form is the Tasmanian Technology Contract Conditions (TTCC).

This approach mitigates several risks associated with long-term software licensing, and support agreements not being well catered for under a construct only contract.

Early works

Limited early works have been planned for the project, with perimeter landscaping having commenced in late 2025 to provide an extended period for planting to establish and mature prior to facility operation commencing.

The remaining early works include water supply and underground communications to the site in the Rifle Range Road corridor, fibre optic connections to the site and provision of power to the site.

DECYP has considered the risk of proceeding with these early works against the risk the project will not be recommended by the PSCPW or having a valid planning permit.

The combined value of these early works is below the threshold for referral to the committee and the works are separate from, and do not commit DECYP to undertaking, the main construction works for the facility itself.

These works are being progressed ahead of the decision on this submission, and during the appeal, due to the focus on timely delivery of the facility to enable the closure of AYDC as soon as possible. Any opportunities to shorten the timeframe for delivery have been explored and those with merit adopted into the delivery strategy.

9.4 Managing project risks

Risk for the project is being managed in line with contemporary expectations for project and risk management, and risks are captured in a project risk register and reviewed on a regular basis by

the project team and project Steering Committee. Where necessary, project delivery, planning, design, approval and procurement risks are being managed by:

- engaging specialists with extensive experience in similar projects
- consulting with end users to inform design and operational decisions
- regularly reviewing costs and undertaking cost risk modelling
- including contingencies in budgets and allowing for cost escalation in budgets and forecast
- managing value for money risks through procurement processes to assess technical capability and relevant experience of the proposed team, availability, and benefits for local business.

A summary of the key risks identified for the project are outlined below.

KEY RISK	MITIGATION STRATEGY AND CONTROLS
Appeals introduce timeline and project uncertainty, potentially causing significant delay and cost escalation.	Undertake cost modelling that includes escalation and contingency amounts. Engage legal advisers and expert consultants to assist with appeals process and advise on likely timeframes. Continue works not subject to approvals to expedite construction once approvals are in place.
Pressure to deliver project faster than realistic schedules suggest is possible.	Propose accelerated program that aligns with delivery of similar projects. Focus on optimisation of schedule, particularly procurement. Adopt early escalation policy for delays/issues. Undertake parallel activities and early works.
Tender bids received for the main works construction and other major contracts exceed estimates and the approved budget.	Prepare cost plan at key stages to check alignment of estimate versus budget. Undertake value management processes alongside these cost plans. Go to market with a prioritised list of value management changes.
Market pressure and other major projects limit the pool of contractors and specialist contractors to tender on the project.	Ensure future opportunities notices are released. Undertake market research and early market engagement. Approach the market as soon as possible to lock in contractors ahead of the future projects coming to market.
Compression of the period of time to resolve defects prior to operation or commissioning processes cannot be fully completed.	Ensure the contract is set up to clearly communicate the requirement for staged handover of the facility, for early defects resolution, and to ensure the contractor understands the implications of impacts. Ensure clear communication of required timeframes to key stakeholders throughout planning and construction.
Time between market approach and receipt of required approvals	Engage legal advisers and expert consultants to assist with appeals process and advise on likely timeframes.

KEY RISK	MITIGATION STRATEGY AND CONTROLS
is extended beyond the tender validity period.	Approach market once confidence in likely timeline is higher.
Inadequate operational planning, including recruitment and workforce availability, impact the ability to commission and commence operation.	Engage subject matter experts within the project team to undertake operational planning and readiness activities, including recruitment.

9.5 Project assurance

Infrastructure Tasmania's Project Assurance process has been applied to this project, providing several independent reviews by a panel of specialists, including document reviews, interviews and reports. Project assurance provides practical advice, reduces risk and helps to ensure successful delivery. It is considered best practice throughout Australia and the world.

A Deep Dive Review of the project budget was undertaken to inform the budget submission. The review found the budget development process aligned with best practices for early-stage project estimates, with an emphasis on the suitability of contingency allocations (refer Section 10.1).

A Gate 3 Review is planned for the project that will focus on readiness for tender and will take place prior to release of tender. Gate 3 focuses on procurement strategy and market readiness, delivery model and commercial strategy, scope definition and documentation maturity, governance, capability and controls, and alignment with intended outcomes. The report for this review is still being finalised, and time has been allowed to incorporate any recommendations into the documentation and tender package.

