Implementation Monitor Annual Report

Child safety reform monitoring and oversight

2025-26

Child Safety Reform
Implementation Monitor
TASMANIA

Child Safety Reform Implementation Monitor Annual Report 2025–26

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Contents

Acknowledgement **4**
Support **5**
Statewide Sexual Assault Support Line 5
Lifeline 5
Relationships Australia Tasmania 5
Kids Helpline 5
Reading this report **6**
Abbreviations, acronyms and definitions **7**
About the Implementation Monitor and the role **9**
Road to reform **10**
Year at a glance **12**
Message from the Implementation Monitor **14**
About the Office of the Implementation Monitor **19**
Our team 19
Our strategic plan 20
Our Principles 22
Financial expenditure 23
Stakeholder engagement **25**
Building the foundations for engagement 25
How we listen and work with people 26
How we share information 28
Our engagement groups 30
What we heard 32
Engagement in practice 34
Looking ahead 43
Reporting against the Implementation Framework **44**
Domain 1: Oversight 51
Domain 2: Monitoring recommendation implementation 56
Domain 3: Supporting government accountability and processes 61
Domain 4: Embedding lived experience and stakeholder feedback 65
Domain 5: Evaluating institutional systems change 69
Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings **71**
Overview 72
COI Volume 3 – Children in schools 75
COI Volume 4 – Children in the care system 78
COI Volume 5 – Youth justice 81
COI Volume 6 – Children in health services 85
COI Volume 7 – Justice system and victim-survivors 88
COI Volume 8 – Oversight, coordination and therapeutic support 91
Royal Commission into Institutional Reponse to Child Sexual Abuse **96**
Independent Inquiry into the Department of Education's Responses to Child Sexual Abuse **102**
Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources **105**
The Weiss Independent Review into Paul Reynolds **108**
Other related reviews **112**
Woolcott Independent Review into government responses to matters of concern 113
Independent Review into Tasmania's Right to Information Framework 114
Other reports 116
Recommendation status overview **120**
Looking to the future **125**
Feedback **129**

Acknowledgements

Acknowledgement of Country

My colleagues and I respectfully acknowledge the Tasmanian Aboriginal people as the traditional owners of the land upon which we work and pay our respect to Elders past and present. We recognise the Tasmanian Aboriginal people as the continuing custodians of the rich cultural heritage of Lutruwita/Tasmania.



Acknowledgment of Victim-Survivors

We also acknowledge the trauma, particularly that of the children, that continues to affect people with lived experience of child abuse. We are committed to acknowledging and endeavouring to be aware of this and other 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.

Support

Content in this report may raise issues of concern for some readers. Child sexual abuse is a challenging issue. We encourage readers to exercise self-care in engaging with this content and seek support and care if required. If you need support, a range of free and confidential support services are available by phone and/or face-to-face.

State-wide Sexual Assault Support Line
24/7 support from local specialist counsellors provided by the Sexual Assault Support Service (SASS) and Laurel House:
1800 697 877 (1800 MY SUPPORT)

Lifeline
24/7 Crisis support:
13 11 14

A Tasmanian Lifeline
8am–8pm, 365 days a year: for support and referral:
1800 98 44 34

13 Yarn
24/7 crisis support for Aboriginal and Torres Strait Islander people:
13 92 76

Relationships Australia Tasmania
Specialist complex trauma counselling, trauma informed counselling, wellbeing information and referral.
9am–5pm, Monday to Friday:
1300 364 277

Kids Helpline
24/7 support for children and young people provided by specialist counsellors:
1800 55 1800

Reading this report

This year's report is divided into two books – the Annual Report and the Companion Document.

The Annual Report provides an overview of the Office of the Implementation Monitor (OIM)s year in review, together with summary reporting and high level analysis of each in scope review and inquiry, and the Implementation Monitor's observations and outlook for various areas of the child safety reform program.

The Companion Document contains appendices and a comprehensive summary of agencies' progress against recommendations for each inquiry and review.

Inquiries and reviews currently within scope

The Implementation Monitor is responsible for independently monitoring, evaluating and reporting on the Government's implementation of 366 recommendations of:

- The Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (the Commission of Inquiry)[1]
- The Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission)[2] that were accepted by the Tasmanian Government and have not been implemented
- The Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse (the Education Inquiry)[3]
- The Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources (the Child Safe Governance Review)[4]
- The Weiss Independent Inquiry into Paul Reynolds (the Weiss Review)[5]

1 *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (Final Report, September 2023) ('Commission of Inquiry').
2 *Royal Commission into Institutional Responses to Child Sexual Abuse* (Final Report, December 2017) ('Royal Commission').
3 Professor Stephen Smallbone and Professor Tim McCormack, *Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse* (Final Report, June 2021) ('*Education Inquiry*').
4 Adjunct Professor Debora Picone AO and Adjunct Professor Karen Crawshaw PSM, *Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources* (Final Report, December 2022) ('*Child Safe Governance Review*').
5 Regina Weiss, *Weiss Independent Review into Paul Reynolds* (Final Report, July 2024) ('Weiss Review').

Abbreviations, acronyms and definitions

For consistency, the OIM uses the same definitions of common terms as those used on the Keeping Children Safe website: www.keepingchildrensafe.tas.gov.au.

A more comprehensive list of terms and their meanings is included in the Glossary of the Companion Document.

The Implementation Framework is also referred to throughout the Annual Report and appendices. The Framework is available on the OIM website: www.oim.tas.gov.au/implementation-framework.

Term	Full title/definition
ACCOs	Aboriginal Community Controlled Organisations
Agency	A Tasmanian Government agency that has responsibility to lead or contribute to the implementation of a monitored recommendation.
Care System (children in out of home care)	The provision of care for children and young people who are unable to reside safely with their parents or usual caregivers. It includes placements such as foster care, kinship care, residential care and other approved care arrangements that provide for a child's safety, wellbeing and development.
CCYP	Commission for Children and Young People
Child Safe Governance Review/LGH	Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources
COI / 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
DoH	Department of Health
Justice	Department of Justice
DPAC	Department of Premier and Cabinet
DPFEM	Department of Police, Fire and Emergency Management
ISO	Independent Statutory Officers
NGOs	Non Government Organsations
OIM	Office of the Implementation Monitor
OIM Act	*Child Safety Reform Implementation Monitor Act 2024*
RC / Royal Commission	Royal Commission into Institutional Responses to Child Sexual Abuse
Recs	Recommendations
TASCAT	Tasmanian Civil & Administrative Tribunal
Weiss	Weiss Independent Inquiry into Paul Reynolds

About the Implementation Monitor and the Role



The Child Safety Reform Implementation Monitor (the Implementation Monitor) is an independent statutory officer established to provide leadership, guidance, oversight and accountability for the implementation of child safety reforms in Tasmania. The role supports transparent monitoring of the Tasmanian Government's and Parliament's commitment to better protect children and young people from sexual abuse and related harm.

This position was established under the *Child Safety Reform Implementation Monitor Act 2024* (OIM Act) in accordance with Recommendation 22.01 of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Commission of Inquiry). The OIM Act provides the Implementation Monitor with functions to independently monitor, evaluate and publicly report on relevant agencies' implementation of monitored child safety reform recommendations.[6]

Robert Benjamin AM KC is the Implementation Monitor. Drawing on his extensive legal and judicial experience, Robert provides independent oversight of reform implementation, while maintaining strong leadership and commitment to listening to children and young people, victim-survivors and other stakeholders to support meaningful and outcomes-focused reform.

Operating independently of government, the Implementation Monitor:

- monitors and publicly reports on reform progress to support transparency and accountability
- engages with children, young people, victim-survivors and other stakeholders to ensure their perspectives inform implementation and evaluation
- assesses the effectiveness of reforms and their contribution to improved child safety outcomes
- identifies risks, barriers and opportunities that may affect the achievement of reform objectives
- does not investigate individual cases or complaints.

Under the OIM Act, the Implementation Monitor has powers to request information from relevant government agencies and enter and inspect certain premises.[7] While the Implementation Monitor cannot direct government agencies to take specific action, independent scrutiny, evaluation and public reporting play an important role in promoting accountability and sustaining momentum for reform.

6 *Child Safety Reform Implementation Monitor Act 2024* (Tas) s 12 ('OIM Act').
7 Ibid s 15, 17.

Timeline: Road to reform

2012

November 2012

Prime Minister Julia Gillard announces her intent to appoint a national Royal Commission into institutional child abuse

2013

January 2013

Six Commissioners are appointed, led by The Hon. Justice Peter McClellan AM

2015

November 2015

Public hearing into Case Study 20: The response of The Hutchins School and the Anglican Diocese of Tasmania

2016

January/February 2016

Public hearing into Case Study 26: the Church of England Boys' Society and the Anglican Diocese of Tasmania

2017

December 2017

After 8,013 private sessions, 57 public hearings and 67 private hearings, 1,302 witnesses and 134 institutions examined, the Royal Commission submits its Final Report, containing 409 recommendations

2018

July 2018

The National Redress Scheme established to support victim-survivors of institutional child sexual abuse

November 2018

The Tasmanian Government signs on to the National Redress Scheme

2019

August 2019

Launceston General Hospital paediatric nurse James Griffin is suspended and resigns. Within weeks police charge him with child sex offences

October 2019

James Griffin dies by suicide

2020

August 2020

The Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse is announced

October 2020

The Department of Health announces an independent investigation into the handling of complaints against James Griffin, after the release of the first episode of The Nurse podcast

November 2020

Tasmanian Premier Peter Gutwein announces his intention for a COI into state institutions, including the departments of Education, Health and Communities (out of home care and the Ashley Youth Detention Centre)

In making the announcement Premier Gutwein says he has become aware of multiple cases of historical child sexual abuse alleged against state employees

2021

March 2021

The COI into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings is established, and three Commissioners appointed

June 2021

The Final Report of the Independent Education Inquiry is submitted, containing 20 recommendations

November 2021

The Tasmanian Government releases only the findings and recommendations sections (12 of 93 pages) of the Independent Education Inquiry's Final Report. It accepts the recommendations

October 2021

The COI formally commences proceedings with an opening hearing in Hobart

2022

May 2022

COI public hearings – overview / the Department of Education

June 2022

COI public hearings – out of home care

June/July 2022

COI public hearings – the Department of Health / the justice system

July 2022

The Premier Jeremy Rockliff announces an Independent Child Safe Governance Review of the Launceston General Hospital (LGH) and Human Resources

August 2022

COI public hearings – Ashley Youth Detention Centre (AYDC)

September 2022

COI public hearings – AYDC/DoH/the way forward

September 2022

The LGH Review's Governance Advisory Panel submits seven interim recommendations, focused on urgent leadership renewal

November 2022

The Premier Jeremy Rockliff, leaders of opposition parties and independents deliver a formal apology in Parliament to victim-survivors of institutional child sexual abuse

December 2022

The Final Report of the Child Safe Governance Review of the LGH is delivered, containing 92 recommendations. The Government accepts all recommendations

August 2023

After 150 consultations, 95,000+ documents received, nine weeks of public hearings and two extensions, the COI holds its closing hearing and delivers its Final Report to the Governor of Tasmania, containing 191 recommendations

2023

September 2023

The COI Final Report is tabled in Parliament and publicly released. The Premier Jeremy Rockliff pledges to implement all recommendations

October 2023

The Minister for Police, Fire and Emergency Management Felix Ellis announces an independent review into former police officer and accused paedophile, Paul Reynolds (deceased). Barrister Regina Weiss is appointed to conduct the review

November 2023

The Premier Jeremy Rockliff announces two new reviews: the Woolcott Review into the actions of government agencies in response to the COI; and the Blake Review into the conduct of past or present heads of agencies in their responses to the COI

December 2023

The Tasmanian Government releases its reform agenda and formal response to the COI, entitled Keeping Children Safe and Rebuilding Trust

December 2023

The Tatarka Review is announced, to independently examine legal assistance provided to public servants during the COI

2024

April 2024

The Blake Review is released, finding no code of conduct breaches and containing 10 recommendations

July 2024

The Weiss Independent Review into Paul Reynolds is released, containing five recommendations. The Government accepts the recommendations

July 2024

After passing through the Tasmanian Parliament, the *Child Safety Reform Implementation Act 2024* receives Royal Assent

November 2024

The Child Safety Reform Implementation Monitor Act 2024 and Regulations commence

December 2024

Robert Benjamin AM KC is announced as Tasmania's inaugural Child Safety Reform Implementation Monitor

December 2024

The Premier Jeremy Rockliff makes appointments for an independent review into Tasmania's Right to Information Framework (the RTI Review)

2025

April 2025

The Tasmanian Law Reform Institute releases a report requested by Attorney-General Guy Barnett, into the *Commissions of Inquiry Act 1995* (Tas) and the *Evidence Act 2001* (Tas) section 194K, containing 14 recommendations

September 2025

The Implementation Monitor's first Annual Report is delivered to the Minister

The release of Getting Back on Track – Independent Review of Tasmania's Right to Information Framework by Professor Tim McCormack and Adjunct Associate Professor Rick Snell

October 2025

The inaugural Implementation Monitor Annual Report is tabled in the Tasmanian Parliament and released

November 2025

The Implementation Monitor's first public appearance at the Joint Sessional Committee - Recommendations of Final Report of the Commission of Inquiry of Parliament

November 2025

Woolcott Independent Review Part A is tabled in Parliament

December 2025

The OIM Implementation Framework is published

December 2026

Woolcott Independent Review Part B is tabled in Parliament

2026

March 2026

Government response to the independent Getting Back on Track Right to Information (RTI) Review released

March 2026

Government response to the Woolcott Independent Review released.

March 2026

The Implementation Monitor appearance before the Public Works Committee – New Tasmanian Youth Justice Facility of Parliament

Year at a Glance

2025

July 2025:

- The launch of the Nukara Strategy, Action Plan and associated Tirrina Model by the Tasmanian Aboriginal Centre
- **OIM Evaluation Advisory Group meets (Implementation Framework)**
- Chief Allied Health advisor appointed to DECYP's Office of the Chief Practitioner

August 2025:

- **We attended the Ribbons of Reflection event in Launceston and the Implementation Monitor was a guest speaker**
- New youth justice case management system YJPLUS launched
- **We attended a meeting of the Uplifting Care Expert Panel**

September 2025:

- **Public submissions to the OIM on the government's child safety reform program closed (opened July)**
- **We attended the Ribbons of Reflection event in Burnie and the Implementation Monitor was a guest speaker**
- **OIM Evaluation Reference Group meets (Implementation Framework)**
- **We delivered several parliamentary briefings about the OIM's first Annual Report**

October 2025:

- **Our first Annual Report was tabled in the Parliament of Tasmania and published on our website**
- **We met with members of the Premiers Youth Advisory Council (PYAC)**
- **OIM Evaluation Advisory Group (Implementation Framework) held its final meeting**
- Kinship Carer Association Tasmania State Conference held during National Foster and Kinship Carer Week
- The Night Café community-led initiative launched in Brighton

November 2025:

- **Our first public appearance before the Joint Sessional Committee (Commission of Inquiry)**
- Part A of the Woolcott Independent report tabled in Parliament.
- **We attended the celebration of the Mountain of Voices Project and a new art work 'On the Record' was unveiled at Government House**
- **We attended the official Launch of the Tasmanian Family and Sexual Violence Alliance**
- **We met with the Tasmanian Child Safety Advisory Group**
- DPFEM published its Child and Youth Safe Action Plan

December 2025:

- **We published our Implementation Framework to guide the work of our oversight role for the next 10 years**
- Part B of the Woolcott Independent Report was tabled in Parliament
- The Commission for Children and Young People Bill 2025 passed the Tasmanian Parliament.
- Minister for Children and Youth appears before a public hearing of the Joint Sessional Committee (Commission of Inquiry)

2026

January 2026:

- **We requested the first round of data from Government (completed recommendations - 168)**
- **We provide a briefing to the OIM Reference Group following release of the Implementation Framework**

February 2026:

- Recruitment to the Children's Commissioner position commenced, including the appointment of a children's panel to assess candidates.
- New guidance for putting Child and Youth Safe Standard 4 into Practice published
- Tell Someone initiative expanded multimedia campaign
- Independent Regulator appears before a public hearing of the Joint Sessional Committee (Commission of Inquiry)

March 2026:

- **We attended the opening of the North West Arch Opening in Burnie**
- The government's response to the Woolcott Independent Review released
- **Second round of data requested from government (all remaining recommendations - 199)**
- **We appeared before the Parliamentary Standing Committee on Public Works to consider and report on the new Tasmanian Youth Justice Facility**
- **We established the OIM Consultative Group and held its first meeting**
- Tenure of Isabelle Crompton as the Interim Commission for Children and Young People concludes

April 2026:

- Ros Cornish commences appointment as Interim Commission for Children and Young People
- New Youth Justice Facility Model of Care consultation period closes (opened February 2026)
- 100 organisations registered interest in joining the Tell Someone Champion Network
- Nukara funding agreement signed at Piyura Kitina by representatives from DECYP and Tasmanian Aboriginal Council

May 2026:

- **We attended a candlelight vigil on Parliament Lawns to honour the lives of those lost to family and domestic violence**
- Machinery of government changes announced – Child Safety Reform Program to transfer from DPAC to DECYP from July 2026
- **We met with the Commissioner for Children and Young People's Consultative Council, Chance for Change**
- **We met with the Tasmanian Child Safety Advisory Group**
- Mr Peter Woolcott and Ms Radha Thomas (Sharma) appeared before a public hearing of the Joint Sessional Committee (Commission of Inquiry)
- Statewide Harmful Sexual Behaviours Framework published
- 'Welcome to Wombat Ward: helping children feel safe in hospital' video published
- First joint meeting between the Uplifting Care Independent Expert Panel and DECYP's Children and Young People with Lived Experience of Care Advisory Group
- New guidance for putting Child and Youth Safe Standard 5 into Practice published

June 2026:

- Consultation regarding Commission of Inquiry (Miscellaneous Amendments) Bill 2026 closes (opened in May 2026)
- The Attorney-General and the Secretary, Department of Premier and Cabinet, appeared before a public hearing of the Joint Sessional Committee (Commission of Inquiry)
- Preliminary TASCAT hearings for the new youth justice facility at Pontville commenced
- *Teachers Registration Act 2000* Review – consultation on the new bill closes (opened in May 2026)
- The 30th Governor of Tasmania appointed, the Honourable Caroline Wells.
- New Teachers Registration Information Portal for the Teachers Registration Board launched
- DECYP's Quality and Risk Committee established
- Advice and Referral Line renewal project delivered

Message from the Implementation Monitor

I am pleased to present the 2025-26 Annual Report of the Office of the Child Safety Reform Implementation Monitor (OIM).

I would like to begin by acknowledging the victim-survivors, the family and friends of those who have not survived, and others who shared their experiences with the inquiries and reviews monitored by my Office. Their courage in giving evidence and speaking about the impacts of institutional child sexual abuse has informed hundreds of recommendations for reform and has driven efforts to create safer institutions for children and young people in Tasmania. I acknowledge those who continue to navigate systems such as the criminal justice, civil justice and redress systems in seeking recognition, accountability and justice. The importance of this work is not lost on me, and it is the experiences of those, many of whom I personally listened to as a former Commissioner, that continue to drive me in my role as Implementation Monitor.

Child sexual abuse and child maltreatment are far more common than many people might think. The Australian Child Maltreatment study found that, of those surveyed, 62.2 per cent had experienced one form of child maltreatment[8] and 28.5 per cent (more than one in four children) had experienced sexual abuse.[9] Of course, these statistics are broader than institutional settings, but they show the widespread nature and impact of such abuse. Effective reform requires safer institutions, broader community-wide focus on prevention, early intervention, awareness raising and support for children and their families. Lasting change will depend on the collective efforts of government, the community sector and the wider community.

The impact of child sexual abuse is felt differently by each individual, and the impact can change over time.[10] However, hundreds of private sessions have revealed that the impacts are complex, profound, and have lasting effects. There are attributes of institutional settings that may increase the impact of abuse, like the perpetrator having been a trusted adult or leader.[11] There are other factors such as the culture of the institution, its type and its response which may contribute to specific impacts on the victim.[12] Like institutional child sexual abuse, the impact of harmful sexual behaviours in institutional settings can also be complex.[13] Yet, too often adults in institutions have not been equipped with the skills or knowledge to know the signs to identify, address or prevent harmful sexual behaviours.[14]

8 Divna Haslam et al, *The prevalence and impact of child maltreatment in Australia: Findings from the Australian Child Maltreatment Study: Brief Report* (Report, 2023) 14.
9 Ibid 17.
10 *Royal Commission* (n 2) vol 3, 24–30.
11 Ibid 36–37.
12 Ibid 39–43.
13 Ibid 38–39.
14 *Royal Commission* (n 2) vol 10, 10.

The path forward has been laid out, but it will be a journey to enable Tasmanian institutional settings to achieve the necessary changes – in terms of their systems, processes, workforce and culture – to truly give meaningful effect to these child sexual abuse reforms.

Progress in the reporting period

In the last 12 months the Tasmanian Government has continued its commitment to implementing the recommendations of the Commission of Inquiry and other significant child safety reforms. While progress is evident, lasting change requires reforms to be embedded in practice and to deliver measurable improvements in the safety and wellbeing of children and young people.

This year marks an important stage in the establishment and growth of the OIM. Following the publication of our first Annual Report[15] and the release of our Implementation Framework,[16] our focus has shifted from tracking government progress to independently assessing and evaluating whether reforms are achieving their intended outcomes. The key question is no longer simply whether recommendations have been completed, but whether they are making children and young people safer. I wish to thank the staff of my Office for their dedication and determination over the last 12 months.

Some key highlights during the year included:

- strengthening our engagement with children and young people, victim-survivors, students and stakeholders to inform our work
- establishing our Consultative Group, which includes peak bodies, to identify and explore emerging issues and to provide critical input and feedback on our work
- strengthening community engagement through my site visits to schools, child and family learning centres across Tasmania, attending events including Ribbons of Reflection in Launceston and Burnie, and the Arch Centre opening and supporting training initiatives such as those run by the Tasmanian Civil and Administrative Tribunal
- increasing our community public facing profile through our website, media releases, news articles, interviews and launching our social media platform
- developing our Strategic Plan 2026-2029 and delivering the Implementation Framework which will guide the work of the OIM for the next 10 years
- collecting data against most of the short-term indicators identified in the Implementation Framework to establish a baseline for measuring change over time
- undertaking two rounds of information collection, including a review of recommendations previously reported as completed

15 Child Safety Reform Implementation Monitor, *Annual Report 2024-25* (Report, September 2025).

16 Child Safety Reform Implementation Monitor, *Office of the Implementation Monitor Implementation Framework (November 2025) ('Implementation Framework').*

- operationalising our approach to monitoring and evaluation through appraisal of 276 recommendations and hundreds of sub-components
- appearing before a Parliamentary Committee to contribute to public scrutiny, debate, discussion and accountability
- meeting with the State Archivist to explore improvements to record keeping and information management across government, recognising that these foundations are critical to accountability and informed child safety decision-making.

These developments reinforced the importance of independent, transparent and evidence-based oversight. They also highlighted the value of meeting with and listening to children and young people, victim-survivors and those working across government and the community sector.

Moving beyond this reporting period

While progress continues, significant work remains. Reform of this scale requires sustained effort, strong leadership and ongoing collaboration. Experience has shown that systems can meet requirements on paper while still failing the people they are intended to protect. For that reason, my focus remains firmly on monitoring progress implementation, evaluating impact and prevention of child sexual abuse.

A strong foundation is now in place. We have established a baseline, developed a robust Implementation Framework and commenced a rigorous appraisal process.[17]

My independent oversight role brings a unique opportunity to make a meaningful difference and is a key driver to affect change. I approach this important task with anticipation, hope and a keen sense of responsibility to get this right for all Tasmanians, but most of all for victim-survivors of child sexual abuse and to ensure that our children and young people are protected from abuse.

Government leadership and culture

While the Commission of Inquiry focused on child sexual abuse in institutional settings, it is important to recognise that institutions are only part of the broader child safety landscape. Most child sexual abuse occurs outside institutions, including within families, communities and other trusted relationships. Effective reform therefore requires not only safer institutions, but a broader focus on prevention, early intervention, community consciousness, and support for children and families. Lasting change will depend on the collective efforts of government, the community sector and the wider community.

Child safety reform also depends on bold and ethical leadership, cultural change, decision making that places children at the centre and sustained commitment across government. Strong leadership means creating environments in which staff at all levels feel supported to

17 The appraisal process is further explained in the *Implementation Framework*. See *Implementation Framework* (n 16) 25–34.

raise concerns, challenge unsafe practices and act in the best interests of children and young people. Frontline workers must have access to the training, guidance and organisational support necessary to recognise risks, respond appropriately and promptly, while building a culture of child safety.

During the reporting period, I observed several developments that demonstrate both progress and the challenges that can accompany reform of this scale. In November 2025, the Tasmanian Government published its 1 August to 31 October 2025 quarterly report which contained revised timelines for several Commission of Inquiry recommendations. While these changes understandably raised concerns, I have consistently maintained that the quality and integrity of reform must take precedence over rigid adherence to timelines. That approach does not diminish the need for transparency, clear justification and ongoing scrutiny when delivery dates change.

As the work of the OIM has matured, I have increased my focus on examining how implementation timeframes are established, revised and delivered, including whether changes remain aligned with better outcomes for children and young people.

A significant milestone during the year was the passage of the *Commission for Children and Young People Act 2025* (CCYP Act).[18] This reform strengthens independent oversight and advocacy for children and young people in Tasmania and advances key Commission of Inquiry recommendations. I was particularly delighted by the involvement of young people in selecting the new Commissioner for Children and Young People through a youth selection panel.

The reporting period also saw continued progress in reforming Tasmania's care system (out of home care). Reforms to governance, oversight and practice, together with increased case management support for children in care and improved approaches to care planning, are helping to build the foundations of a more child-centred system. While substantial work remains, particularly in delivering long-term structural reforms and strengthening partnerships with the community sector, these developments represent important steps towards achieving the Commission of Inquiry's vision of a system that is accountable, responsive and focused on the safety and wellbeing of every child in care.

Effective leadership is demonstrated not only through policy and legislation, but through a willingness to redesign systems around the needs, rights and voices of children and young people. During the reporting period, this was evident in continued youth justice reform, including progress towards replacing Ashley Youth Detention Centre and developing a more contemporary therapeutic model of care based on the principle of "child first, offender second".[19] These reforms present an important opportunity to embed a culture that prioritises care, rehabilitation and the wellbeing of young people.

18 *Commission for Children and Young People Act 2025* (Tas) (CCYP Act).

19 See Department for Education, Children and Young People, *Consultation Draft Tasmanian Youth Justice Facility Model of Care* (February 2026)(*Draft Tasmanian Youth Justice Facility Model of Care*).

I was also encouraged by work supporting greater Aboriginal self-determination in child and family wellbeing. The Tasmanian Aboriginal Centre's *Tirrina Child Safety Model* and *Nukara Strategy*[20] provide a community-led approach for improving outcomes for Aboriginal children and families and reducing Aboriginal children's involvement in the child safety system. The work highlights the importance of culturally safe approaches that place Aboriginal children, families and communities at the centre of decision-making and supports the progressive transfer of responsibility and decision-making to Aboriginal Community Controlled Organisations.

Similarly, developments such as the opening of North-West Arch Centre in Burnie and the independent review of the Arch pilot model[21] demonstrate the importance of building systems that respond to the needs of victim-survivors. These initiatives reinforce the value of integrated, accessible and trauma-informed services and highlight the cultural shift required across government and the broader service system to ensure victim-survivors are heard, supported and empowered.

Together, these reforms reinforce that lasting change requires more than new policies or structures. It requires leadership that is prepared to share power, listen to the voices of children, young people and communities, and foster the cultural change necessary to create systems that are genuinely safe, responsive and child-centred.

As reform progresses, it will be imperative that government maintains its investment in both the reform agenda and the community sector organisations that play a critical role in supporting children, young people and families. Sustained commitment, capability and resourcing will be essential to ensuring reforms are effectively implemented, embedded into everyday practice and translated into better outcomes for children and young people. At a time of fiscal constraint, particular care should be taken to ensure workforce measures do not adversely affect frontline services or diminish the capacity of agencies and community organisations to keep children safe and deliver the intent of the Commission of Inquiry reforms.

Robert Benjamin AM KC
Implementation Monitor

20 Tasmanian Aboriginal Centre, *Nukara Strategy* (July 2025).
21 Australian Catholic University Institute of Child Protection Studies, *Final Arch Evaluation* (Final Report, 16 January 2026) (*Final Arch Evaluation*).

The Office of the Implementation Monitor

Our team

The Office of the Implementation Monitor (OIM) is staffed by six employees who provide advice and support to the Implementation Monitor. Given the small size of the OIM and the scale of the reform program it is responsible for overseeing, each team member plays an integral role in the diverse activities of the OIM. Their shared dedication and commitment have been remarkable as the focus has shifted to establishing the Implementation Framework through monitoring and appraisal of recommendations and reporting on indicators and outcomes in 2025-26. Throughout this period the team has remained committed to working collaboratively and has consistently demonstrated professionalism, respect and care in all aspects of its work. Importantly, the team has maintained its independence and focus on decisions placing children's wellbeing at the centre.

The ongoing success of the OIM relies on a sustainable, resilient and capable workforce, ensuring wellbeing guardrails are in place. Staff are supported to study and engage in professional development, coaching and mentoring. This reporting period staff embraced opportunities to develop ethical leadership skills, trauma informed training, networking, studying, attending the aboriginal awareness training and courses in evaluation. Building capability and leadership to keep abreast of the broad program of reform and policy agenda, together with improving investigative and evaluation skills, and trauma informed engagement are key forward focuses.

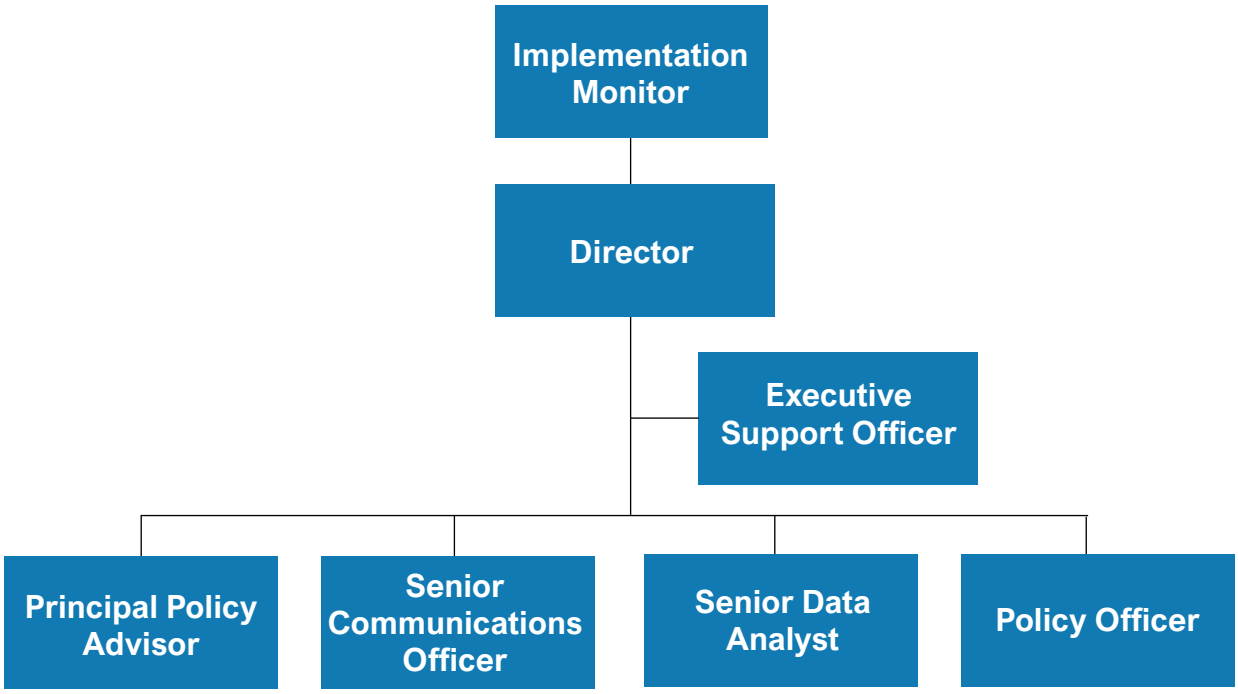


Figure 1. The OIM organisational chart (as at 30 June 2026)

Our Strategic Plan

In December 2025, after publishing the Implementation Framework,[22] our team came together over two planning days to reflect on the previous year and consider 'what's next'. Taking this time gave the OIM an opportunity to reflect on what was working well, where there were gaps and how we could continue to deliver at a pace that is sustainable for a small team.

Our Strategic Plan builds on the domains identified in the Implementation Framework,[23] reflecting areas of focus for the OIM and the reform program over the next three years. It highlights our strategic objectives and what success might look like if achieved.

The Strategic Plan is guided by our principles, which describe how the Office works in carrying out its role. They are presented in a child friendly format. Next steps for the OIM are to consult with key stakeholders and develop action plans against each of the strategic goals, ensuring they align with the domains set out in the Implementation Framework and remain achievable.

22 *Implementation Framework* (n 16).
23 Ibid 16–24.

Our Strategic Plan (2026–2029)

Our Vision

A Tasmania, where all children and young people are protected and safe from sexual abuse and other abuse in institutional settings, and every victim-survivor is believed and supported.

Our Purpose

To ensure the Government is looking after children, young people and victim-survivors by providing independent oversight and maintaining focus on its responsibility to implement the Commission of Inquiry recommendations and other related reviews.

Our Strategic Goals

Ensure strong, independent and transparent oversight of child safety reforms

Deliver a disciplined, evidence-based monitoring and reporting cycle

Strengthen agency accountability for delivery, conduct and outcomes

Ensure the voices and experiences of children and victim-survivors inform oversight and reform

Drive lasting system change beyond compliance

Our Core Enablers

Reliable IT systems, templates and tracking dashboards

Clear document management and briefing approaches

Role clarity and reduced key-person dependency

Capability across policy, legal, evaluation and engagement

Wellbeing guardrails that support a sustainable pace

Our Principles

- Children's safety comes first
- We listen safely and respectfully
- We make up our own mind and explain why
- We work respectfully with others
- We look for real change
- We ask only for what we need
- We use fair and reliable ways to check progress
- We make information clear and trustworthy
- We keep checking

Our Principles



Children's safety comes first

We put the safety and wellbeing of children and young people at the centre of every decision. We pay extra attention to places and situations where children may be at greater risk of harm.



We listen safely and respectfully

We listen to children, young people and people who have experienced harm or abuse. We make it as safe and comfortable as possible for people to share their views, and we explain how their views have influenced our work.



We make up our own mind and explain why

We look carefully at the information and make our own independent decisions. We explain what we decided, the evidence we considered and anything we could not find out. We are also honest about what we can and cannot do.



We work respectfully with others

We work together with organisations so we can all help improve the safety and wellbeing of children and young people. We listen to different views, communicate clearly and treat people with respect, while still making our own decisions.



We look for real change

We look beyond plans, promises and completed tasks. We check whether changes are happening in everyday ways of working and whether they are making a real difference to children and young people.



We ask only for what we need

We ask for enough information to make a fair decision, but no more than necessary. Bigger or riskier changes need stronger evidence. If only one small piece is missing, we ask for that piece rather than asking for everything again.



We use fair and reliable ways to check progress

We ask clear questions and use the best available information to answer them. Where possible, we check with more than one person or area of information and are open about anything the evidence cannot tell us.



We make information clear and trustworthy

We make sure the information we use is reliable and clearly explained. We report in plain language and a format so that children, young people and the community can understand our work.



We keep checking

Our work does not always end when a change is marked as complete. If new information suggests that something is not working or children may be at risk, we look at it again and clearly explain what we find.

Financial expenditure

In 2025-26 the OIM was provided with an operating budget of $1,125,000 which was used for salaries and operational expenditure. The Implementation Monitor is a statutory position specifically funded under the OIM Act through Reserved by Law funding.

The Office has worked closely with the Department of Justice to establish and operationalise its business and the discharge of the Implementation Monitor's responsibilities. Justice provides operational support to the OIM in areas such as facilities, procurement, budget and finance, human resource services including payroll and recruitment, and information technology support. The OIM wishes to acknowledge the services provided and ongoing support that Justice provides.

Table 1. 2025–26 OIM Financial Summary

	$
Salary Expenditure – OIM staff	763,383
Other employee-related expenditure	6,869
Information technology	29,168
Materials, supplies and equipment	25,458
Travel and transport	34,416
Property expenses	59,834
Professional services	91,741
Other expenditure	130,544
Total Operating budget expenditure	**1,141,413**
Reserved by Law Salary Expenditure	365,692

Stakeholder engagement

Stakeholder engagement

Meaningful stakeholder engagement is central to the work of the OIM. Government reporting, policies, implementation plans and other documents provide important evidence of progress, but they do not tell the whole story. Engagement with children and young people, victim-survivors, families, advocates, service providers, Aboriginal communities and other stakeholders provides important perspectives on how reforms are being experienced in practice.

These perspectives help the OIM test reported progress, identify emerging issues, gaps, and areas for closer monitoring. Over time, engagement will also help the OIM assess whether reforms are delivering the intent of the Commission of Inquiry and making a meaningful difference for children and young people.

Stakeholder information is considered alongside agency reporting and other available evidence. Depending on the issue, what the OIM hears may inform areas for further examination, identify matters requiring additional information, test government reporting or contribute to evaluation of whether reforms are achieving their intended outcomes.

Building the foundations for engagement

Throughout 2025-26, the OIM focused on establishing relationships, building trust and developing the foundations for a safe, sustainable and purposeful approach to engagement. This included establishing consultative groups, strengthening relationships with existing networks and engaging with stakeholders across Tasmania.

Genuine engagement cannot be rushed. Building trusted relationships, creating safe opportunities for participation, and ensuring people are heard and respected takes time and ongoing commitment.

During the reporting period, the Implementation Monitor and the team engaged with a broad range of stakeholders, including children and young people, victim-survivors of child sexual abuse and others with lived experience, Aboriginal organisations and communities, government agencies, oversight bodies, community organisations, advocates, therapeutic services and other experts.

A key focus of this work has been the development of a draft Stakeholder Engagement Strategy. The Strategy will provide a framework for how the OIM engages with stakeholders over the longer term and will be informed by consultation during 2026-27. Particular emphasis will be placed on ensuring children and young people, people with lived experience, Aboriginal organisations and people can participate in ways that are safe, respectful and meaningful.

Where appropriate, engagement will occur through existing groups and mechanisms to support participant safety, minimise consultation fatigue, and build on established relationships and expertise.

How we listen and work with people

Stakeholder engagement at a glance

Our role: The OIM independently checks how the Tasmanian Government is putting child safety reform recommendations into action. We track progress, look at whether changes are working, and report to Parliament and the community.

Why engagement matters

Plans and reports do not tell us everything. Listening to people helps us understand what is happening in practice, identify risks and gaps, and assess whether reforms are making children and young people safer and improving support for victim-survivors.

How we engage

Our engagement is purposeful, inclusive and suited to the people involved. Depending on the issue, we may use individual conversations, meetings, roundtables, written feedback or other accessible ways for people to contribute. We also respond to emerging issues and make space for perspectives that may otherwise be missed.

Who we listen to

Children and young people
with different backgrounds, identities, abilities and experiences, from across Tasmania

Victim-survivors and their advocates
including people with a diverse range of lived experience

Tasmanian Aboriginal people and communities
including children and young people, community representatives and Aboriginal organisations

Government agencies
responsible for implementing reform

Community and sexual assault services
with knowledge and expertise of needs and emerging issues

Independent oversight bodies
regulators and commissioners

Parliament
Members, Ministers and committees

Other people and organisations
experts, unions, councils and researchers

Our commitments



Safety comes first



We listen with respect



We respect culture and identity



Taking part is a choice



We explain the purpose



We make engagement accessible



We remain independent



We close the loop

These commitments guide how we plan engagement, work with people and handle the information they share. They are especially important when engagement involves children, young people, victim-survivors and sensitive experiences.

How engagement supports our work

Monitoring
Track progress and commitments

Appraisal
Check evidence and assess progress

Evaluation
Understand what is working, what is not and why

What happens next?

We consider stakeholder information alongside data, documents and other evidence.

What we hear can help us test government reporting, identify gaps, decide where closer attention is needed and understand whether reforms are working in practice.

We protect people's privacy and explain how input has informed our work wherever possible.

How we share information

Transparency and accessibility are important to the work of the OIM. During the reporting period, the OIM continued to build awareness of its role and activities through digital and traditional media, attending community events, delivering presentations, meeting with stakeholders and participating in public discussions about child safety reform.

These activities provided opportunities to explain the role of the OIM, share information about reform progress, and hear directly from community members and stakeholders. They also supported the OIM's broader engagement approach by creating opportunities for ongoing dialogue and helping stakeholders understand how their perspectives contribute to oversight of reform.

Figure 2 provides an overview of the ways the OIM communicated and engaged with stakeholders during 2025-26. These mechanisms were used for different purposes, depending on the people involved, the subject matter and the nature of the information being sought.

Our Methods of Engagement 2025-26

Facebook posts	61
Linkedin posts	60
Newsletters	2
News articles - website	17
Media releases, opinion pieces and statements	6
Interviews and public speaking engagements	5
Number of engagements with Government agencies	125 +
Number of meetings with Parliamentarians	25
Number of engagements with oversight bodies	35
Number of engagements with community service organisations, Aboriginal leaders and representatives, advocates, childrens groups, advisory groups and victim-survivors.	49
Site visits	11
Public Committee appearances	2

Figure 2. Mechanisms of Engagement 2025-26

Our engagement groups

During the reporting period, the OIM established the following advisory and consultative groups for different purposes, including to support development of the Implementation Framework and to provide ongoing expertise, lived experience perspectives and implementation insights.

- **Evaluation Advisory Group**

  A time-limited group, established in 2025, comprising senior representatives from government agencies and statutory bodies with implementation responsibilities. The group provided practical advice to inform development of the OIMs Implementation Framework, including implementation considerations, data availability, operational issues and alignment with broader government frameworks.

- **Evaluation Reference Group**

  A time-limited group, established in 2025, to provide external expert advice on the development of the OIMs Implementation Framework, including how the framework could reflect lived experience perspectives, community expectations and the intent of reform.