10 Budget, program and staging

10.1 Budget

The Tasmanian Government allocated \$50 million in the 2023-24 State Budget for youth justice facilities. Following further development of the project, a revised budget for the new Tasmanian Youth Justice Facility was put forward. As part of that process, a Deep Dive Review was undertaken to test the robustness and appropriateness of the process used in developing the budget estimate.

The review was able to satisfactorily test and explain the process used to prepare the budget estimate and to demonstrate that the methodologies used to determine allocations for contingency, escalation, market loadings and the quantum for this project were appropriate. The review found that the budget development process aligned with best practices for early-stage project estimates, with an emphasis on the contingency allocations.

The Tasmanian Government allocated an additional \$105.3 million in the 2025-26 Budget over the 2025-26 Budget and Forward Estimates, bringing the total commitment to **\$155.3 million**. This is the fixed upper limit of capital funding provided to the Department to deliver the project.

The budget for the facility is based on the scope of a total of 20 beds. It should be noted that the Planning Permit, once approved, is for a 24-bed facility: 20 residential plus four beds for short stay, orientation and health. The additional four beds (Building N) are currently unfunded; however, seeking approval for them now de-risks future development.

10.2 Cash flow

The project is currently forecast to expend funds across the current Budget and Forward Estimates period, as outlined below.

Budget	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	Total
	\$0.39m	\$2.3m	\$24.8m	\$97.6m	\$30.2m	\$ -	\$155.3m

It is noted, however, that a revision to this expenditure profile is currently under consideration given the appeals underway, and the introduction of schedule uncertainty that may delay the project completion and closure of AYDC by up to 12 months.

10.3 Project cost estimate

DECYP has engaged WT Partnership, as quantity surveyor, to prepare the estimates for the new facility.

Estimates have been prepared for each design phase, allowing for feedback and adjustment to design to be made to ensure the project remains within the budget envelope set.

A breakdown of the project estimate as at February 2026 is summarised below.

CATGEGORY	ESTIMATE
Construction (including early works and Rifle Range Road upgrade)	\$117,406,374
Tasmanian Government Art Site Scheme	\$80,000
Furniture, fittings and equipment	\$5,270,000
Project costs including management	\$4,749,162
Consultancy costs	\$11,381,715
Statutory fees	\$1,393,508
Project estimate (excluding contingency)	\$140,280,759
Remaining headroom within total budget envelope	\$15,019,241

The construction estimate includes escalation and market allowances, with escalation based on current forecasts for escalation in the construction industry for the coming years. A market allowance has been included due to uncertainty around the activity that will be occurring in the construction market.

The project is currently forecast to deliver within the approved \$155.3m budget.

10.4 Cost drivers

The cost estimate for the new Tasmanian Youth Justice Facility is influenced by its highly specialised operational, security and therapeutic requirements, which differ substantially from conventional building projects.

The facility incorporates secure construction elements such as reinforced walls, secure glazing, anti-ligature fixtures and fittings, electronic security systems, perimeter fencing, and other specialised equipment.

The design also reflects contemporary therapeutic and rehabilitation models, necessitating a broader range of purpose-built spaces, lower occupant densities, and higher staff supervision levels, which increases the overall building area and complexity.

Delivery within the Tasmanian context also requires consideration of market capacity, availability of suitably qualified contractors, and logistical factors associated with construction.

The Tasmanian construction market is expected to experience increased demand in the coming years due to an increase in both public and private sector projects coming to market. This presents a constraint in terms of contractor availability and pricing tension.

The proposed procurement timing has been informed by industry consultation, while the use of established forms of contract and realistic schedule allowances further mitigate delivery risk.

Additional considerations include compliance with stringent life-safety and custodial design standards, integration of complex building services and electronic security systems, and the use of durable, long-life materials to support safe and reliable operation over the life of the facility.

10.5 Contingency approach

The project budget includes an overall project contingency made up of design, construction and client contingency. The project Steering Committee (refer Section 9) owns the project contingency.

The allocated project contingency is currently \$22,915,000.

As part of the development of the cost plan, a probabilistic risk model has been prepared to determine contingency requirements. At the time of submission, the following contingency figures were estimated at different probability levels.