- **OIM Consultative Group**

  Established in 2026, this group brings together community sector organisations, advocates, peak bodies and independent oversight bodies to share information, identify emerging issues and provide insights into child safety reform implementation.

- **OIM Working Group (Lived experience)**

  Established in 2026, this group provides an opportunity for victim-survivors of child sexual abuse and others with lived experience to share their perspectives and experiences. The group helps ensure lived experience remains central to the Implementation Monitor's work and provides important insights into how reforms are being experienced in practice.

While some groups were established for a specific purpose and have now concluded, the insights and advice they provided have helped shape the OIMs approach to oversight and evaluation. Ongoing engagement through the OIMs consultative groups will continue to inform the Implementation Monitor's priorities and understanding of reform progress.

Centre for Excellence in Child and Family Welfare

The Centre for Excellence in Child and Family Welfare is an interjurisdictional peak body supporting the child and family services sector across Tasmania and Victoria. We highly value our relationship with Robert Benjamin AM KC and the Office of the Implementation Monitor. The independent role of the Implementation Monitor and the Office is critical to maintaining transparency, strengthening accountability and ensuring Tasmania's child safety reforms deliver meaningful and lasting improvements for children, young people and victim-survivors. Our engagement has been strong, purposeful and important in increasing understanding of the Monitor's role and functions across our Tasmanian membership. Robert and OIM staff have contributed to Centre events, generously sharing their knowledge and supporting greater sector awareness of Tasmania's child safety reform and accountability framework.

The OIMs stakeholder reference group meetings have also provided community sector organisations with an important forum to examine emerging issues, align thinking and maintain a clear focus on outcomes for children and young people. During 2025–26, the Centre's child safety activities included leading the Child Rights Peer Learning Network and providing targeted communications, learning opportunities and sector forums for members and the broader community services sector. These activities support shared learning, strengthen child-safe practice and help ensure the sector remains informed and engaged as Tasmania's reforms progress.

Venéy Hiller
Executive Manager, Strategy and Engagement, Tasmania
Centre for Excellence in Child and Family Welfare

What we heard

During 2025-26, the OIM heard from children and young people, victim-survivors, lived experience advocates, Aboriginal organisations and people, community sector organisations, government agencies, oversight bodies and service providers. While perspectives varied, several consistent themes emerged through meetings, consultative groups, site visits, submissions and the Independent Rapid Evaluation undertaken by First Person Consulting in late 2025.

Stakeholders told us that:

Reform needs to be judged by its impact, not simply its completion

Stakeholders consistently emphasised that success should ultimately be measured by whether reforms are making children and young people safer and improving outcomes, rather than simply whether individual recommendations have been marked complete.

Voices of children, young people and victim-survivors must remain central

Stakeholders highlighted the importance of genuine participation, trauma-informed engagement and ensuring lived experience continues to influence decision-making, monitoring and evaluation. Children and young people particularly emphasised the importance of being heard, taken seriously and involved in decisions that affect their safety and wellbeing.

Aboriginal leadership and self-determination are essential to lasting reform

Stakeholders emphasised the importance of cultural safety, community leadership and strengthening Aboriginal decision-making in services and systems affecting Aboriginal children, young people and their families.

Reform requires collaboration and shared responsibility

Stakeholders identified stronger coordination and partnerships between government, community organisations and services as essential to sustainable, meaningful reform.

Trust, transparency and accountability are critical

Stakeholders expressed a strong desire for clear reporting about reform progress, challenges, delays and outcomes, and for reform to remain subject to independent scrutiny. Many noted the importance of demonstrating tangible evidence of change.

Cultural change matters as much as policy change

Many stakeholders observed that lasting reform depends on child-safe leadership, workforce capability, respectful workplace culture, and organisations that are prepared to listen, learn and respond when concerns are raised.

Workforce capacity and resourcing are ongoing concerns

Community organisations, agencies and other stakeholders highlighted the importance of sustained investment in frontline services, workforce development, and implementation capability to ensure reforms can be delivered and maintained over time.

A reflection on the OIM's engagement

The role of Senior Communications Officer was an important spoke in the wheel of the OIM over the last year. The Communications Officer brings the work of the OIM from the great efforts of the team and stakeholders behind the scenes, into public view.
It is important to the success of this statutory oversight body that the community can see its oversight in motion, to understand how reform works and is progressing, and to also boost accountability and transparency in the work of the OIM itself.

This public facing element is even more important when you consider the pivotal role of the OIM in monitoring matters of child safety in Tasmania and continuing the legacy of the multiple child safety inquiries the community and those harmed by institutional child sexual abuse have borne witness to.

The OIM acknowledges the pain of those who have already suffered and continue to suffer from the trauma of child sexual abuse, and through overseeing reform, protect our future generations.

Public perception and confidence in the work of the OIM is central to its success over time. The OIM must be visible and be seen to be visible to uphold its own integrity and the integrity of the reform process.

Raising the profile of Implementation Monitor, Robert Benjamin AM KC, to help reassure the public and those carrying the trauma of child sexual abuse (including the many dedicated workers behind the scenes) was central to this year's communications outputs and aimed to build on the foundations of the OIM to establish a long-term trusted and independent presence in the space.

Our communications outputs and engagements – targeted to a range of different audiences and stakeholders with an interest in child safety reform – will help restore community confidence, contribute to lasting cultural change and ensure what was uncovered during the child safety inquiries, including the Commission of Inquiry, never happens again.

If the work of the OIM is visible in the community, it can be shared and amplified by the many other stakeholders and community members with an interest in its work.

In this way, the OIM helps hold space for victim-survivors, children and young people and other vulnerable groups, for their voices to also be heard.

Peta Carlyon
former Senior Communications Officer
Office of the Implementation Monitor

Engagement in practice

Stakeholder engagement during 2025-26 took many forms. The following examples illustrate how the OIM sought to build relationships, hear different perspectives and better understand how child safety reforms are being experienced in practice. The examples below also illustrate how engagement contributes to the OIM's monitoring, appraisal and evaluation work.

Hearing from victim-survivors and people with lived experience

Engagement with victim-survivors of child sexual abuse and others with lived experience remained a key priority during 2025-26. The Implementation Monitor continued to meet with individuals and groups, including victim-survivors who shared their stories with the Commission of Inquiry, former detainees of Ashley Youth Detention Centre, and others whose lives have been affected by the systems and services that are the focus of reform efforts.

These conversations provided perspectives that cannot be obtained through agency reporting alone and help the OIM understand how systems and reforms are experienced by those most affected.

The Implementation Monitor met with members of the Tasmanian Child Safety Advisory Group (TCSAG) on two occasions during the reporting period. Established by the Tasmanian Government, TCSAG provides lived experience advice on child safety reforms and their impacts on victim-survivors. Discussions highlighted the importance of maintaining a child-centred focus, ensuring lived experience expertise informs decision-making and delivering tangible improvements through reform implementation.

Hearing directly from children and young people

Children and young people are at the centre of the reforms monitored by the OIM. Their perspectives are essential to understanding whether reforms are achieving their intended outcomes and making a positive difference in practice.

In May 2026, the Implementation Monitor met with the Commissioner for Children and Young People's Chance for Change Consultative Council, engaging directly with children and young people from across Tasmania. Participants shared their views on issues affecting their wellbeing and safety and highlighted the importance of adults listening and responding when young people raise concerns.

The engagement reinforced the importance of ensuring children's and young people's voices inform child safety reform and will contribute to the OIM's approach to future engagement and evaluation.

Laurel House

As Tasmania moves further from the delivery of the Commission of Inquiry's final report, the independent role of the Implementation Monitor becomes more important, not less. There has been significant progress, but we also see areas where the quality of implementation is not yet meeting the intent of the Commission's recommendations. With responsibility for reform moving across government, continued independent scrutiny provides an important safeguard against momentum being lost or success being measured simply by whether recommendations have been marked as complete. We have valued Robert Benjamin and his team's commitment to genuine engagement with specialist services, and their willingness to hear what we are seeing and experiencing as implementation progresses.

This accountability is particularly important in a constrained budget environment. We cannot allow investment in preventing and responding to child sexual abuse to diminish as the Commission becomes more distant. Recent Australian research conservatively estimates that a single year of new child sexual abuse cases carries around $7.5 billion in lifetime costs nationally[1]; an indicative population-based extrapolation suggests a lifetime cost for Tasmania of around $165 million for each year of new cases, and potentially considerably more. These costs are borne over decades by victim-survivors and their families, and across our health, justice, education, welfare and broader community systems. Continued investment in prevention, early intervention, specialist response and recovery is therefore both a child-safety imperative and a long-term investment in Tasmania's future. Independent monitoring remains essential to keeping that ambition, and government accountability for delivering it, firmly in view.

[1] *Perks, B. & Gilchrist, D. J. (2025), The Lifetime Price of Harm: Economic Costs of Sexual Violence and the Case for Early Intervention in Australia, UWA Public Policy Institute*

Kathryn Fordyce
Chief Executive Officer, Laurel House



Cry for Help – 2025 By Jade Hornsby
"This piece is about reaching out for help, begging and finally being answered. despite feeling corrupt and broken, you find the strength to get help".

"I am a young emerging artist, creating art that channels the suffocating chaos that can come with life. This piece, from my first exhibition, comes from personal emotions, memories and fears that are often difficult to express with words. My practice uses a mix of mediums, combining things like sculpture with canvas to create interest and represents feelings of dysphoria, isolation, confusion and growth". **Jade Hornsby, Artist**

Connecting with communities

Throughout the reporting period, the Implementation Monitor participated in a range of community events, service visits and public engagements across Tasmania. These activities provided opportunities to hear directly from community members, strengthen relationships with stakeholders, better understand local perspectives and observe reform initiatives in practice.

The Implementation Monitor spoke at Laurel House's annual Ribbons of Reflection events in Launceston and Burnie, which brought together victim-survivors, advocates, service providers and community members to acknowledge the impact of child sexual abuse and reaffirm a shared commitment to healing, prevention and reform.

The events provided an important opportunity to hear lived experience perspectives, reflect on progress since the Commission of Inquiry and recognise the importance of sustaining momentum for change.



Robert Benjamin at Ribbons of Reflection Burnie, 2025



Robert Benjamin and Rhani (Lived Experience Advocate) at Ribbons of Reflection Launceston, 2025

Learning from schools and early learning services

School visits formed an important part of the Implementation Monitor's engagement activities during the reporting period. Visits to Brighton High School, Legana Primary School, East Tamar Primary School and the neighbouring muylatina Child and Family Learning Centre provided opportunities to observe child-centred approaches in practice and learn more about the role schools and early learning environments play in supporting children's wellbeing, safety and development.

These visits helped the OIM develop a more practical understanding of how child safety and wellbeing considerations are experienced in education settings. This will inform future engagement and evaluation of reforms affecting children and young people.



Robert Benjamin pictured with Veronica Bramich, Child and Family Learning Centre (CFLC) (left) and Network Leader DECYP and Casey Reid, Centre Leader of muylatina CFLC in Mayfield in Launceston (right)



Robert Benjamin pictured with Cilla Keenan, Principal, East Tamar Primary School



Robert Benjamin pictured with Trudy Pearce Deputy Secretary Schools and Early Years, DECYP



Robert Benjamin pictured with Elizabeth O'Donahue, Legana School Principal (left) and Trudy Pearce, Deputy Secretary Schools and Early Years, DECYP (right)

Learning from specialist services

The opening of the North-West Arch Centre in Burnie provided an opportunity for the Implementation Monitor to learn more about the centre's integrated service model and the specialist support available to victim-survivors of sexual harm and violence, including children and young people.

The visit also coincided with the release of the independent evaluation of the ARCH pilot model[24] and highlighted the importance of accessible, trauma-informed services in supporting recovery and wellbeing.

The visit contributed to the OIMs understanding of how integrated, trauma-informed services operate in practice and the factors that can support accessible responses for children, young people and victim-survivors.

Learning on Country and from Aboriginal community leadership

Engaging with Tasmanian Aboriginal people and communities is an essential part of understanding whether reforms are culturally safe, responsive and supporting Aboriginal self-determination.

A visit to piyura kitina/Risdon Cove provided an opportunity for the Implementation Monitor and OIM staff to meet on Country with Wendy Moore from the Tasmanian Aboriginal Centre and learn more about the *Nukara Strategy*.[25]

The visit highlighted the importance of culture, connection and self-determination in supporting Aboriginal children, young people and families, while also providing an opportunity to engage at a place of deep cultural and historical significance for Tasmanian Aboriginal people.

The OIM looks forward to continuing to build relationships with Tasmania's Aboriginal communities through future engagement opportunities.



Left to Right: Kath Cooper, OIM Director, Wendy Moore, Tasmanian Aboriginal Centre, Nukara Project Manager, Robert Benjamin, Implementation Monitor and Glenn Roberts, OIM Principal Policy Advisor



Tirrina (meaning basket in palawa kani)

24 *Final Arch Evaluation* (n 21).
25 *Nukara Strategy (n 20).*

Sharing knowledge and building understanding

The OIM also engaged with professionals and other groups to explain the role of the Implementation Monitor and contribute to broader understanding of child safety reform.

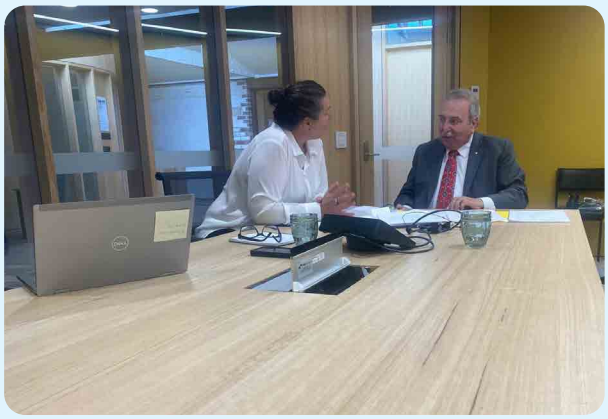
In February 2026, the Implementation Monitor participated in a discussion with University of Tasmania Associate Professor Catherine Robinson for students undertaking the Social Work and Criminology unit Child, Protection and Justice. The discussion explored reform of child protection systems in Tasmania, the role of the Implementation Monitor, and the importance of oversight and accountability in achieving lasting change.

In January 2026, the Implementation Monitor also participated in a TASCAT training day for Tribunal Members on the Commission of Inquiry recommendations.

These activities provided opportunities to contribute to professional understanding of child safety reform while also hearing questions and perspectives from people working in areas relevant to the reform program.



Associate Professor in Communities and Social Justice Catherine Robinson, University of Tasmania and Robert Benjamin, Implementation Monitor



Associate Professor in Communities and Social Justice Catherine Robinson, University of Tasmania and Robert Benjamin, Implementation Monitor



TASCAT President Malcolm Schyvens, Judge Liesl Kudelka, vicarious trauma specialist Robyn Bradey and Robert Benjamin, Implementation Monitor



TASCAT President Malcolm Schyvens, Judge Liesl Kudelka, vicarious trauma specialist Robyn Bradey and Robert Benjamin, Implementation Monitor

Tirrina and Nukara

Engaging with the Tasmanian Aboriginal Centre through the Tirrina Child Safety Model and Nukara Strategy[26] provides an example of how the OIM has sought to build relationships and understand the experiences and perspectives of Aboriginal children and young people through existing community structures and expertise.

This engagement has contributed to the OIMs understanding of the issues that matter to Aboriginal children and young people and will help inform its approach to monitoring implementation and engaging with Aboriginal communities.

Tirrina and Nukara Strategy: Transitioning responsibility to Aboriginal Community Controlled Organisations

The Tasmanian Aboriginal Centre (TAC) developed the Tirrina Child Safety Model and Nukara Strategy to reduce the number of Aboriginal children entering out of home care and support children to remain connected to family, culture and Community.

Funded through Closing the Gap in 2024, the project was developed by and with the Aboriginal community in Lutruwita and aligns with similar child safety reform commitments, including recommendations from the Commission of Inquiry. Tirrina (meaning basket in palawa kani) represents a stronger approach that holds and supports Aboriginal children and families, while Nukara (meaning to weave a basket) sets out the pathway for the progressive transfer of responsibility for Aboriginal child and family wellbeing to Aboriginal Community Controlled Organisations (ACCOs).

Together, Tirrina and Nukara provide a roadmap for Aboriginal-led child and family wellbeing that recognises children thrive when families have access to culturally responsive services, secure housing, education, employment opportunities, and strong connections to family, Community and Country.



Preminghana Camp 2026 -
Lakapawa Luwutina / watching our children

26 Ibid.

Challenges and opportunities

A key strength of the model is placing Aboriginal children, families and communities at the centre of decision making. As there are no established Aboriginal-led child protection decision-making programs in Tasmania, Nukara outlines a staged approach that progressively transfers responsibilities to ACCOs.

The strategy also recognises the need to strengthen ACCO capacity and capability to deliver services and hold decision making responsibilities. While resourcing and workforce development remain challenges, Tasmania's size creates opportunities for collaboration and innovation across ACCOs, NGOs and government.



Robert Benjaman and Wendy Moore

Successful implementation will require more than policy and funding. It will depend on trust, genuine partnerships and a willingness across government and NGOs to change ways of doing and thinking. Changing long-held assumptions about how services are designed and delivered may be one of the greatest challenges, but it is also critical to achieving lasting reform.

At its heart, Tirrina and Nukara are about improving outcomes for Aboriginal children and families. Through stronger prevention, early intervention and Aboriginal-led decision making, they provide a pathway for children to grow up safe, connected and supported by their families and communities.

Wendy Moore
Manager – Community Services, Tasmanian Aboriginal Centre

This engagement illustrates the value of working through established relationships and mechanisms where these provide a safe and appropriate way for people to participate. It also reinforces the importance of listening to existing expertise and lived experience rather than seeking to duplicate engagement that is already occurring. These principles will inform the OIMs ongoing engagement with Aboriginal communities and other stakeholders as its monitoring and evaluation work develops.

Looking ahead

The foundations established during 2025–26 will support the next stage of the OIM's stakeholder engagement work. In 2026–27, the focus will increasingly shift from establishing relationships and engagement mechanisms to using stakeholder perspectives as a source of evidence in monitoring, appraisal and evaluation.

This will include seeking to understand not only whether recommendations have been implemented, but how reforms are being experienced in practice, whether intended outcomes are being achieved and where further action may be required. Stakeholder perspectives will be considered alongside agency reporting, data and other information to help the OIM identify emerging issues, test reported progress and determine where closer monitoring or further inquiry may be warranted.

The OIM will continue to strengthen opportunities for children and young people, victim-survivors, Aboriginal communities and other stakeholders to contribute safely and meaningfully to this work. The draft Stakeholder Engagement Strategy will provide a framework for this next phase and will be informed by consultation during 2026–27.

The OIM thanks all individuals and organisations who contributed their time, expertise and lived experience in 2025-26 and looks forward to continuing these important conversations.

Reporting against the Implementation Framework

Reporting against the Implementation Framework

During the reporting period, the OIM completed the development and operationalisation of our Implementation Framework (Framework).[27] This guides the monitoring, review and evaluation of child safety reforms arising from the Commission of Inquiry and other related reviews. Developed in consultation with Tasmanian Government agencies and community stakeholders, the Framework was finalised and commenced on 2 December 2025.

The Framework sets out how the OIM will monitor progress, report publicly on reforms, and assess whether reforms are contributing to meaningful and lasting change for children and young people. It is underpinned by three interconnected elements: a Theory of Change,[28] monitoring[29] and evaluation[30] and reporting.

Theory of Change

At the centre of the Framework is a Theory of Change, which establishes the long-term vision that all children and young people in Tasmania are protected and safe from sexual abuse and other abuse in institutional settings, and that victim-survivors are believed and supported.

The Theory of Change sets out the outcomes the reforms are intended to achieve, as well as the assumptions, enablers and risks that may influence their implementation. It provides the foundation for the OIMs monitoring and evaluation activities (Figure 3).

The Theory of Change is organised around five domains that together describe the areas the OIM will consider when assessing reform progress and impact:

1. Oversight
2. Monitoring of recommendation implementation
3. Supporting government accountability and processes
4. Embedding lived experience and stakeholder feedback
5. Evaluating institutional systems change

27 *Implementation Framework* (n 16).
28 Ibid 9–11.
29 Ibid 15–24.
30 Ibid 35–36.