Probability	Contingency
P50	\$15,320,000
P60	\$16,880,000
P70	\$18,560,000
P80	\$20,500,000
P90	\$23,210,000

The P90 outcome from the assessment represents a statistical scenario where there is a high probability (90%) of delivery of the project utilising less than that contingency amount. However, it is a probabilistic model and not a forecast of potential spend, so it should be used as a comparison and not added directly to the base estimate in isolation. The alignment between the P90 figure for contingency and budget indicates the allocation of \$22.9m is appropriate.

These statistical figures support project financial planning and guide decisions on contingency and budget risk.

Delivery remains targeted within the approved funding envelope through active risk mitigation, scope discipline and clear governance, including:

- Contingency is centrally controlled by the Steering Committee.
- It will not be released to the project team without prior Steering Committee approval.
- The cost plan will be progressively refined before the contract is awarded.
- The risk profile will change as design is close to finalisation, and design risk will be removed, which will be reflected in the next pre-tender cost plan.

10.6 Value management

The project underwent an extensive value management process after the completion of the 60% Detailed Design phase, as well as through the prior phase of Schematic Design. Cost reduction options were developed and adopted into design, including items such as:

- rationalisation of the footprint of all buildings
- removal of some architectural elements not expected to impact the delivery of the Facility Model of Care
- rationalisation of toilets and amenities across the site to avoid duplication
- reduction in the overall secure area and thus extent of secure perimeter fence

- removal of second floor of administration, eliminating the need for a second lift on site
- consolidation of utility and plant spaces within buildings for efficiency
- removal of a second sallyport (secure vehicular entry)
- corresponding reduction in overall allowances for profit and overheads as well as escalation and market conditions.

The complete list of adopted value management options resulted in estimated savings to the project of approximately \$13.5 million during prior phases.

All of the adopted solutions were thoroughly considered and consulted on, as it was important to maintain the objectives for the design of the new facility and ensure that functionality and operation were not compromised.

Value management continues to be an ongoing process; the Steering Committee requires the project team to have a list of prioritised items that could be considered for value management developed prior to release to market in the event that value management is required during or post procurement.

10.7 Project schedule

The project schedule sets out the key stages and milestones for the project. Several milestones have been achieved, including the majority of design development, stakeholder engagement and some approvals. These achievements provide a strong platform for the next phases of construction, commissioning and operationalisation of the facility.

Prior to the appeal, the target construction completion date was December 2027.

It should be noted that the current appeal of the Planning Permit introduces uncertainty to the schedule. The appeal process includes the following activities at a high level:

- identification of grounds of appeal
- alternative dispute resolution (mediation)
- exchange of evidence
- consideration of evidence
- hearing before the Tribunal
- final outcome

While the planning appeal is underway, DECYP is continuing preparatory planning, procurement activities and some early works, in line with standard project delivery practices. Construction is unable to commence until the appeal is resolved, which is expected to impact the completion of construction by up to 12 months (or indefinitely if the permit is ultimately denied).

The project team has a higher degree of certainty and control over the milestones below, which are not affected by the appeal.

MILESTONE	DELIVERY DATE
90% design	March 2026
Procurement of early works	March 2026
Commencement of electrical supply works construction	May 2026
Commencement of early works construction	May 2026
Gateway review outcome	June 2026
100% design	June 2026
Ready for procurement*	June 2026

*Indicates procurement could occur but will only commence to align the award of a contract with the end of the appeal period.

10.8 Next steps prior to construction

- Completion of design, including appropriate reviews and acceptance
- Prototyping of key design elements and selections
- Outcome from the Parliamentary Standing Committee on Public Works
- Completion of a 'Gate 3 – readiness for market' review with Infrastructure Tasmania
- Procurement of the main works and electronic security services contractors
- Outcome from the TASCAT appeal process
- Obtaining a building and plumbing approval
- Award and execution of the main works and electronic security services contracts

11 Recommendation

The proposed works have been developed in response to the government's commitment to close the Ashley Youth Detention Centre. The new Tasmanian Youth Justice Facility will provide a fit-for-purpose environment for the delivery of secure care for children and young people within the Tasmanian Youth Justice System.