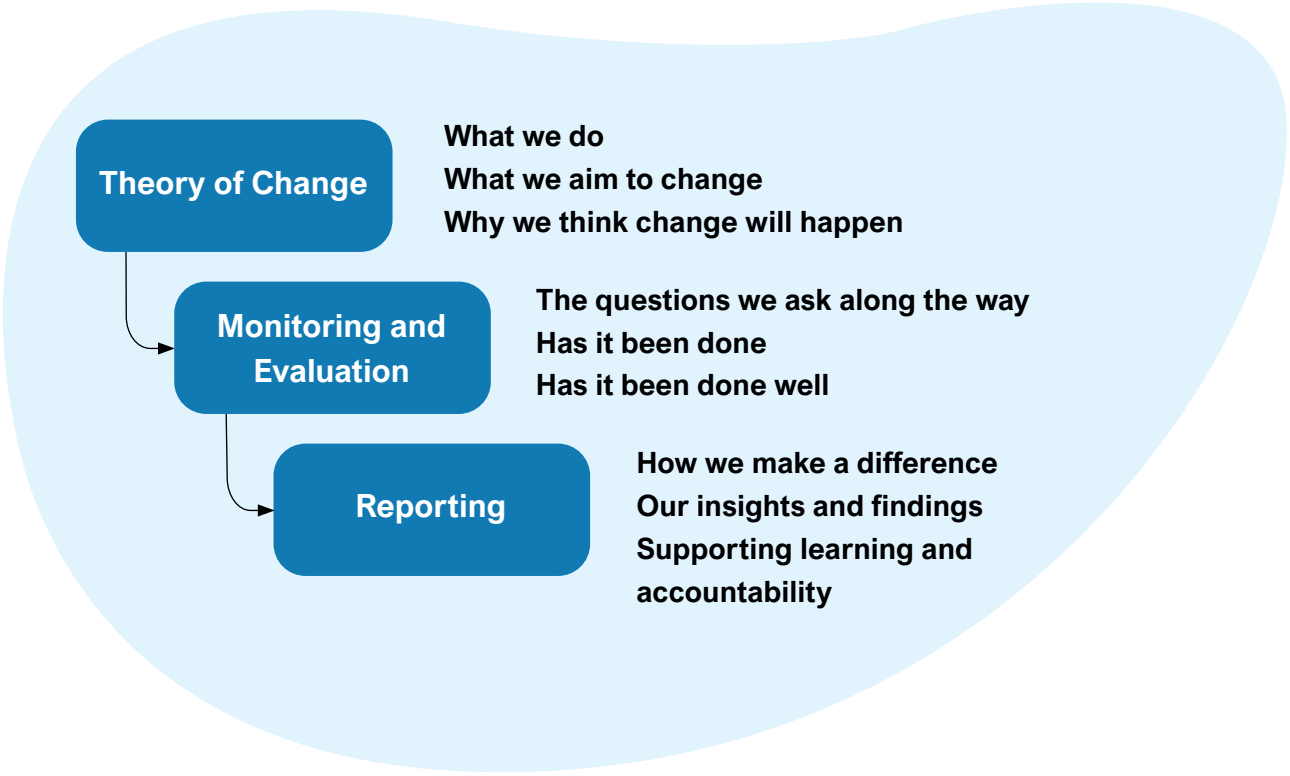


Figure 3. How the theory of change, monitoring and evaluation, and reporting work together

Monitoring and evaluation

The Framework recognises that monitoring and evaluation perform different but complementary functions. Monitoring focuses on tracking implementation activity and progress over time, while evaluation assesses whether reforms are achieving their intended outcomes and contributing to broader systems change.

As this was the first full reporting cycle following commencement of the Framework, much of the work undertaken during 2025-26 focused on establishing a baseline for assessing progress in future reporting periods. While a number of indicators are reported in this chapter, some will require data to be collected over multiple reporting periods before changes over time can be meaningfully assessed.

Evaluation activities will be progressively introduced as more evidence and data becomes available through future reporting cycles.

Data collection and reporting

To effectively monitor and evaluate the implementation of recommendations, the OIM has worked closely with agencies to develop reporting processes. This has included developing reporting templates and guidelines for collecting both qualitative and quantitative indicators. The appendices include extracts from these templates, which are used to report against short and medium term outcome indicators addressing each of the Framework's five domains.

The Status Ladder (Figure 4) provides a common, plain language way of describing the status of each recommendation, from not yet started through to embedded change. It describes the extent to which the activities and outputs associated with a recommendation have been implemented and, at the highest level, whether there is evidence that the resulting change is operating as business-as-usual over time.

Agencies used the Status Ladder to self-report the current status of recommendations for this reporting cycle. The OIM then considered agency information alongside other insights gained throughout the reporting period, to inform its appraisal of implementation progress.

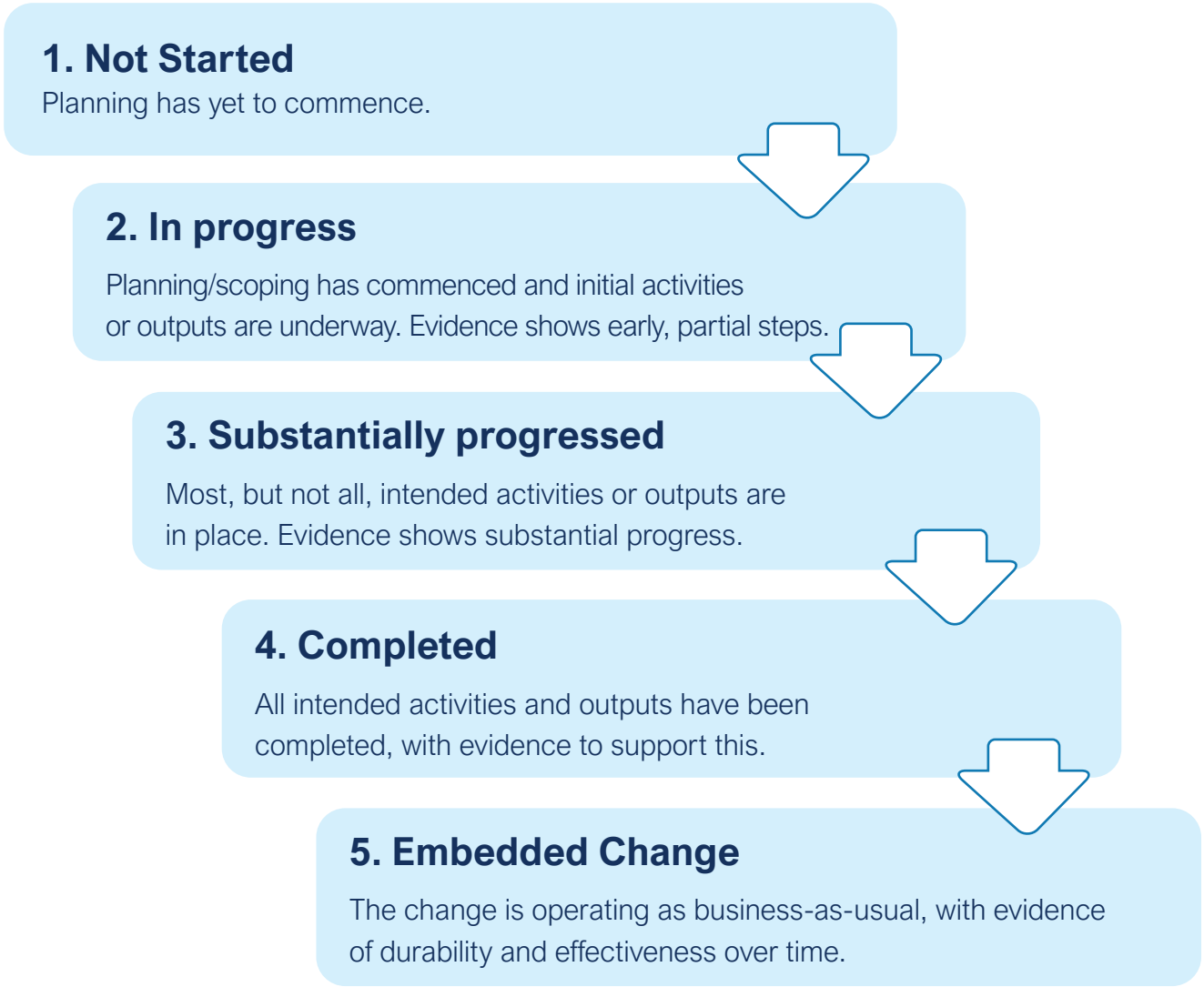


Figure 4. Status Ladder

In addition to the five status levels, a recommendation can be assessed as 'Closed' if it is superseded, made redundant or addressed by another recommendation.

The Appraisal Pyramid (Figure 5) provides an overview of how the OIM has undertaken appraisals. The OIM reviews the evidence provided by agencies and assesses whether it is credible, relevant and sufficient to support the status reported by the agency. Following discussions with agencies, the OIM confirms or adjusts the status reported and provides a rationale for its appraisal. Where a difference remains between the status reported by an agency and the OIM's appraisal, the recommendation is recorded as contested.

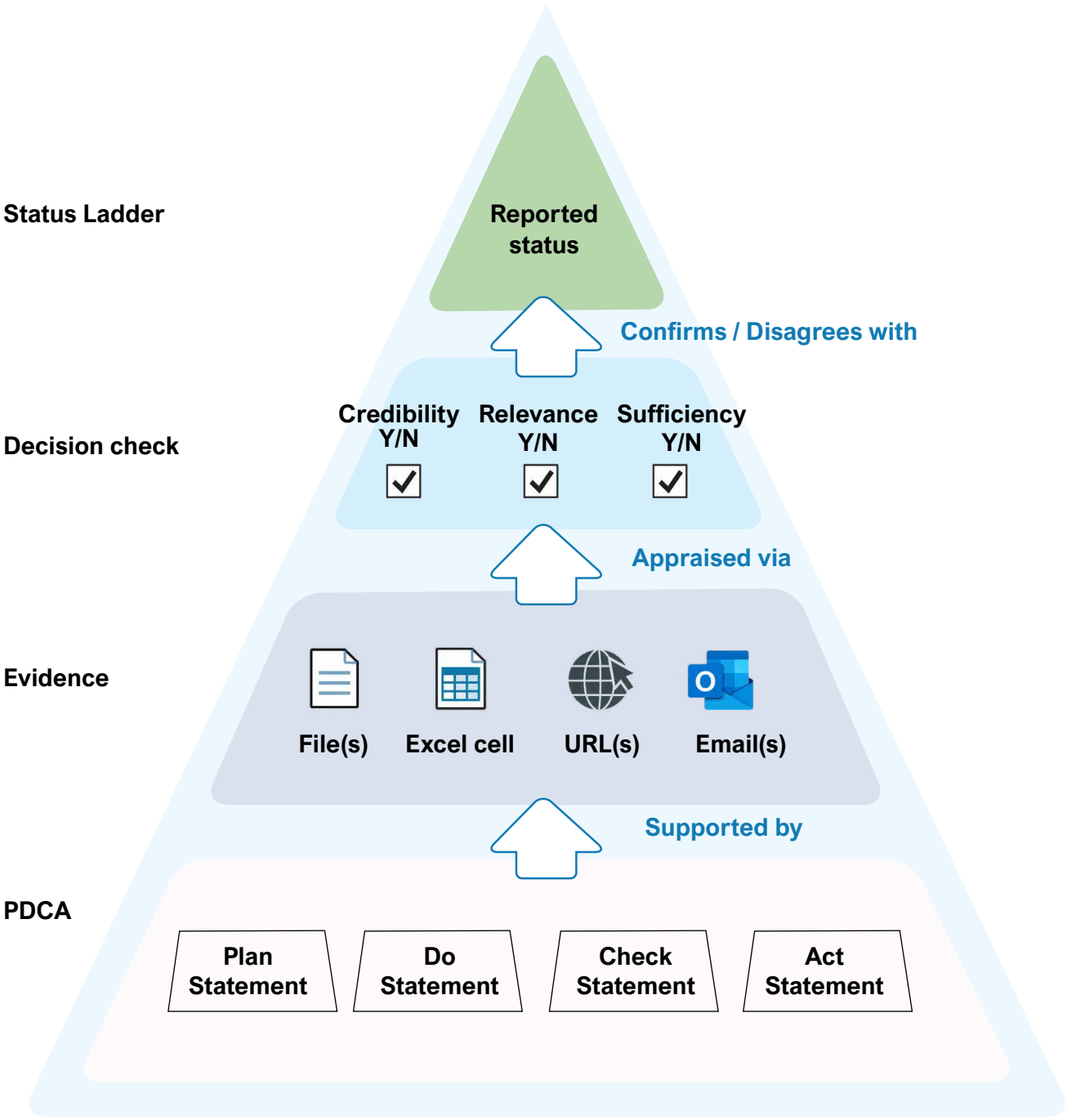


Figure 5. Appraisal Pyramid

Recommendations reviewed in this reporting cycle

During this reporting cycle, agencies reported on all Commission of Inquiry recommendations, and recommendations from other in-scope reviews that were not yet complete as at 30 June 2026 (Table 2 and Figure 6). This resulted in 276 recommendations being appraised by the OIM during the reporting cycle.

Table 2. Number of recommendations appraised in this reporting cycle

Inquiry or review	No.
Commission of Inquiry	191
Department of Education Inquiry	20
Child Safe Governance Review (LGH)	2*
Royal Commission	58
Weiss	5
Total	**276**

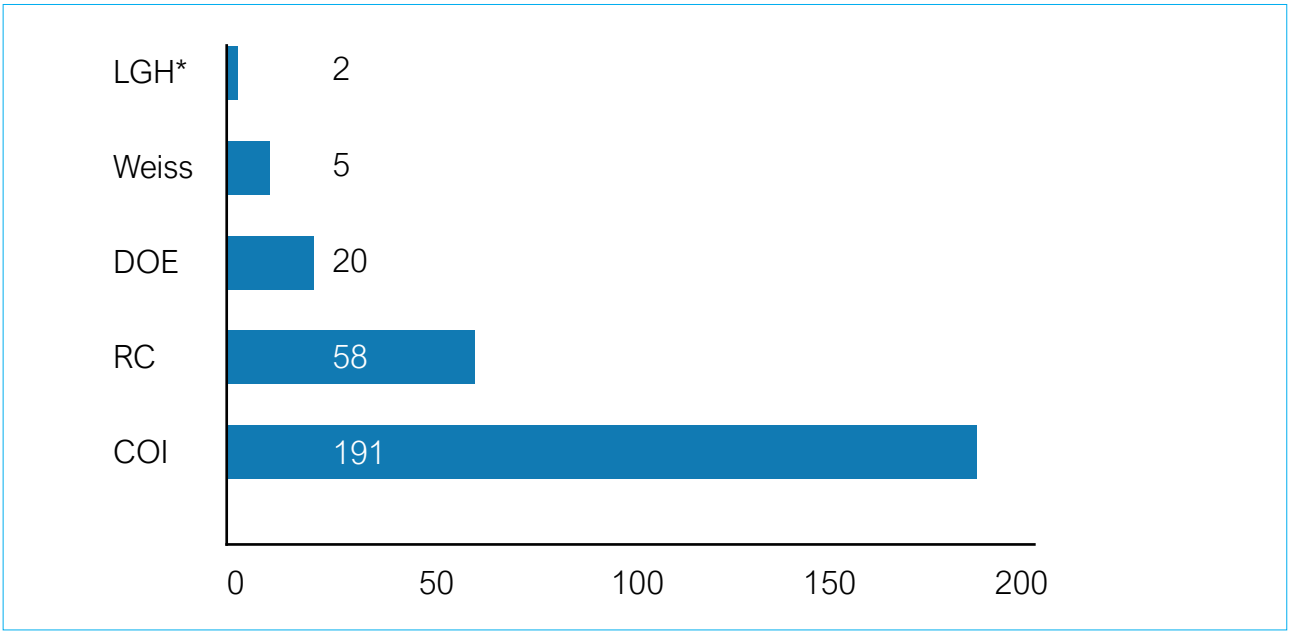


Figure 6. Number of recommendations appraised in this reporting cycle (Chart)

**A further appraisal of 90 recommendations from the Child Safe Governance Review will be undertaken in late 2026 and a separate report issued.*

Using indicators to report against domains

The following section reports on progress against the five domains of the Implementation Framework. Reporting focuses primarily on the short-term outcomes associated with the foundation phase of implementation and draws on the indicators and evidence available to the OIM during this reporting cycle. Further details on these indicators can be found in Appendix D – Global Indicators.

As this is the first reporting cycle following the commencement of the Framework on 2 December 2025, several indicators are reported as baseline measures only. Other indicators require additional data collection over multiple reporting periods before trend analysis can occur and will be progressively incorporated into future reporting.

Domain 1: Oversight

This domain focuses on the Implementation Monitor's role as an independent and transparent statutory oversight function. In the short-term, success is reflected in stakeholders having confidence in the Implementation Monitor's use of statutory powers and ability to monitor reform implementation fairly, transparently and independently. Reporting under this domain considers stakeholder trust and confidence, perceptions of independence, confidence in the transparent use of statutory powers, and the effectiveness of accountability and oversight mechanisms (Table 3).

Table 3. Domain One indicators

Indicators	Measures
1. Trust in the Implementation Monitor's oversight	1a. Number (No.) and Percentage (%) of informed stakeholders reporting high trust that the Implementation Monitor is adequately overseeing implementation. 1b. Qualitative themes – why/why not.
2. Perceived independence	2a. No. and % of informed stakeholders agreeing that the Implementation Monitor's decisions are free from undue influence.
3. Confidence in transparent use of powers	3a. No. and % of informed stakeholders agreeing that the Implementation Monitor's powers are used transparently.
4. Information-gathering powers	4a. No. of compliance notices issued, by agency. 4b. No. and % of compliance notices that were complied with within 21 days of receiving the notice, by agency. 4c. No. and % of compliance notices where the Implementation Monitor is satisfied the agency is unable to comply with the notice, by agency. 4d. No. of instances where the Implementation Monitor formally used its powers of entry and inspection, by agency.
5. Contested status of recommendations	5a. No. and % of contested recommendations where the Implementation Monitor disagrees with the agency's self-assessment. 5b. No. and % of contested recommendations by main reason.

Indicators	Measures
7. Assessment of conditions that enable implementation (medium-term outcome)	7a. The Implementation Monitor's qualitative judgement on whether agencies were adequately funded, staffed and supported to deliver reforms.
10. Feedback or corrective actions (medium-term outcome)	10a. No. and type of proposed corrective actions and feedback items for the next cycle. 10b. No. and % of feedback items or corrective actions from the prior reporting cycle addressed in the current reporting cycle. *In 2026-27 the OIM will review the definition and recording of feedback as a separate indicator. In this reporting period, reporting against corrective actions has been included as required under the Act.*

Progress this reporting cycle

As the OIM is still in its establishment phase, a dedicated annual stakeholder survey has not yet been developed and implemented. Consequently, reporting against Indicators 1 to 3 in this cycle draws on findings from the Independent Rapid Evaluation undertaken by First Person Consulting in late 2025. These results should be considered as an interim measure for this domain and may contribute to the establishment of a baseline for future reporting.

The findings of the evaluation indicated that the OIM had established a strong foundation for engagement and independent oversight, providing encouraging early evidence of progress towards this outcome.

Stakeholders reported a strong understanding of the OIMs role and remit and overwhelmingly positive engagement experiences. As shown in Figure 7, all respondents agreed that they understood the OIMs role, while the vast majority agreed that it had been clear about what it can and cannot do, that engagement had been constructive and respectful, and that interactions had helped build trust and confidence in the OIM (Indicators 1 and 3).

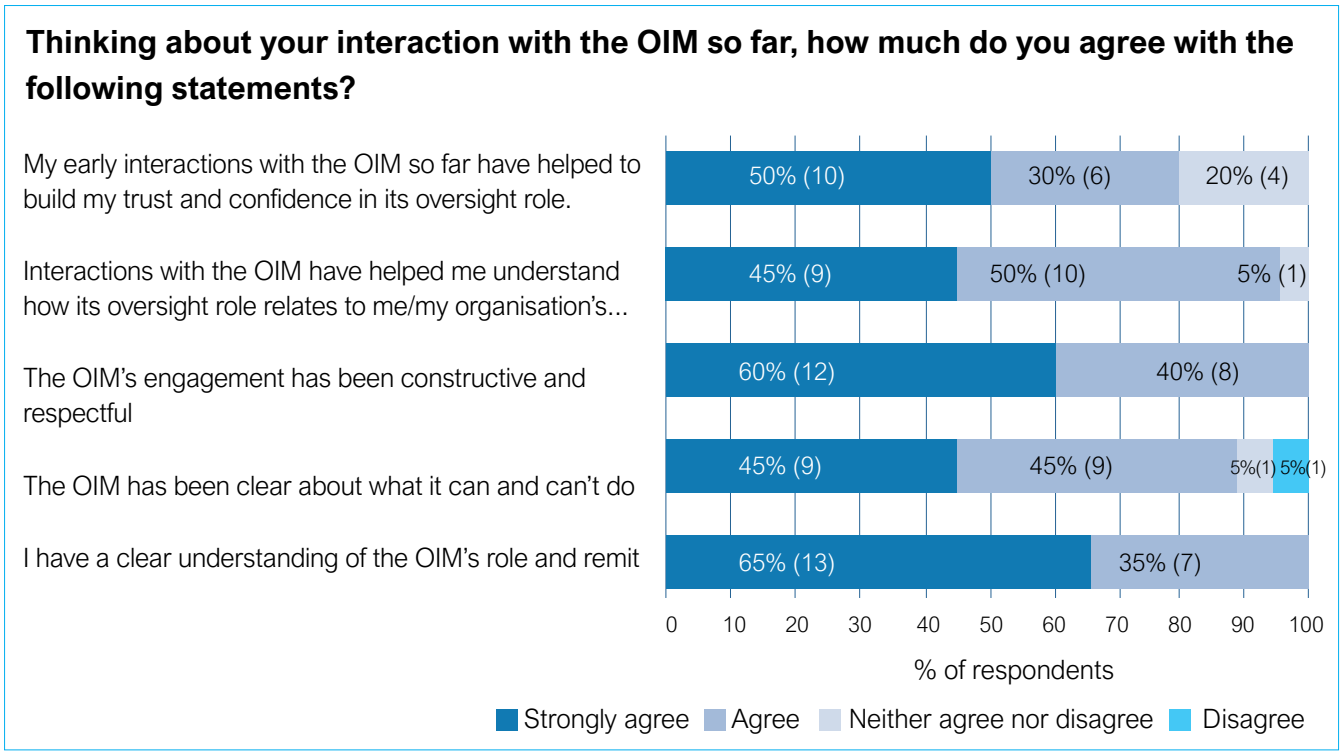


Figure 7. Agreement with statements on OIM interactions

Trust and confidence in the OIM were also strong. As shown in Figure 8, 75 per cent of respondents reported high or very high levels of trust and confidence, with only one respondent reporting a low level of trust and confidence (Indicator 1).

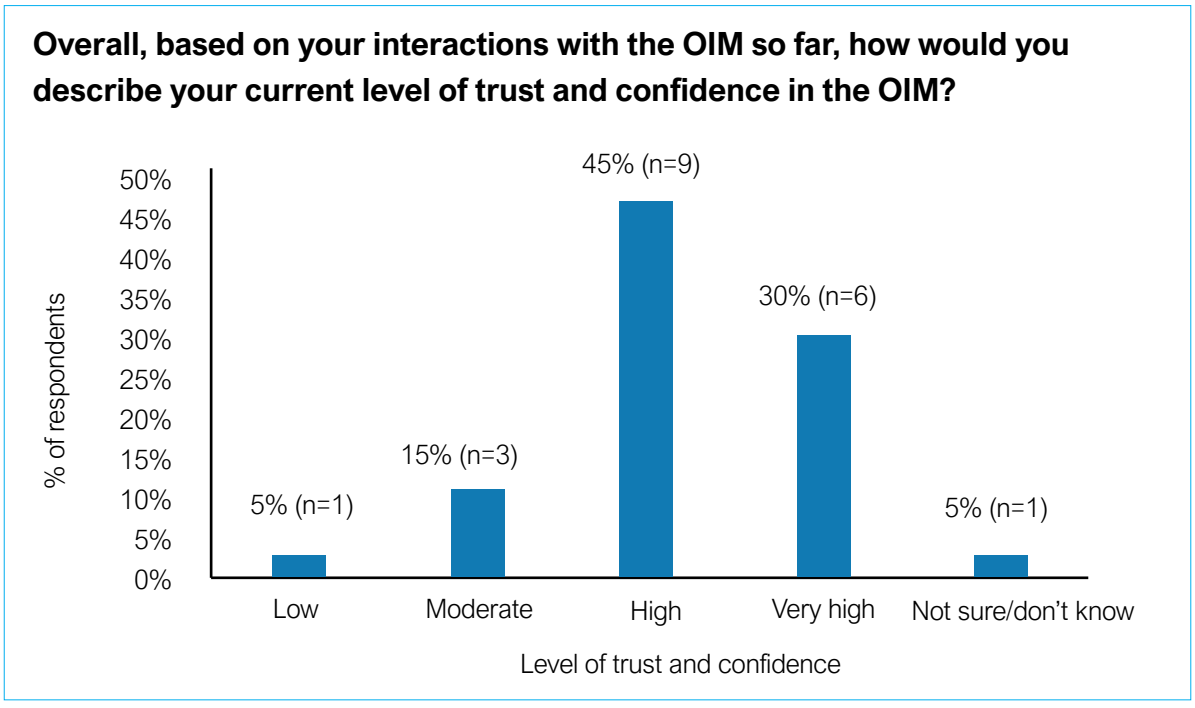


Figure 8. Current level of trust and confidence in the OIM

Qualitative feedback reinforced these findings. Stakeholders identified the OIMs openness, transparency, accessibility and willingness to listen as key strengths. The OIMs independence, commitment to accountability and collaborative approach were also frequently cited as important contributors to confidence in the OIMs oversight role (Indicators 1 and 2).

The evaluation also highlighted opportunities for continued improvement. While stakeholders were generally positive about the OIMs approach, some expressed a desire to see stronger evidence of its impact through oversight and accountability activities over time. Others highlighted the importance of continuing to demonstrate independence through transparent scrutiny and public reporting (Indicator 2).

In this reporting period no compliance notices were issued to agencies by the OIM (Indicator 4 - information gathering powers[31]). There were also no corrective actions items noted in this reporting period (Indicator 10).[32]

In this reporting period, one recommendation (DPAC led COI 21.04) was recorded as contested. This was where the OIM appraisal resulted in a different assessment of implementation status than that self-reported by the agency (Indicator 5). The status was contested because the evidence provided was not considered sufficient to support the agency's self-reported implementation status.

The Implementation Monitor recognises that decisions about the allocation of the State Budget are matters for the Government of the day. Since 2023, the Government has provided resources to support the reform agenda arising out of the Commission of Inquiry. During this reporting period, the Government introduced significant fiscal restraint and employment restrictions. These changes need to be considered alongside the structural changes and division of responsibilities arising from the machinery of government changes announced in March 2026 (Indicator 7).

Changes to staffing and funding dedicated to monitored recommendations and implementation, including the reallocation or redefining of responsibilities, have the potential to significantly affect the pace and sustainability of reform. Many stakeholders have raised concerns with the Implementation Monitor that these changes will, at least, slow the pace of reform and, in some areas may affect the implementation of recommendations (Indicator 7).

The Implementation Monitor sought information from the Department of Treasury and Finance regarding budget allocations for agencies, and this information has been provided. To assess the implications of this information, the Monitor will need to understand the detail of agency budget bids alongside the funding allocated in the 2025-26 Budget and forward estimates.

Over the next 12 months the Monitor will review and evaluate the relevant information and, where necessary, advocate to Government for appropriate funding and resources for agencies to support the timely implementation of monitored recommendations.

31 *OIM Act* (n 6) s 19.
32 Ibid s 21(2)(d).

Implementation Monitor's observations

I consider the rapid evaluation findings to provide encouraging early evidence that stakeholders understand, trust and have confidence in the OIMs oversight role. As the reform program progresses, maintaining and strengthening this confidence will depend on our continued commitment to transparency, independence and accountability.

The identification of a contested recommendation demonstrates the practical operation of our independent appraisal function. While agencies are responsible for self assessing their implementation progress, I undertake an independent, evidence-based appraisal of that progress and may contest a reported status where the available evidence does not sufficiently support the level of implementation reported by an agency.

Contested recommendations represented a very small proportion of recommendations reviewed during the reporting period. Of the 276 recommendations reviewed, only one was assessed as contested. In my view, this indicates a high degree of alignment between agency self-assessments and my appraisal of implementation progress, while also demonstrating the robustness of the assurance process and the willingness to challenge reported implementation status where the available evidence does not substantiate the assessment made.

I also note that agencies are implementing reforms in an environment characterised by fiscal restraint, employment restrictions and machinery of government changes. While decisions regarding funding and resourcing are a matter for Government, these factors have the potential to affect agencies' capacity to sustain reform activity and deliver implementation outcomes. During the next reporting period, I will continue to monitor the impact of these changes, including through analysis of agency resourcing and budget data, and will advocate where necessary for appropriate support to enable the timely implementation of monitored recommendations.

As this is the first reporting cycle in which contested recommendations have been formally identified and recorded, the result provides an initial baseline for future reporting. Future reporting will consider not only the number of contested recommendations, but also whether contested outcomes are subsequently resolved, providing a further indicator of accountability, responsiveness and continuous improvement across the reform program.

Domain 2: Monitoring recommendation implementation

This domain focuses on whether reforms are being implemented in a way that reflects the intent of recommendations arising from inquiries and reviews. In the short-term, success is reflected in agencies implementing reforms as intended. Reporting under this domain will examine implementation status, progress against recommendations, movement through implementation stages and whether agreed timeframes are being achieved (Table 4).

Table 4. Domain Two short-term indicators

Indicators	Measures
12. Implementation status, reported by agency	12a. No. and % of recommendations by status level, by total, inquiry and agency.
13. Implementation status, reported by Implementation Monitor	13a. No. and % of recommendations by status level, by total, inquiry and agency.
14. Progress made	14b. No. of recommendations, by agency, where one or more implementation actions have been taken. 14c. Progress reported against each recommendation in the Annual Report (see appendices D to H)
15. Compliance with timelines	15a. No. and % of recommendations that met timelines detailed in the relevant reform.

Progress this reporting cycle

This reporting cycle establishes the first comprehensive baseline of implementation status across recommendations monitored by the OIM. Future reporting cycles will enable trend analysis, including assessment of movement between implementation stages, areas of accelerated progress and recommendations where progress has stalled.

The implementation status appraised by the OIM for each agency can be seen in Appendices D-H (Indicator measure14.c). All recommendations appraised had one or more implementation actions undertaken during this reporting cycle (Indicator measure 14.b).

The implementation status data in Table 5 and Figures 9-10 shows that most recommendations are progressing through implementation, with 84 per cent assessed as either completed, substantially progressed, in progress or embedded as business-as-usual change. Across all monitored recommendations, 33 per cent were assessed as completed, 21 per cent as substantially progressed, 23 per cent as in progress and 7 per cent as embedded change. Seventeen per cent of recommendations were closed, largely reflecting recommendations from the Royal Commission that were determined to be no longer applicable or superseded (Indicator 13).

Table 5. Recommendation status by COI and related reviews

Review	Closed	Not started	In progress	Substantially progressed	Completed	Embedded change	Total
COI		1 <1%	56 29%	53 28%	78 40%	3 2%	191 69%
DOE	1 5%				5 25%	14 70%	20 7%
Child Safe Governance Review (LGH)*					2 100%		2 1%
Royal Commission	46 79%		4 7%	4 7%	4 7%		58 21%
Weiss			3 60%		2 40%		5 2%
Total	**47** **17%**	**1** **<1%**	**63** **23%**	**57** **21%**	**91** **33%**	**17** **6%**	**276**

** A further appraisal of 90 recommendations from the Child Safe Governance Review will be undertaken in late 2026*

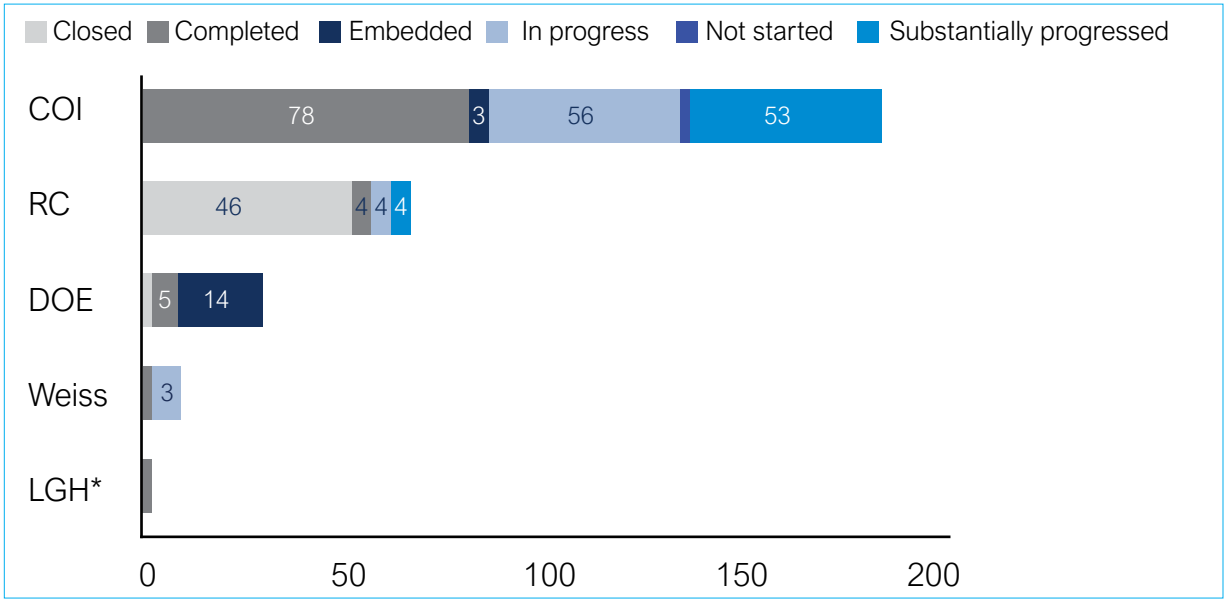


Figure 9. Recommendation status by COI and related reviews (Chart)

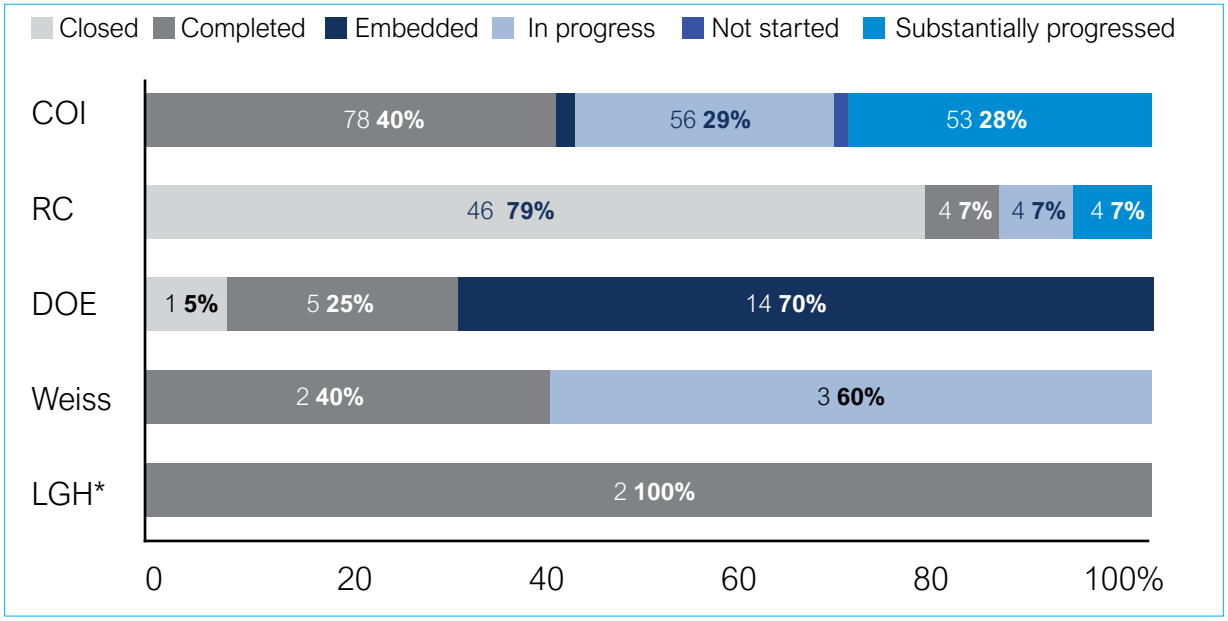


Figure 10. Recommendation status by COI and related reviews (100% stacked chart)

Implementation status varied across reviews and agencies as can be seen in Table 6 and Figures 11-12. Recommendations arising from the Commission of Inquiry and related reviews were generally progressing, with 61 per cent of these recommendations assessed as completed, substantially progressed or embedded.

At the agency level, implementation activity was most concentrated within DECYP, which is responsible for almost half of all monitored recommendations, while DoH, Justice and DPAC reported high proportions of recommendations completed or actively progressing (Indicator 12).

Table 6: Recommendation status by agency – all reviews combined

Agency	Closed	Not started	In progress	Substantially progressed	Completed	Embedded change	Total
DECYP	35 26%	1 1%	29 22%	33 25%	22 16%	14 10%	134 49%
DoH			2 8%	1 4%	23 88%		26 9%
Justice	5 8%		15 24%	15 24%	27 44%		62 22%
DPFEM	3 23%			1 8%	6 46%	3 23%	13 5%
DPAC	4 11%		17 49%	6 17%	8 23%		35 13%
ISO				1 17%	5 83%		6 2%
Total	**47** **17%**	**1** **<1%**	**63** **23%**	**57** **21%**	**91** **33%**	**17** **6%**	**276**

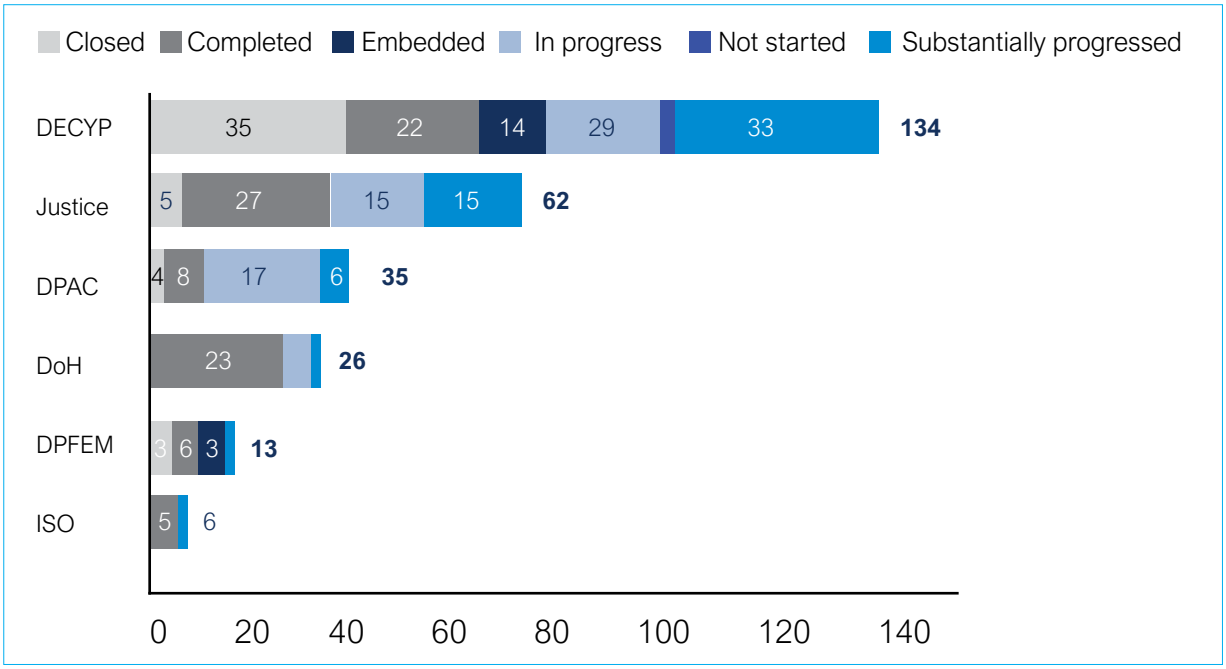


Figure 11. Recommendation status by agency – All reviews combined (Chart)

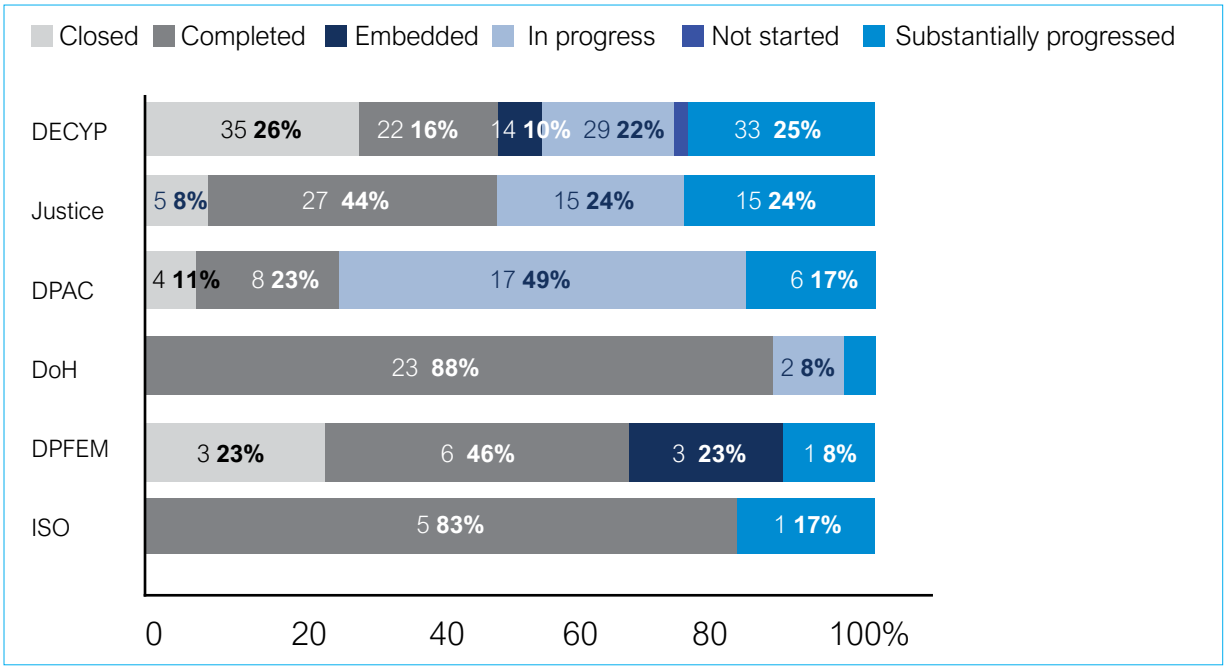


Figure 12. Recommendation status by agency – All reviews combined (100% stacked Chart)

Where the OIMs appraisal of status was different from the status reported by the agency, it is noted in Domain One under contested recommendations (Indicator 5).

In this reporting cycle, compliance with timeframes was analysed for the Commission of Inquiry recommendations against the original implementation timelines set out in the Tasmanian Government's response to the Commission of Inquiry, see Table 7 and Figure 13 (Indicator 15).