The project will deliver a modern, fit-for-purpose youth justice facility, meeting the requirements outlined in the Commission of Inquiry and Youth Justice Blueprint. It comprises several buildings, car parking, internal roads, fencing, recreational facilities, landscaping, servicing, and other ancillary works to support the development, including public road upgrades and services provision.

The delivery of a contemporary new youth justice facility is critical to being able to implement a best practice model of care and fully achieve the recommendations of the Commission of Inquiry. The new facility serves to provide further catalyst for significant embedding of therapeutic practice in a purpose-built environment, coinciding with aligned legislation and key initiatives of the reform program.

The project will provide the following benefits:

- a fit-for-purpose, contemporary youth justice facility that is designed to align with policy intent and to support a therapeutic model of care
- improved safety for children and young people within detention in Tasmania as well as staff and visitors
- improved long-term value from investment for the State and reduction in risk of claims and adverse findings
- a facility that addresses well-documented risks and issues with the current infrastructure, providing improved operational effectiveness and enabling better outcomes
- demonstration of contemporary youth justice practice leading to improved community safety outcomes and greater confidence in the youth justice system
- improved workforce attraction, retention and capability
- economic and employment benefits to the region through both construction and ongoing operation as well as opportunity for community and industry partnerships.

The estimated total construction cost of the works is \$117,406,374. The current cost estimate is considered reasonable for the scale and scope of works proposed.

It is therefore recommended to the Parliamentary Standing Committee for Public Works that the recommendation be given for the project to proceed as detailed in this submission.

12 Attachments

- Attachment 1 – Related Commission of Inquiry recommendations
- Attachment 2 – Design documentation
- Attachment 3 – Model of Care - Summary of Consultation Draft



Attachment 1 – Related Commission of Inquiry recommendations

The final report of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings can be accessed via commissionofinquiry.tas.gov.au. More information about the Tasmanian Government's response to the Commission of Inquiry and the status of recommendations can be accessed via keepingchildrensafe.tas.gov.au/recommendation-status/

The Commission of Inquiry made 39 recommendations regarding children in youth detention in Volume 5, Chapter 12 of the final report – all of which were accepted by the Tasmanian Government. The following recommendations are directly related to the design and operations of the new Tasmanian Youth Justice Facility and are assigned to the Department for Education, Children and Young People unless otherwise indicated below.

Recommendation 12.1

The Tasmanian Government should close Ashley Youth Detention Centre as soon as possible.

Recommendation 12.6

The Department for Education, Children and Young People should:

- a. have appropriate processes in place to ensure leaders in youth detention have the knowledge, skills, aptitude and core capability requirements to effectively manage people and to lead a child safe organisation
- b. ensure the person who holds the position of Executive Director, Services for Youth Justice, has knowledge and understanding of youth justice and therapeutic models of care in youth justice, and experience in providing strategic direction and leadership
- c. ensure cultural change in youth detention is included in the key performance indicators of the Secretary, Associate Secretary and Executive Director, Services for Youth Justice
- d. reclassify the position of Manager, Custodial Youth Justice from Band 8 in the Tasmanian State Service Award to at least a Senior Executive Service Level 1
- e. ensure the position description and performance measures for the role of Manager, Custodial Youth Justice include implementing cultural change in youth detention.

Recommendation 12.8

The Department for Education, Children and Young People should, in consultation with the new Commission for Children and Young People (Recommendation 18.6), develop an empowerment and participation strategy for children and young people in detention, having regard to best practice principles for children's participation in organisations. The strategy should include:

- a. the establishment of a permanent advisory group that
 - i. includes children, young people and young adults up to the age of 25 years with previous experience of youth detention in Tasmania, including Aboriginal people and people with disability
 - ii. has clear terms of reference developed in consultation with young people with experience of detention

- iii. enables its members to participate in a safe and meaningful way and express their views on measures to empower children and young people in detention (including the role and purpose of the Resident Advisory Group) and achieve cultural change in detention
 - iv. meets regularly and is chaired by a person independent of the Department and attended by a senior departmental leader
 - v. is adequately funded and resourced
- b. a review of the Ashley Youth Detention Centre Resident Advisory Group to ensure it conforms with best practice principles for children's participation and provides a safe forum for children and young people in detention to express their views, including on measures to achieve cultural change in detention, without fear of reprisal
 - c. a consultation forum for children and young people in any youth detention facility that replaces Ashley Youth Detention Centre**
 - d. mechanisms to ensure children and young people in detention are aware of their rights
 - e. regular monitoring and evaluation of the effectiveness of the empowerment and participation strategy.