Overall, 41 per cent of these recommendations had not been implemented within these timeframes. However, these delays should be interpreted with caution. The reform program involves complex, system-wide change, and during the reporting period several implementation timeframes were revised by Government.

While achieving meaningful and sustainable reform may at times require adjustments to planned delivery dates, such changes reinforce the importance of transparent reporting, clear rationales for revised timeframes and robust oversight arrangements. Continued monitoring of the reasons for, and impacts of, timeframe changes will remain important to ensuring accountability and maintaining confidence in the reform process.

Table 7. COI delayed recommendations against original implementation timeframes

Agency	Phase 1 No. delayed	Phase 2 No. delayed	Total No. delayed	Total No. rec	Total % delayed
DECYP	0	41	41	75	55%
DoH	0	1	1	24	4%
Justice	1	16	17	48	35%
DPAC	5	12	17	30	57%
DPFEM	0	1	1	8	14%
ISO	0	1	1	6	17%
Total	**6**	**72**	**78**	**191**	**41%**

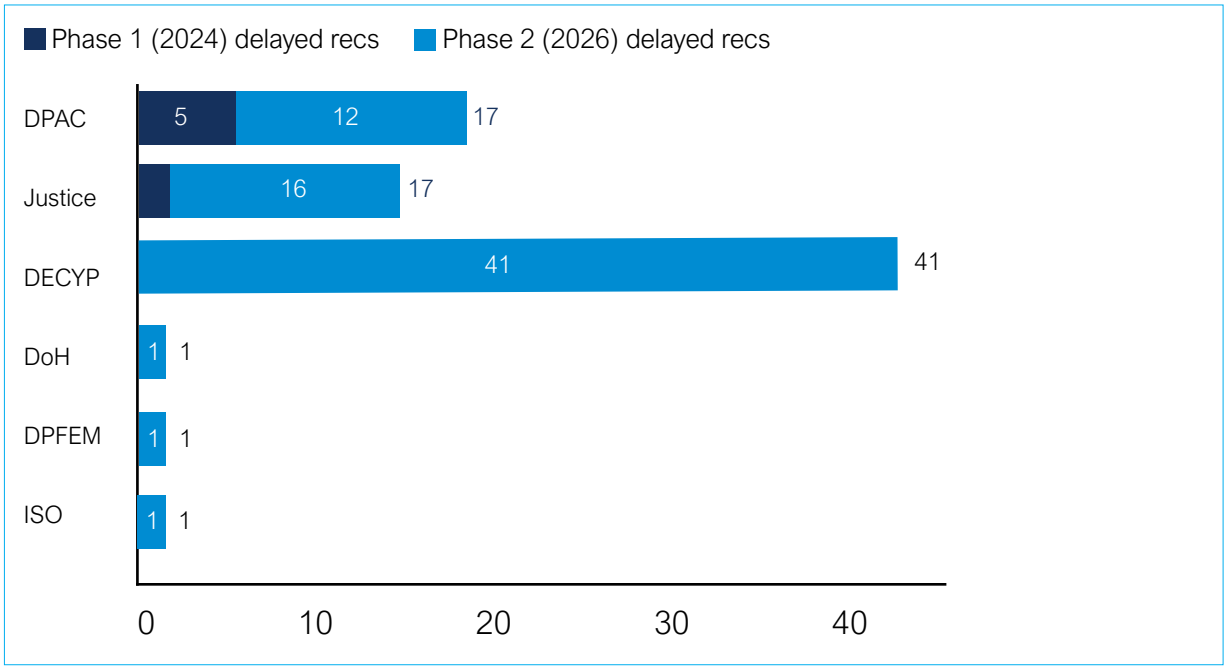


Figure 13. COI delayed recommendations against original implementation timeframes (Chart)

Implementation Monitor's observations

This reporting cycle establishes an important baseline for monitoring the implementation of recommendations across the reviews within my remit. Overall, I observed evidence of implementation activity against all recommendations assessed, with most recommendations either completed, substantially progressed or actively in progress.

While the findings demonstrate a strong commitment to reform across agencies, they also highlight the scale and complexity of the work still underway. Delays against some original implementation timeframes are understandable in the context of system-wide reform, but ongoing transparency and accountability for revised timeframes remain important.

Future reporting cycles will provide greater insight into the pace of implementation, movement between implementation stages and whether reforms are becoming embedded in policy, practice and organisational culture.

Domain 3: Supporting government accountability and processes

This domain considers whether agencies are becoming more transparent, accountable and reflective in their approach to child safety reform. In the short-term, success is reflected in visible signs of a more open and learning oriented culture within agencies. Reporting under this domain will examine public reporting practices, staff accountability through safeguarding training, evidence of reflective practice and continuous improvement, and the quality of communication and collaboration between agencies (Table 8).

Table 8. Domain Three indicators

Indicators	Measures
19. Public update coverage	19a. No. of in-scope reviews for which a public progress update is reported by the responsible agency(ies) in the reporting period.
20. Agency staff accountability	20a. No. and % of agency staff who have completed their agency's child safeguarding mandatory training.
23. Public update quality (medium-term outcome)	23a. No. of published updates that the Implementation Monitor rates as sufficient, credible and relevant.

Progress this reporting cycle

While not all of the Implementation Framework indicators were able to be assessed during this reporting cycle, submissions received by the OIM highlighted the importance of accountability, transparency and effective coordination across agencies. Several submissions identified ongoing challenges associated with system integration and collaboration, reinforcing the importance of future monitoring in these areas.

Public submissions received during the reporting period also provided insights into stakeholder perceptions of government accountability and reform processes. While submissions were generally supportive of the direction of reform, many emphasised the need for greater accountability and transparency regarding implementation progress. Stakeholders also identified challenges relating to system coordination and integration, highlighting the importance of effective collaboration across agencies to achieve sustainable reform outcomes. These themes reinforce the ongoing relevance of Indicators 21 and 22 and provide context for future reporting in these areas.

During 2025-26, the Tasmanian Government continued public reporting on implementation of the Commission of Inquiry recommendations through the Keeping Children Safe website, including a progress report for 1 May to 31 July 2025, a quarterly report for 1 August to 31 October 2025 (where 27 recommendations had their timelines pushed back and 13 recommendations had their timeline brought forward), and a biannual report covering

1 November 2025 to 30 June 2026. Reporting also continued through recommendation status updates, website news articles and newsletters. Reporting included greater reference to specific recommendations and completed actions, providing improved visibility of implementation activity (Indicator 19).

However, consistent with concerns raised by the Implementation Monitor in 2024-25, reporting remained largely focused on implementation activities, milestones and recommendation status, with limited evidence of more detailed reporting on implementation challenges, outcomes achieved, lessons learned, or the impact of reforms for children and young people.

A desktop review, validated through discussions with agencies and supplemented by information provided by agencies, identified public reporting across a range of government websites relating to the Commission of Inquiry and other child safety reviews and inquiries. This demonstrated an ongoing commitment to public transparency and accountability for child safety reform activity.

This desktop review identified Commission of Inquiry implementation reporting on Department of Justice and Department of Health websites, as well as reporting relating to the Royal Commission into Institutional Responses to Child Sexual Abuse, the Child Safe Governance Review, the Weiss Review and the Independent Inquiry into the Department of Education. Notably, the biannual implementation report covering 1 November 2025 to 30 June 2026 was the first report published on the Keeping Children Safe website to incorporate reporting on relevant recommendations and actions arising from these related reviews and inquiries where implementation remained ongoing. This represented a significant improvement in public reporting, providing a more consolidated view of child safety reform activity across government and recognising the interconnected nature of recommendations arising from multiple reviews and inquiries.

While this broadened the scope of reporting and improved visibility of related reform initiatives, information continued to be spread across a range of websites and reporting mechanisms. In addition, there was limited evidence of recent standalone public reporting against several of the related reviews during 2025-26. The most recent dedicated reports identified included the Fifth and Final Royal Commission Progress Report (2023), an implementation status update for the Child Safe Governance Review (2024), a Weiss Review Interim Progress Report (January 2024), and implementation reporting for the Independent Inquiry into the Department of Education (2021) (Indicator 23).

The OIM requested information from agencies on child safeguarding training completion and training requirements. While the OIM Act grants the Implementation Monitor an oversight function across all Tasmanian Government entities under the *State Service Act 2000*,[33] this data collection exercise focused on lead agencies and selected government agencies whose frontline staff are more likely to have direct contact with children and young people. Future

33 *OIM Act* (n 6) sch 1.

reporting cycles may expand reporting to additional government agencies. The data reported in Table 9 and Figure 14 relates to permanent and fixed-term employees only, as this was the only workforce category for which comparable data was available across participating agencies (Indicator 20).

Across the seven agencies that provided data, 32,411 permanent and fixed-term employees had completed mandatory child safeguarding training, representing 87.2 per cent of staff. Training completion rates were higher (exceeding 90 per cent) in DECYP, DPAC, DPFEM and NRE Tas. DoH reported a completion rate of 82.0 per cent and Justice reported 75.5 per cent. Homes Tasmania reported a completion rate of 3.4 per cent and advised that child safeguarding training is not mandatory for its staff.

Table 9. Permanent and fixed-term staff who have completed their agency's child safeguarding mandatory training

Agency	Headcount No.	Training completion rate (%)
DECYP	12,797	92.7%
DoH	13,316	82.0%
Justice	1,425	75.5%
DPAC	519	91.9%
DPFEM	2,835	96.1%
Homes Tas	7	3.4%
NRE Tas	1,512	98.3%
Total	**32,411**	**87.2%**

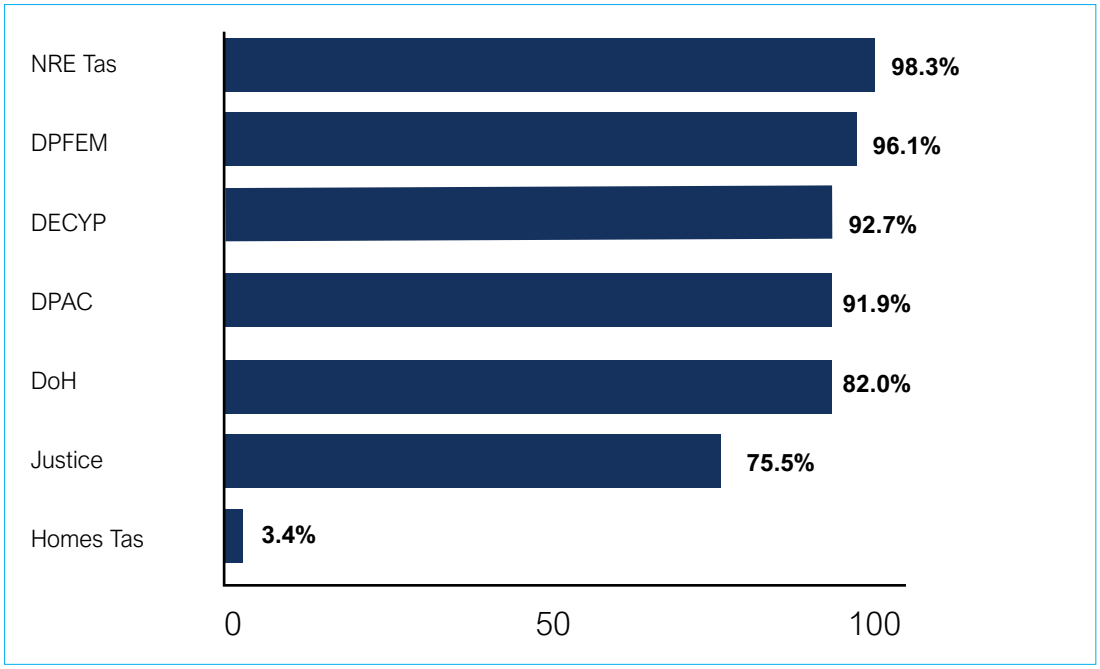


Figure 14. Permanent and fixed-term staff who have completed their agency's child safeguarding mandatory training (Completion rate in percentages)

While the primary measure focuses on permanent and fixed-term employees, some agencies were able to provide additional information for other workforce groups. DoH provided training completion data for casual employees, while DPFEM provided data relating to casual employees and volunteers. Variations in workforce composition, training requirements and agency reporting systems mean that comparable data for these groups was not available across all agencies. Further information is provided in Appendix C.

Implementation Monitor's observations

The information available during this reporting cycle highlights the importance stakeholders place on accountability, transparency and clear communication regarding reform progress. Through submissions received by my Office, I observed a strong expectation that agencies should not only report on implementation activity, but also demonstrate the impact of reforms for children, young people and families.

I have observed positive improvements in public reporting during 2025-26, particularly through the inclusion of implementation updates from a broader range of child safety reviews and inquiries. This represents an important step towards a more coordinated and accessible picture of reform activity across government.

However, there is further opportunity to strengthen public reporting by increasing the focus on outcomes achieved, challenges encountered, lessons learned and the practical impacts of reform. As reporting arrangements continue to mature, I will continue to monitor how agencies demonstrate accountability, support continuous improvement and communicate progress to the Tasmanian community.

The training data indicates that child safeguarding training has been implemented across participating agencies, with a substantial proportion of permanent and fixed-term employees reported as having completed the required training. The data also highlights differences in agency reporting capability, workforce coverage and training requirements, which affected the extent to which comparable information could be collected. As reporting matures, improving the consistency and comparability of workforce training data will support stronger accountability and provide a more complete understanding of child safeguarding capability across government.

Domain 4: Embedding lived experience and stakeholder feedback

This domain focuses on ensuring that victim-survivors, children, young people and other stakeholders are engaged in safe, respectful and meaningful ways. In the short-term, success is reflected in stakeholders feeling heard, respected and valued through trauma-informed engagement. Reporting under this domain will examine the scope and purpose of engagement activities, the use of lived experience evidence, and whether participants report feeling safe and respected throughout engagement processes (Table 10).

Table 10. Domain Four short-term indicators:

Indicators	Measures
26. Number and rationale of engagements	26a. Implementation Monitor: No. of Implementation Monitor-run engagements undertaken each year, by participant type. 26b. Agencies: No. of agency engagements mentioned in submissions to the Implementation Monitor, by participant type. 26c. Implementation Monitor: No. of references to the use of existing lived experience evidence, with rationale provided. 26d. Agencies: No. of references to the use of existing lived experience evidence, with rationale provided, in submissions to the Implementation Monitor. *Comprehensive reporting against this indicator has not been undertaken during this reporting cycle. However, information gathered through stakeholder engagement activities, the rapid evaluation and public submissions provide preliminary insights that will inform future reporting.*
27. Participants feeling safe and respected	27a. % of participants in Implementation Monitor-run engagements reporting that they felt safe and respected, by participant type. *A dedicated participant survey was not conducted during this reporting period. However, findings from the rapid evaluation and feedback received through public submissions provide early evidence of stakeholders' experiences of engagement with the OIM.*

Progress this reporting cycle

The rapid evaluation provides early insights into stakeholder engagement preferences and expectations. Stakeholders expressed a clear preference for engagement approaches that enable dialogue and collaboration. As shown in Figure 15, small group meetings or roundtables (73 per cent), targeted one-on-one meetings (68 per cent) and periodic briefings or forums (59 per cent) were the most preferred forms of future engagement. These preferences were broadly consistent across government and non-government stakeholders.

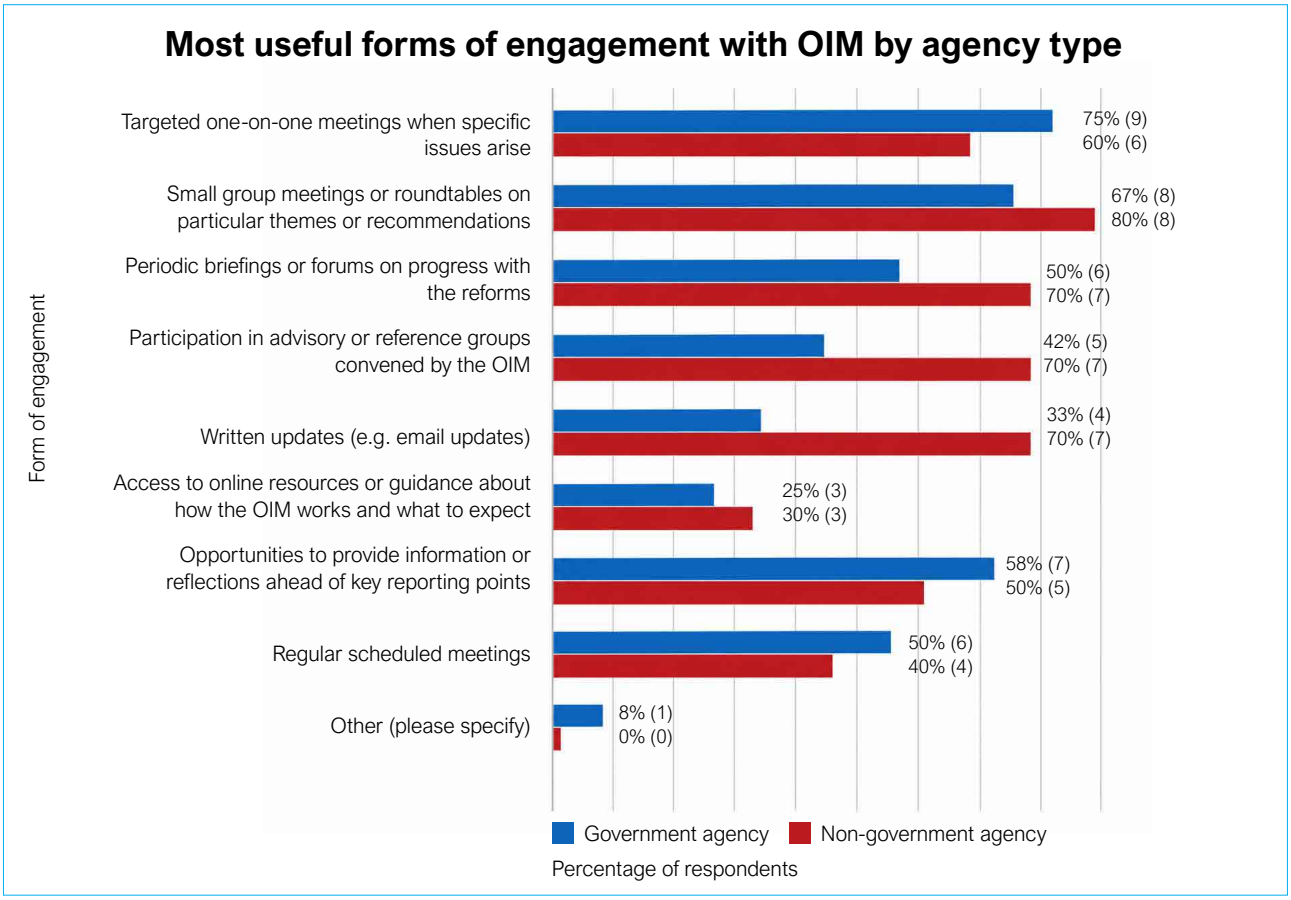


Figure 15. Most useful forms of future engagement, by stakeholder type

Stakeholders emphasised the importance of engagement that is purposeful, transparent and linked to decision-making. Respondents highlighted the value of ongoing opportunities to discuss reform progress, provide feedback and raise emerging issues. Feedback also identified opportunities to further strengthen engagement with victim-survivors and community organisations through approaches that are tailored, trauma-informed and informed by existing lived experience evidence where appropriate. These findings provide early context for future monitoring of Indicators 26 and 27.

Stakeholder engagement activities, public submissions and the rapid evaluation have provided preliminary insights that will inform future reporting. During the reporting period, the Implementation Monitor and OIM staff undertook extensive engagement with agencies, oversight bodies, parliamentarians, community organisations and people with lived experience, establishing a baseline for future reporting against this indicator.

For further information on stakeholder engagement for this reporting period see the chapter on Stakeholder Engagement earlier in this report.

Public submissions received during the reporting period further reinforced the importance of lived experience in shaping and evaluating reform. Common themes included calls for a victim-survivor-centred approach, stronger recognition of children's voices and rights, and ongoing monitoring and evaluation informed by stakeholder perspectives. Several submissions emphasised that sustainable reform requires more than policy change, highlighting the importance of genuine cultural change and meaningful participation by those with lived experience of systems and services.

Implementation Monitor's observations

The feedback received through the rapid evaluation and public submissions reinforces the importance of meaningful engagement in supporting reform implementation. I have observed a strong preference for engagement approaches that enable direct dialogue, collaboration and the exchange of ideas, rather than one-way communication.

Stakeholders also emphasised the importance of ensuring that victim-survivors, children, young people and community organisations continue to have opportunities to contribute to reform discussions and oversight. These findings reinforce the importance of engagement that is purposeful, transparent and informed by lived experience.

As my Office continues to mature, I will strengthen mechanisms for capturing and reporting on the quality and impact of engagement activities, including whether participants feel safe, respected and able to influence reform discussions. The insights gathered during this reporting cycle provide an important baseline for future monitoring and reporting under this domain.

Sexual Assault Support Service (SASS)

The experiences and testimony of victim-survivors, alongside the findings of recent inquiries and reviews, have reinforced the need for sustained, coordinated and transparent reforms to ensure that the harms of the past are never repeated.

The role and functions of the Implementation Monitor and the Office are critical to this work. Independent oversight increases transparency and accountability across a complex reform program, including scrutiny of how reforms are working together and what they are changing in practice. This is particularly important in the context of child sexual harm, where progress cannot be measured by the completion of individual actions. Instead, requiring sustained attention on whether reforms strengthen the conditions required to prevent harm, to intervene early, to respond safely and ultimately to ensuring the safety and wellbeing children and young people. We have greatly valued our engagement with Robert and the staff at the Office. They have listened carefully to the perspectives, experiences and challenges we have shared and have demonstrated a sustained commitment to the intent of the child safe reforms.

During the reporting period, SASS's work across the prevention continuum has continued. This includes a breadth of primary prevention education and training programs across Tasmania, within schools, communities, institutions and workplaces; supports for children and young people who have experienced sexual harm and children who have displayed harmful sexual behaviours, and their families and support networks; and advocacy for legislative, policy and systemic reform.

We look forward to continuing to work alongside Robert and the staff at the Office to support reform that is accountable, informed by the realities of child sexual harm and capable of delivering lasting improvements to the safety and wellbeing of all children and young people in Tasmania.

Shirleyann Varney
Chief Executive Officer of the Sexual Assault Support Service (SASS)

Domain 5: Evaluating institutional systems change

This domain focuses on building the evidence base needed to assess whether reforms are contributing to broader and lasting systems change. In the short-term, success is reflected in agencies maintaining the systems, data and resources needed to support meaningful monitoring and reporting. Reporting under this domain will examine the quality and adequacy of evidence available for appraisal and the extent to which agencies provide timely access to information that supports a system-wide view of reform progress (Table 11).

Table 11. Domain Five short-term indicators included in this reporting cycle:

Indicators	Measures
31. Evidence is adequate for system reporting	31a. % of all recommendations that show all three: relevance, credibility and sufficiency to ensure that appraisal can sufficiently occur.
32. Access and cooperation for reporting are in place	32a. Assurance note is included in the report confirming that the Implementation Monitor had adequate and timely access to information to assemble a system view – yes/no and short statement.

Progress this reporting cycle

Establishing robust systems for evidence collection and appraisal was a major focus of this reporting cycle. While some indicators remain in their baseline phase, the development of the appraisal framework, evidence requirements and recommendation assessment processes has established a foundation for more sophisticated system-level reporting in future years.

For Indicator 31, there was one Commission of Inquiry recommendation for which the evidence provided by the agency was assessed as insufficient to support the appraisal process (DPAC COI 21.04).

Agencies complied with agreed timeframes for reporting against the Commission of Inquiry and related reviews. As part of the monitoring process, agencies were provided with the OIMs appraisals of recommendation status and supporting evidence and were given the opportunity to provide feedback, clarification and additional information. Agencies responded in a timely manner and engaged constructively throughout the process. This collaborative approach supported the accuracy and completeness of assessments while maintaining the independence of the OIM (Indicator 32).

As the first year of implementing the Framework,[34] assessment activity focused primarily on reviewing recommendation status and the evidence supporting implementation. A broader assessment of reform effectiveness, outcomes and system-wide impact was beyond the scope of this reporting cycle and will be a focus of future monitoring and evaluation activities (Indicator 32).

34 *Implementation Framework* (n 16).

Implementation Monitor's observations

This reporting cycle has established an important foundation for future evaluation of systems change. I have observed strong cooperation from agencies in providing information and participating in the appraisal process, which enabled my Office to undertake independent assessments of recommendation implementation status.

The evidence provided was generally relevant, credible and sufficient to support appraisal activities. However, the identification of one recommendation where evidence was insufficient highlights the importance of maintaining robust documentation and evidence collection processes to support transparent reporting and accountability.

I am encouraged by agencies' timely engagement throughout the reporting process and their willingness to provide clarification and additional information where required. This has supported both the accuracy of assessments and the development of a stronger evidence base for future monitoring and evaluation.

As this is the first reporting cycle under the Framework, assessment activities focused on implementation status and evidence of progress. In future years, my Office will increasingly focus on whether reforms are contributing to intended outcomes and lasting systems change for children and young people. Strengthening data quality, evaluation capability and evidence collection across government will be critical to this work.

Commission of Inquiry into the Tasmanian Government's Response to Child Sexual Abuse in Institutional Settings

Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings

Overview

The Commission of Inquiry was established on 15 March 2021 to investigate how Tasmanian Government institutions had responded to child sexual abuse and to identify reforms to better protect children and young people.[35] The announcement of the Commission of Inquiry came after high-profile revelations of child sexual abuse perpetrated by Tasmanian State Service employees, including pediatric nurse James Griffin at the Launceston General Hospital.[36]

Its final report, delivered in August 2023 and tabled in Parliament in September 2023, made 191 recommendations for systemic reform across government institutions.

The report was presented across eight volumes, examining specific sectors, themes and reform priorities. Together, the volumes identify systemic failures, documents the experiences of victim-survivors, and sets out a comprehensive framework for strengthening child safety across Tasmania's institutions.

Recognising that implementation would require sustained effort over many years, the Commission of Inquiry recommended the establishment of an independent implementation monitor to oversee and publicly report on progress. The Commission of Inquiry considered independent oversight an important mechanism for supporting accountability, transparency and public confidence in the reform process.[37]

Progress during the reporting period

The status of recommendation implementation demonstrates substantial progress across government in responding to the Commission of Inquiry's recommendations. In this reporting period, 134 recommendations (70 per cent) were assessed as either substantially progressed, completed or embedded change, including 81 recommendations (42 per cent) that were assessed as completed or embedded change. Fifty-six recommendations (29 per cent) remained in progress, while only one recommendation had not yet commenced (Table 12 and Figures 16-17).

35 Order of the Governor of Tasmania made under the *Commissions of Inquiry Act 1995* (March 2021).
36 Camille Bianchi, *The Nurse* Podcast (October 2020).
37 *Commission of Inquiry* (n 1) vol 8, 296–305.

Table 12. Recommendation status count by agency – COI review

Lead agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DECYP	1 1%	25 33%	32 43%	17 23%		75
Justice		12 25%	12 25%	24 50%		48
DPAC		17 57%	6 20%	7 23%		30
DoH		2 8%	1 4%	21 88%		24
DPFEM			1 13%	4 50%	3 38%	8
ISO			1 17%	5 83%		6
Total	**1 1%**	**56 29%**	**53 28%**	**78 41%**	**3 1%**	**191**

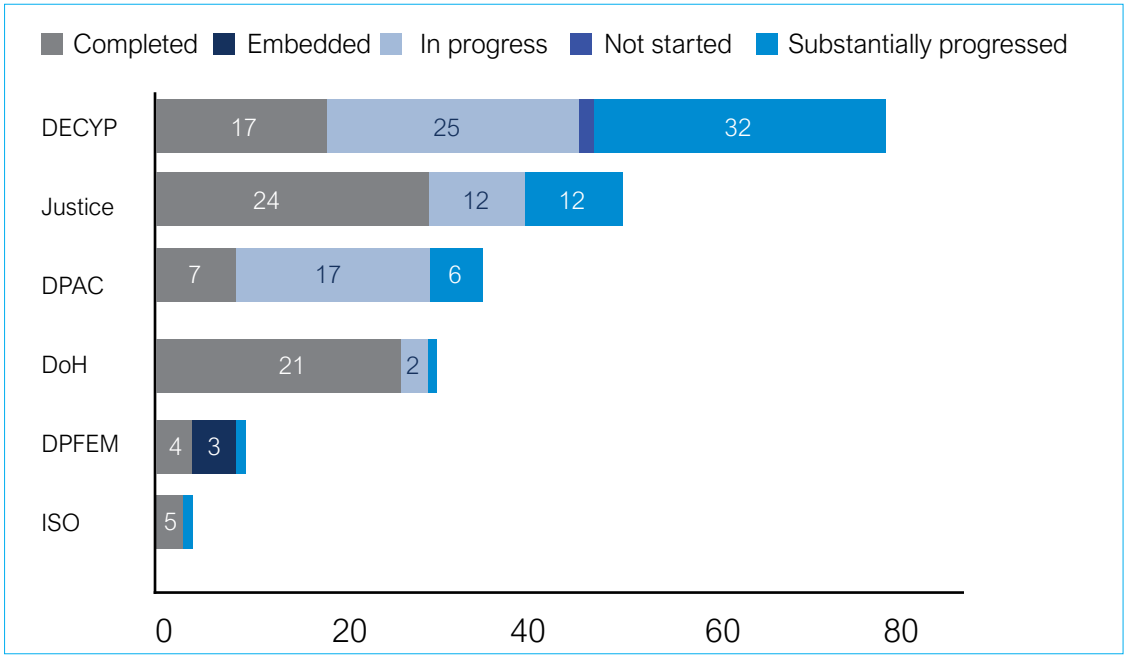


Figure 16. Recommendation status count by agency – COI review (Chart)

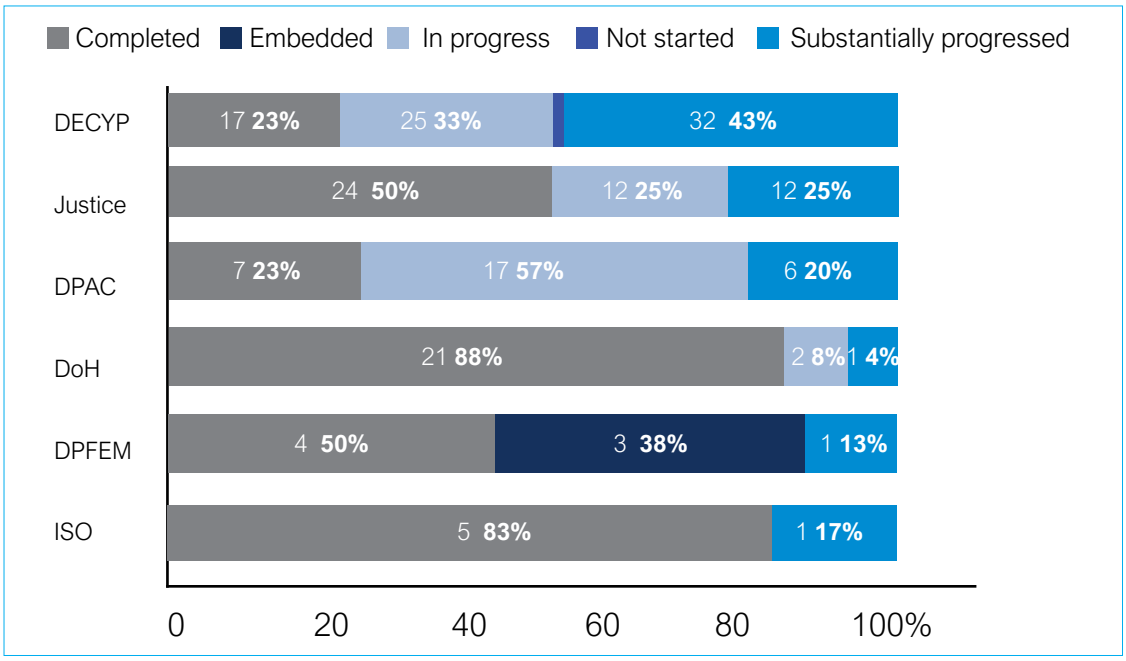


Figure 17. Recommendation status count by agency – COI review (100% stacked chart)

Progress varies across agencies, reflecting the different scale and complexity of the reforms they are responsible for delivering. DECYP, which has responsibility for the largest number of recommendations, continues to undertake a significant volume of implementation activity. Justice and DoH have achieved high rates of completion, while many of DPAC's recommendations remain in active delivery. DPFEM and the Independent Statutory Office's have progressed most of their recommendations to completion or substantial completion.

Overall, agencies have moved beyond the early stages of responding to the Commission of Inquiry's recommendations and are actively implementing reform. The high proportion of recommendations assessed as substantially progressed, completed or embedded demonstrates a sustained commitment across government to delivering the Commission of Inquiry's reform agenda. As implementation progresses, attention will increasingly need to focus not only on whether recommendations have been delivered, but also on how well reforms are embedded in policy, practice and organisational culture, and whether they are supporting the intent of the Commission of Inquiry's recommendations.

While the information above provides a whole-of-government overview of implementation progress, it does not fully capture progress against the broader reforms envisaged by the Commission of Inquiry. The Commission of Inquiry's 191 recommendations were developed within the context of the eight report volumes, each examining specific sectors, systemic issues and reform priorities.

To better understand implementation in relation to the Commission of Inquiry's findings and intended reforms, the following sections consider progress through the lens of each relevant volume of the Commission of Inquiry. This approach enables implementation activity to be examined in the context of the issues identified by the Commission of Inquiry, the intent of the recommendations, and the reform objectives sought within each area.

COI Volume 3 – Children in schools

The Commission of Inquiry made 16 recommendations in Volume 3 of its report about the Tasmanian Government school system's response to allegations and risks of child sexual abuse.[38] Volume 3 contained three chapters: Chapter 4 on the background, Chapter 5 on case studies and Chapter 6 on the way forward.

Chapter 4 acknowledges that although schools should be places to learn and connect, they have been places where some students have been abused by staff or other students.[39] Chapter 5 details eight case studies of the experiences of victim-survivors, which revealed weaknesses in departmental responses to allegations of child sexual abuse.[40] Chapter 6 outlines the steps the Tasmanian Government should take to make schools safer places for children and young people.[41]

The OIM's appraisal was consistent with agency-reported implementation status, with six recommendations assessed as 'Completed', eight as 'Substantially Progressed' and two as 'In Progress' (Table 13).

Table 13. Appraised status - Commission of Inquiry - Children in schools, Volume 3

Lead agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DECYP		1 7%	8 53%	6 40%		15
DPAC		1 100%				1
Total		**2** **13%**	**8** **50%**	**6** **38%**		**16**

Progress during the reporting period

In the last 12 months, DECYP has made significant progress implementing the Commission of Inquiry's recommendations for the school system, including:

- developing the Safe and Well: Respectful Relationships and Harm Prevention Curriculum, which will deliver child sexual abuse prevention, consent and respectful relationships education from Prep to Year 12 (Rec 6.01)
- strengthening safeguarding arrangements through the establishment of the Office of Safeguarding Children and Young People and the publication of key safeguarding policies, procedures and guidance materials (Recs 6.02, 6.03)
- implementing a professional conduct framework for workers in schools and Child and Family Learning Centres, with clear behavioural expectations applying across all worker groups (Rec 6.04)

38 Refer to Appendix D for a full list of the Commission of Inquiry Volume 3 recommendations.
39 *Commission of Inquiry* (n 1) vol 3, 1.
40 Ibid 84.
41 Ibid 100.

- developing consistent, trauma-informed guidelines outlining the supports available when allegations and incidents of child sexual abuse and harmful sexual behaviours occur (Rec 6.07)
- working with Catholic Education Tasmania, Independent Schools Tasmania and the Office of the Education Registrar to establish a consistent statewide approach to safeguarding children and young people in all Tasmanian schools (Rec 6.08)
- developing the Teachers Registration Bill 2026[42] and progressing reforms to strengthen teacher regulation, information-sharing, professional standards and compliance powers (Recs 6.05, 6.10, 6.11, 6.12, 6.13 and 6.15)
- continuing national advocacy and establishing interim arrangements to strengthen child safety protections within teacher registration arrangements through Tasmania's exemption from Automatic Mutual Recognition (Rec 6.14).

Areas of continued focus

In the next 12 months, DECYP will continue to work towards major reforms aimed at strengthening child safety across the school system, including:

- implementing and embedding the Safe and Well: Respectful Relationships and Harm Prevention Curriculum across government schools (Rec 6.01)
- implementing the Volunteer and Contractor Management System to strengthen oversight of compliance with pre-commencement requirements and site visit tracking (Rec 6.05)
- progressing the passage and implementation of the Teachers Registration Bill 2026[43] to strengthen teacher regulation, professional standards and information-sharing arrangements (Recs 6.05, 6.10, 6.11, 6.12, 6.13 and 6.15)
- finalising and implementing the guidelines on supports available to victim-survivors across education and related service settings (Rec 6.07)
- developing policies, protocols and guidelines to prevent, identify and respond to harmful sexual behaviours in schools (Rec 6.09)
- finalising a sustainable funding methodology for education regulators, including the Teachers Registration Board (Rec 6.16)

DPAC will continue work to determine the appropriate size and role of the proposed Child-Related Incident Management Directorate, informed by a review of existing child-related incident management arrangements across government (Rec 6.06).

Refer to Appendix D for a full report on the appraisal of the implementation of these recommendations.

42 Department for Education, Children and Young People, '*Teachers Registration Act 2000 Review*' (Web page) <https://www.decyp.tas.gov.au/about-us/policies-legislation-data/legislation/teachers-registration-act/>.

43 Ibid.

Implementation Monitor's observations

I am encouraged by the progress made to strengthen safeguarding across Tasmania's school system. The establishment of new safeguarding functions, publication of key policies and development of the Safe and Well curriculum have laid important foundations for safer school environments.

Several significant reforms are now moving into the implementation phase. This includes embedding the new curriculum, implementing victim-survivor support arrangements and progressing reforms to teacher regulation through the Teachers Registration Bill 2026.[44] I have advised DECYP that I am comfortable with extending timeframes for several recommendations to enable finalisation of the Bill and its passage through Parliament.

I also acknowledge DPAC's ongoing work to consider the most effective approach to establishing a Child-Related Incident Management Directorate and remain open to considering changes to the implementation approach for this recommendation.

44 Ibid.

COI Volume 4 – Children in the care system (children in out of home care)

The Commission of Inquiry made 38 recommendations in Volume 4 of its report about the care system.[45] Volume 4 contained three chapters: Chapter 7 on the background and context of the care system, Chapter 8 on case studies and the Commission's approach and Chapter 9 on recommendations for the path forward.

Chapter 7 observed that children living in care almost always have trauma from prior experiences that ultimately led to their removal[46] and are also at an increased risk of exposure to child sexual abuse while living in care,[47] especially in residential care.[48] Chapter 8 contained case studies from people with lived experience in care,[49] a general analysis of 439 risk notifications,[50] a more detailed examination of 22 of those cases[51] and another separate breakdown of the department's responses to 284 allegations or incidents of child sexual abuse in care.[52] In Chapter 8, the Commission of Inquiry found that there were systemic problems contributing to sexual abuse in care, including inconsistencies across the following areas:

- adopting preventive measures and risk mitigations after risks were identified
- addressing the trauma of children in care, from both before and during their experience in care
- addressing the cultural needs of Aboriginal children living in care
- assisting staff and carers to take proactive steps to address or prevent child sexual abuse and to respond to it in an appropriate way
- Departmental responses to disclosures of child sexual abuse in care generally.[53]

The recommendations in Chapter 9 were based on the principle that 'a high-quality and well-functioning out of home care sector [care system] is the best way to protect children from child sexual abuse and to respond appropriately when it occurs.'[54]

DECYP is leading changes in the care system (children in out of home care) in partnership with other agencies. The Implementation Monitor assessed that 18 recommendations from Volume 4 were 'In Progress', 13 were 'Substantially Progressed', six were 'Completed' and one was 'Embedded Change' as of 30 June 2026 (Table 14).

45 Refer to Appendix D for a full list of the Commission of Inquiry Volume 4 recommendations.
46 *Commission of Inquiry* (n 1) vol 4, 1.
47 Ibid.
48 Ibid 23.
49 Ibid 44–59.
50 Ibid 63–67. A risk notification is a a field in the Child Protection Information System that a Child Safety Officer can select when recording an allegation or concern about a child who may or may not already be in care.
51 Ibid 67–71.
52 Ibid 72–75.
53 Ibid 75–76.
54 Ibid 85.

Table 14. Commission of Inquiry Volume 4 recommendations by status

Lead agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DECYP		17 57%	9 30%	4 13%		30
DoH				1 100%		1
Justice		1 17%	4 67%	1 17%		6
DPFEM					1 100%	1
Total		**18** **47%**	**13** **34%**	**6** **16%**	**1** **3%**	**38**

Progress during the reporting period

In the last 12 months, a range of positive changes impacting the care system (children in out of home care) have been progressed, including:

- DECYP completed its restructure of the Child Safety and Youth Justice Operations portfolio (Rec 9.04), which included establishing the foundations for the new Office of Aboriginal Policy and Practice (Rec 9.15) and Office of the Chief Practitioner (Rec 9.17)
- DECYP established the Quality and Risk Committee to oversee the safety, quality and performance of the care system, Youth Justice and Child Safety Services (Rec 9.05)
- Justice drafted the CCYP Act, which was passed by Parliament.[55] The CCYP Act establishes the Commission for Children and Young People (CCYP), which will monitor and advocate for children in care and oversee the independent community visitor scheme and the advisory group for children in care (Recs 9.06, 9.17, 9.33, 9.34, 9.35, 9.38)
- DECYP introduced a new Child Protection Information System for Child Safety Services, which provides functionality to better support care planning, care team management, safety planning and safety network management (Rec 9.16)
- DECYP increased the number of children in care with a case manager from 47% to 70% (Rec 9.16)[56]
- DECYP and DoH worked together to start delivering holistic assessments for children in care through Kids Care Clinics (Rec 9.23)
- DECYP developed and rolled out a new Complaints Management System for the care system (Rec 9.31).

55 *CCYP Act* (n 18).

56 Evidence to House of Assembly Estimates Committee 2026, Parliament of Tasmania, Hobart, Wednesday 3 June 2026, 68 (Peter Whitcombe, Deputy Secretary, Child Safety and Youth Justice Operations).