Recommendation 12.16

The Tasmanian Government should ensure its proposed new detention facility (and any future detention facilities) are small and homelike and incorporate design features that reflect best practice international youth detention facilities. This includes features that:

- a. **promote the development of trusting and therapeutic relationships between staff and children and young people**
- b. **facilitate and enhance trauma-informed, therapeutic interventions for children and young people**
- c. **minimise stigma to children and young people**
- d. **facilitate and promote connections between children and young people, and their families and communities**
- e. **protect children and young people against the risks of child sexual abuse (including harmful sexual behaviours)—for example, by enabling line-of-sight supervision as far as possible, without infringing on children and young people's privacy.**

Recommendation 12.17

1. The Tasmanian Government, to enhance the safety of children and young people in Ashley Youth Detention Centre and any new detention facility, should:

- a. **ensure all public areas of the facility are subject to electronic surveillance**
- b. **introduce viewing panel swipe readers**
- c. **introduce body-worn cameras, supported by comprehensive policies and procedures for their use by staff**
- d. develop and implement a policy for managing and retaining surveillance footage that
 - i. takes account of the record-keeping principles identified by the National Royal Commission and the disposal freeze on records relating to children issued by the Office of the State Archivist
 - ii. promotes transparency of staff conduct and enables regular audits of staff performance to be undertaken
 - iii. requires footage to be made available on a timely basis on the lawful request of a government department or oversight body.

Recommendation 12.18

1. The Tasmanian Government should ensure:
 - a. use of the Behaviour Development Program is discontinued in Ashley Youth Detention Centre and not adopted in any new detention facility
 - b. the Youth Justice Model of Care planned to be developed by 2025 includes a specific operating philosophy, service objectives and service standards for detention facilities that are based on nonpunitive, child-centred, trauma-informed, culturally safe practice and reflect international best practice in youth justice**
 - c. staff in youth detention facilities have the skills needed to undertake evidence based, trauma-informed, child-centred interventions with children and young people, including the skills to anticipate, deescalate and respond effectively to challenging behaviours without resorting to force or restrictive practices**
 - d. implementation of the Youth Justice Model of Care and updated Practice Framework for youth detention is monitored by the governance structure outlined in Recommendation 12.7.
2. The Custodial Inspector, or the body responsible for inspection standards for youth detention centres in Tasmania, should review standards and guidelines on the appropriate use in youth detention of behaviour management programs that incorporate incentives and rewards, having regard to international best practice and research on effective responses to children and young people with trauma backgrounds and emotional regulation challenges.

Recommendation 12.21 (Department of Health)

The Tasmanian Government should ensure children and young people in detention (including on remand):

- a. receive a mental and physical health assessment on admission to the detention facility, and when needed while in detention**
- b. have access to 24/7 medical care.**

Recommendation 12.22

The Department for Education, Children and Young People should:

- a. ensure the Youth Justice Model of Care emphasises the central importance for children and young people in detention of access to high-quality education and vocational training that is tailored to their individual learning needs and that includes learning life skills**
- b. make education programs and other structured activities accessible to all children and young people in detention (including on remand)
- c. ensure a child or young person's access to educational programs or physical exercise in detention is not linked to, or limited by, their ranking in behaviour management programs
- d. develop and establish partnerships with community organisations to create employment and training opportunities for children and young people leaving detention.

Recommendation 12.23

The Department for Education, Children and Young People should:

- a. **develop and implement a policy that recognises the importance to children and young people in detention of maintaining or building connections with their family and community and**
 - i. **specifies ways to promote such connections, including through visits, temporary leave and phone or video calls**
 - ii. clearly states that entitlements to visits, temporary leave and phone or video calls cannot be denied on the basis of a child or young person's behaviour
- b. provide reasonable assistance (including financial help) to members of a child or young person's family or Aboriginal community to enable them to visit the child or young person frequently, where families or Aboriginal community members have barriers to accessing the youth detention facility.

Recommendation 12.28

The Tasmanian Government should ensure:

- a. **any new facilities intended to replace Ashley Youth Detention Centre are co-designed with Aboriginal communities and include culturally enriching environments for Aboriginal children and young people that promote connection to family, community and Country**
- b. the Aboriginal youth justice strategy (Recommendation 12.27) considers whether a small, homelike facility that has Aboriginal staff, provides trauma-informed care and enables Aboriginal children and young people to connect with culture through the involvement of local Aboriginal communities, should be established specifically for Aboriginal children and young people who are remanded or serving a custodial sentence. Careful consideration should be given to the most appropriate management model for such a facility.

Recommendation 12.29

The Tasmanian Government should take steps to ensure Ashley Youth Detention Centre and any replacement facilities are culturally safe for Aboriginal children and young people. These steps should include:

- a. updating admission procedures and case management guidelines to require staff to
 - i. ask children and young people who identify as Aboriginal whether they would like the support of an Aboriginal organisation or an Aboriginal community member while they are detained
 - ii. notify the nominated organisation or individual within 12 hours of the child or young person's admission
 - iii. facilitate the involvement of the child or young person's nominated representative in case planning, case management and exit planning in respect of the child or young person
- b. updating relevant guidelines and procedures to require staff to consult with an Aboriginal child or young person's community to determine how best to provide individual cultural support to the child or young person while they are in detention
- c. working with Aboriginal communities to establish ongoing cultural programs for Aboriginal children and young people in detention, such as visiting Elders programs, on-Country programs and cultural mentoring programs
- d. ensuring the new policy on supporting children and young people in detention to maintain connections to their families and communities (Recommendation 12.23) emphasises the

- central importance of connection to family, community and culture for the wellbeing of Aboriginal children and young people in detention
- e. establishing the role of Aboriginal liaison officer in youth detention to support Aboriginal children and young people, including by facilitating cultural support and becoming involved in case planning, case management and exit planning
 - f. ensuring the updated Ashley Youth Detention Centre Learning and Development Framework is designed to equip staff with the knowledge and skills to provide a culturally safe environment for Aboriginal children and young people, including providing trauma-informed and culturally safe responses to children and young people engaging in self-harm or other challenging behaviours.

Recommendation 12.31

1. The Tasmanian Government should introduce legislation to amend the *Youth Justice Act 1997* to ensure the Act expressly prohibits fully unclothed searches of children and young people in detention.
2. The Department for Education, Children and Young People should:
 - a. **introduce body scanner technology at Ashley Youth Detention Centre and include such technology in any facility designed to replace the Centre**
 - b. update the Department's *Personal Searches of Young People Detained at AYDC* procedure to
 - i. define a fully unclothed search as a form of child sexual abuse
 - ii. explicitly outline the hierarchy of search options, from the least to the most intrusive
 - iii. align gender requirements for staff who conduct or observe searches with requirements in the *Youth Justice Act 1997*
 - iv. specify internal and external reporting requirements in relation to searches
 - c. publish the personal searches procedure on the Department's website
 - d. consider what search policies and procedures, if any, should apply in the proposed new assisted bail and supported residential facilities
 - e. ensure Ashley Youth Detention Centre (and any future detention facility) provides
 - i. monthly reports on searches of children and young people in detention to the Secretary
 - ii. quarterly reports on searches of children and young people in detention to the Quality and Risk Committee (Recommendation 9.5) to enable it to monitor trends and identify any areas of concern
 - iii. the search register and all relevant supporting documentation to the Commission for Children and Young People (Recommendation 18.6) on a monthly basis or more frequently, as agreed with the Commission for Children and Young People.

Recommendation 12.36

The Tasmanian Government, in establishing and resourcing the new independent community visitor scheme (Recommendation 9.34), should ensure:

- a. independent community visitors visit children and young people in detention facilities weekly, at a minimum
- b. Aboriginal children and young people in detention or other residential youth justice facilities have access, wherever possible, to visits from an Aboriginal independent community visitor or from the Commissioner for Aboriginal Children and Young People, depending on the child's preference

- c. independent community visitors have the necessary statutory powers to perform their functions, including the power to enter the facility, have access to children and young people in the facility and inspect the facility
- d. **each facility where children and young people are detained or reside has a safe, dedicated space where independent community visitors can meet with children and young people and discuss concerns without being observed or overheard by staff or other children and young people.**



Attachment 2 – Design documentation



Attachment 3 – Model of Care – Summary of Consultation Draft