Areas of continued focus

In the next 12 months, DECYP and others will continue to work towards major changes in the care system (children in out of home care), including:

- outsourcing the provision of care to the non-government sector (Rec 9.02)
- implementing the Aboriginal and Torres Strait Islander Placement Principle (Rec 9.15)
- ensuring that every child living in care has an individual case worker and that care plans meet the needs of the child or young person (Recs 9.16, 9,22, 9.26)
- establishing a carer register (Rec 9.20)
- establishing the Harmful Sexual Behaviours Support Unit (Rec 9.28).

Refer to Appendix D for a full report on the appraisal of the implementation of these recommendations.

Implementation Monitor's observations

As outlined above, there has been positive progress in strengthening the care system. However, major structural and systemic reforms are still underway, and DECYP faces a substantial task as the system undergoes comprehensive end-to-end change. Moving forward, it will be important for DECYP to maintain strong engagement with the sector, including carers, Aboriginal people and organisations, and to ensure that children and young people with lived experience of the care system are meaningfully involved throughout the process. The care system is likely to experience some of the most substantial change across the coming years, with the impacts of reform being felt most directly by children, young people, families, carers and service providers.

Children and young people in care often present with complex needs, requiring not only improved access to services but also safe, stable and appropriate placements. The effectiveness of the care system is fundamentally dependent on a skilled and sustainable workforce to support this. As the coordinator of the care system, DECYP must continue, as it has, to prioritise strategies to attract, support and retain carers and the broader care workforce. Without sustained attention to workforce capacity, the successful implementation of therapeutic, trauma-informed reforms will be constrained, and the long-term objectives of systemic change may be difficult to realise.

As highlighted in my last report, child exploitation, particularly child sexual exploitation of children in care, remains a concern of mine. While work is underway to address this, this is an area of reform that I believe requires prioritisation.

COI Volume 5 – Youth justice

The Commission of Inquiry made 39 recommendations in Volume 5 of its report about youth justice.[57] Volume 5 contained three chapters: Chapter 10 on the background and context of youth detention, Chapter 11 on case studies and Chapter 12 on the recommendations for the path forward.

Chapter 10 observed that children residing in detention are comparatively more vulnerable to child sexual abuse, yet often face more barriers to disclosing such abuse due to factors such as community perceptions of them as being a 'criminal'.[58] Chapter 11 includes cases from Ashley Youth Detention Centre involving allegations of child sexual abuse and '…a culture of unauthorised use of force, restraints and isolation and of belittling and humiliating behaviours allegedly used to dehumanise children and young people in detention.' [59] The recommendations in Chapter 12 were based on several principles. Firstly, the most effective way to address the risk of child sexual abuse in youth detention is to divert children and young people from entering it in the first place.[60] Secondly, to address the increased risk of child sexual abuse faced by Aboriginal children and young people, their over-representation in youth detention must be reduced.[61] Thirdly and fourthly, children and young people must be safe in detention, and therefore, staff must also be safe and supported.[62] Lastly, children should feel like they can report their concerns.[63]

DECYP is leading the reforms to the youth justice system alongside other agencies. The Implementation Monitor assessed that 16 recommendations from Volume 5 were 'Substantially Progressed', 13 were 'In Progress', and 10 were 'Completed' as of 30 June 2026 (Table 15).

Table 15. Commission of Inquiry recommendations by status

Lead agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DECYP		7 25%	14 50%	7 25%		28
DoH		1 50%	1 50%			2
Justice		5 71%	1 14%	1 14%		7
ISO				2 100%		2
Total		**13** **33%**	**16** **41%**	**10** **26%**		**39**

57 Refer to Appendix D for a full list of the Commission of Inquiry Volume 5 recommendations.
58 *Commission of Inquiry* (n 1) vol 5, Bk 1, 1.
59 Ibid 2.
60 *Commission of Inquiry* (n 1) vol 5, Bk 3, 1.
61 Ibid 2.
62 Ibid.
63 Ibid.

Progress during the reporting period

Some milestones were achieved before this reporting period and are relevant to youth justice. For example:

- DECYP digitised its records for Ashley Youth Detention Centre, so they are now digitally searchable (Rec 12.04)
- DECYP established the Young People Consultation Group (YPCG), which includes membership of young people residing at Ashley Youth Detention Centre on a voluntary basis (Rec 12.08)
- Justice released a draft Bail Bill for community consultation from 28 November 2024 to 2 March 2025 (Rec 12.14)[64]
- DECYP established a Control Room and appointed Safety and Security staff to monitor surveillance systems in Ashley Youth Detention Centre (Rec 12.17)
- DECYP also upgraded Ashley Youth Detention Centre's electronic surveillance system to increase Closed-Circuit Television coverage and eliminate black spots in communal areas and public spaces (Rec 12.17)
- DPAC released the Youth Justice Model of Care and Diversionary Services Framework[65] and DECYP released its 10-year plan for reform in youth justice: the Youth Justice Blueprint[66] (Recs 12.01 – 12.39)
- DECYP introduced a body scanner to Ashley Youth Detention Centre and updated the Personal Searches of Young People Detained at Ashley Youth Detention Centre Procedure to support least intrusive search methods, meet legislated gender requirements and specify reporting requirements (Rec 12.31)

In the last 12 months, other changes impacting youth justice have been made, including:

- DECYP established a draft Child Safety & Youth Justice Workforce Action Plan 2027-29 to support attraction, recruitment and retention of youth workers (Rec 12.09)
- Glenorchy City Council, with support from DECYP, established the Glenorchy Youth Hub as a place for young people aged 12 to 17 years to spend time after school to connect with Glenorchy City Council youth workers (Rec 12.11)
- DECYP commissioned 54 Reasons to examine the effectiveness of the existing bail support program: REBOOT, informing the development of a new 24/7 Youth Bail Support Model (Rec 12.14)
- DECYP developed and consulted on its Model of Care for the New Youth Justice Facility[67] (Rec 12.16)

64 Keeping Children Safe, 'Have your say on bail legislation!' (10 December 2024).
65 Department of Premier and Cabinet, *Youth Justice Model of Care* (Report, December 2024): *Youth Justice Diversionary Services Framework* (Report, June 2025).
66 Department for Education, Children and Young People, *Youth Justice Blueprint 2024–2034: Keeping children and young people out of the youth justice system* (Report, December 2023).
67 *Draft Tasmanian Youth Justice Facility Model of Care* (n 19).

- DECYP rolled out the mandatory use of body-worn cameras in Ashley Youth Detention Centre for certain workers, including youth workers, and upgraded the Centre's CCTV coverage (Rec 12.17)
- Justice, DECYP and DPAC drafted the CCYP Act, which was passed by Parliament on 10 December 2025. The CCYP Act establishes the CCYP, which will monitor and advocate for children in youth detention, oversee the independent community visitor scheme and have powers to enter youth facilities and prisons[68] (Recs 12.17, 12.36 and 12.38)
- DECYP introduced an Ashley Youth Detention Centre Fact Sheet on Use of Force that clearly states that use of force should only be used as a measure of last resort (Rec 12.33)

Areas of continued focus

In the next 12 months, DECYP and others will continue to work towards major changes in the youth justice system including:

- progressing the New Tasmanian Youth Justice Facility build and closing Ashley Youth Detention Centre (Recs 12.01 and 12.16)
- progressing the wholesale review of the *Youth Justice Act 1997*[69] (Recs 12.12, 12.13, 12.15, 12.25, 12.31, 12.32, and 12.33)
- working towards increasing the minimum age of criminal responsibility and the minimum age of detention (Rec 12.11)
- establishing and fully resourcing a statewide 24-hour bail system for children and young people (Rec 12.14)
- supporting the development and implementation of place-based responses and Aboriginal-led youth justice strategies (Rec 12.27)

Refer to Appendix D for a full report on the appraisal of the implementation of these recommendations.

68 CCYP Act (n 18.).
69 *Youth Justice Act 1997* (Tas).

Implementation Monitor's observations

Over the past 12 months, the Tasmanian Government's plans to close Ashley Youth Detention Centre have been delayed once more. The closure of the Centre is dependent upon the progression of the planned therapeutic youth justice facility at Pontville, which has been subject to procedural delays.

I recognise and acknowledge the importance of procedural fairness mechanisms in planning processes. However, I believe Ashley Youth Detention Centre should be closed as soon as possible. This, in my view, is because the Centre remains a setting that is not conducive to meeting the individual needs of children and young people. There have undoubtedly been recent improvements at the Centre, particularly in the past twelve months. However, recent reports reveal that there is still opportunity for improvement in the Centre to continue working towards meeting requirements under the Child and Youth Safe Standards[70] and other human rights obligations.

Ashley Youth Detention Centre is a place where some children and young people have experienced sexual and other forms of harm. It is well known that detention facilities generally have an associated increased risk of child sexual abuse. The department has taken steps to minimise this risk at the Centre to, as best it can, help ensure children and young people are safer. However, in my view, the Centre is not fit for purpose and the best way to minimise the risk of child sexual abuse occurring in youth detention is through the development of the new youth justice facility.

I respect the varied views about the new youth justice facility in the community. I have spoken with a broad range of individuals and groups on this matter. That said, I strongly believe that there is a need for a safe and secure place for children and young people as a measure of last resort. In my view, the draft Model of Care for the new Youth Justice Facility[72] could, if implemented properly, be nation-leading. I consider that other reforms will support the principle of using detention as a measure of last resort and are crucial to the overall success of youth justice reform. These include delivering 24/7 bail support, investing in diversionary services, and raising the minimum age of criminal responsibility and detention.

I welcome the proposal to bring forward changes to the minimum age of criminal responsibility. I trust that reports such as those of the Tasmanian Law Reform Institute[73] will continue to inform and support evidence-based reform in this area.

70 Office of the Independent Regulator, *Ashley Youth Detention Centre (AYDC) Child and Youth Safe Standards Assessment* (Report, May 2025).

71 Intentionally left blank

72 *Draft Tasmanian Youth Justice Facility Model of Care* (n 19).

73 Tasmanian Law Reform Institute, *Raising the Minimum Age of Criminal Responsibility* (Report, April 2022).

COI Volume 6 – Children in health services

Volume 6 of the Commission of Inquiry report, *Children in Health Services*, examined how the Tasmanian public health system managed risks, responded to allegations and handled misconduct related to child sexual abuse within hospital settings. Volume 6 contained three chapters: Chapter 13 on the background of health services, Chapter 14 on case studies and Chapter 15 on the way forward.

Chapter 13 observed that there are risks of child sexual abuse specific to health services, including intimate contact and the fact that those in these services are often unwell.[76] Chapter 14 focuses on child sexual abuse allegations against James Griffin and Dr Tim (a pseudonym).[77] The Commission of Inquiry made findings that the Launceston General Hospital failed to respond to victim-survivors' disclosure of abuse by James Griffin and that it also failed in its response to Zoe Duncan and her family.[78] The recommendations in Chapter 14 were 'aimed at ensuring the Tasmanian health system is better placed to identify child sexual abuse and respond appropriately when it occurs in future.' [79]

The Commission of Inquiry made 21 recommendations directed primarily to the DoH. The recommendations focused on strengthening child safe governance, organisational culture, workforce capability, complaints management, victim-survivor support and child participation across health services. The OIMs appraisal was consistent with agency reported implementation status, with 19 recommendations assessed as 'Completed', one as 'Substantially Progressed' and one as 'In Progress' (Table 16).

Table 16. Appraised status Commission of Inquiry - Children in health services, Volume 6

Lead agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DoH		1 5%		19 95%		20
Justice			1 100%			1
Total		**1** **5%**	**1** **5%**	**19** **90%**		**21**

Progress during the reporting period

In the last 12 months, DoH has made substantial progress implementing the Commission of Inquiry's recommendations for health services, including:

- establishing a comprehensive child safeguarding reform framework,[80] implementation plan [81] and governance arrangements to guide and oversee reforms across the health system (Recs 15.01, 15.02)

76 *Commission of Inquiry*, vol 6, bk 1, 1.
77 Ibid 34–35.
78 *Commission of Inquiry*, vol 1, 200–203.
79 *Commission of Inquiry*, vol 6, bk 2, 1.
80 Department of Health, *Child Safeguarding Reforms and Recommendations: Policy Framework 2024-2029* (May 2024).
81 Department of Health, *Child Safeguarding Reforms and Recommendations: Implementation Plan 2024-2029* (May 2024).

- implementing the One Health Culture Program, including new governance arrangements, CARE values, child safety accountabilities and workforce development initiatives to strengthen child safe culture across health services (Recs 15.03, 15.04, 15.05)
- strengthening child safety governance, workforce capability and child participation through initiatives such as the Child Safety and Wellbeing Panel and Children and Young People Advisory Group (Recs 15.06, 15.07, 15.10)
- developing child-focused information, resources and feedback mechanisms to improve awareness of children's rights and support children and young people to have a voice in their healthcare experiences (Rec 15.08)
- reviewing and strengthening child safeguarding policies and procedures, including mandatory reporting requirements, professional conduct expectations and support person arrangements (Recs 15.11, 15.12, 15.13 and 15.14)
- establishing a structured child safeguarding training framework and introducing strengthened complaints management, incident oversight and open disclosure processes across health services (Recs 15.15, 15.16, 15.17 and 15.18).

Areas of continued focus

In the next 12 months, DoH will continue to work towards major reforms aimed at strengthening child safety across the health system, including:

- demonstrating that the National Principles for Child Safe Organisations are embedded across health services and continuing advocacy regarding national accreditation requirements (Rec 15.02)
- establishing regular and ongoing monitoring of children and young people's sense of safety across health services and using the findings to inform improvements to child safety, including the physical environment (Rec 15.09)
- embedding child safety governance, workforce capability, complaints oversight and safeguarding practices across all health services (Recs 15.06, 15.15 and 15.17)
- continuing to implement and evaluate critical incident response arrangements and victim-survivor support processes to ensure they remain effective and fit for purpose over time (Recs 15.19 and 15.20).

Justice will continue work to complete the broader review of the Health Complaints Commissioner's role in addressing systemic child safety issues within health services and coordinating with the CCYP and the Independent Regulator (Rec 15.21).

Refer to Appendix D for a full report on the appraisal of the implementation of these recommendations.

Implementation Monitor's observations

I am encouraged by the significant progress made by DoH in implementing the Commission of Inquiry's recommendations. The extensive reforms to governance, culture, complaints management, workforce development and child participation have established important foundations for strengthening child safety across Tasmania's health services.

While most recommendations have been assessed as completed, the focus now shifts to demonstrating that these reforms are consistently embedded and operating effectively in practice. This includes ensuring that children and young people are routinely asked about their experiences of safety and that their feedback informs ongoing improvements across health services.

I will continue to monitor whether reforms such as safeguarding governance arrangements, complaints oversight processes, professional development initiatives and critical incident response arrangements deliver sustained improvements in child safety outcomes over time.

COI Volume 7 – Justice system and victim-survivors

The Commission of Inquiry made 28 recommendations in Volume 7 of its report about the justice system and victim-survivors.[82] The Volume included Chapter 16 on criminal justice responses and Chapter 17 on redress and civil litigation.[83] While Chapter 16 found that Tasmania's criminal justice system had undergone considerable change following the Royal Commission into Institutional Responses to Child Sexual Abuse, victim-survivors continued to have varied experiences in the system.[84] Similarly, Chapter 17 observed that, although many Royal Commission recommendations had been adopted and Tasmania had joined the National Redress Scheme, there was still a need to improve redress, civil litigation and support pathways.[85]

Justice and DPFEM have primarily led implementation of these reforms. As at 30 June 2026, the Implementation Monitor assessed 16 recommendations as 'Completed', six as 'In Progress', four as 'Substantially Progressed' and two as 'Embedded Change' (Table 17).

Table 17. Commission of Inquiry Volume 7 recommendations by status

Agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DoH				1 100%		1
Justice		6 30%	2 10%	12 60%		20
DPFEM			1 17%	3 50%	2 33%	6
ISO			1 100%			1
Total		**6** **22%**	**4** **14%**	**16** **57%**	**2** **7%**	**28**

Progress during the reporting period

Many of the recommendations that were assessed as 'Completed' from Volume 7 reached this status in earlier years. For example, Justice:

- developed and Parliament passed the *Justice Miscellaneous (Commission of Inquiry) Act 2024*[86] (Recs 16.09, 16.13, 16.14, 16.18 and 17.05), *Evidence (Children and Special Witnesses) Amendment Act 2024*[87] (Rec 16.11) and *Judicial Commission Act 2024*[88] (Rec 16.16)
- developed a Memorandum of Understanding with the Sexual Assault Support Service for courts to use their power to direct young people engaging in harmful sexual behaviours who are charged with a criminal offence to specialist therapeutic services (Rec 16.19)

82 Refer to Appendix D for a full list of the Commission of Inquiry Volume 7 recommendations.
83 Commission of Inquiry (n 1) vol 7.
84 Ibid 4.
85 Ibid 135.
86 *Justice Miscellaneous (Commission of Inquiry)* Act 2024 (Tas).
87 *Evidence (Children and Special Witnesses) Amendment Act 2024* (Tas)
88 *Judicial Commission Act 2024* (Tas).

- helped draft the Attorney-General Guidelines in relation to the Provision of Legal Services to the Government[89] (Rec 17.03)
- published the Apologising to Victim-Survivors of Institutional Child Sexual Abuse[90] (Rec 17.04)
- supported the provision of additional funding in the 2024-25 State Budget for the Victims of Crime Assistance Scheme (Rec 17.06).

Other changes in the last 12 months, include:

- DPFEM launched the North-West Arch Centre, so now there is a specialist unit in Tasmania Police to investigate child sexual abuse in three locations: Hobart, Launceston and Burnie (Rec 16.01)
- DPFEM developed the Safe2Say Online Reporting platform as an alternative mechanism for reporting child sexual abuse and sexual violence, with the platform scheduled to be launched later in 2026 (Rec 16.02)
- DPFEM developed and implemented a Quality Audit and Assurance File Sampling Framework to support audit processes (Rec 16.04)
- Justice updated courtroom audiovisuals across Magistrates' and Supreme Courts locations to, among other things, support the use of police interview recordings as victim-survivors' evidence at trial (Rec 16.12).

Areas of continued focus

Some of the reforms agencies are still working towards include:

- Justice to review judicial directions (Rec 16.15)
- Justice to continue working towards establishing preventive programs beyond custodial settings for adults who are at risk of abusing or have abused children (Rec 16.17)
- Justice to collect and report on data about institutional child sexual abuse and the Sentencing Advisory Council to review trends in sentencing for child sexual abuse in Tasmania to compare with other jurisdictions (Rec 16.20)
- Justice to establish a State-based redress scheme if the National Redress Scheme is not extended (Rec 17.01).

Refer to Appendix D for a full report on the appraisal of the implementation of these recommendations.

89 Attorney-General, *Guidelines in Relation to the Provision of Legal Services to the Government* (Guidelines, Tasmania).
90 Department of Justice, *Apologising to victim-survivors of institutional child sexual abuse* (March 2025).

Implementation Monitor's observations

Improvements in data capability on reporting, investigations, charging and conviction of child sexual abuse will help decision-makers make more informed, evidence-based decisions about the criminal justice system. Better data will also strengthen accountability for Tasmania Police, the Office of the Director of Public Prosecutions and the Courts. However, the data is merely one side of the picture, and it is important to acknowledge that the criminal justice system is under considerable pressure at present.

Earlier in 2026, the Attorney-General commissioned Mr Lloyd Babb SC to review the court backlogs in Tasmania. At the time of drafting this annual report, the review had not yet been finalised. I look forward to considering its findings. Delayed access to justice is a systemic issue that fundamentally shapes victim-survivors' interactions with the criminal justice system. It also affects those working in the system, including the Office of the Director of Public Prosecutions, Tasmania Legal Aid, the Courts themselves and others. I trust that Mr Babb's review will provide crucial guidance to the Tasmanian Government on how best to address these pressures moving forward.

COI Volume 8 – Oversight, coordination and therapeutic supports

The Commission of Inquiry made 49 recommendations in Volume 8 of its report about oversight, coordination and therapeutic support.[91] Volume 8 contained six chapters: Chapter 18 on child safe organisations; Chapter 19 on coordinating responses; Chapter 20 on State Service disciplinary processes; Chapter 21 on therapeutic services; Chapter 22 on monitoring reforms; and Chapter 23, an afterword.[92]

Chapter 18 endorsed the forthcoming Child and Youth Safe Organisations Framework but proposed that the Independent Regulator's functions sit within a new and expanded Commission for Children and Young People.[93] Chapter 19 observed that the Tasmanian Government's approach to identifying, preventing and responding to child sexual abuse was fragmented and suggested that reforms should be captured in a single child sexual abuse reform strategy and action plan.[94] Chapter 20 found that the State Service disciplinary system in Tasmania had considerable weaknesses, which often made it unnecessarily difficult for agencies to respond to serious misconduct, such as child sexual abuse.[95] Chapter 21 observed that the Tasmanian Government needed to play a more central part in leading and funding the therapeutic service system.[96] Chapter 22 found that the Tasmanian Government's implementation of its child sexual abuse reform should be independently overseen.[97]

No recommendations were made in the afterword, but the Commission encouraged the Tasmanian Government to consider legislative reform to the *Commissions of Inquiry Act 1995* and *Evidence Act 2001*.[98]

Most recommendations from Volume 8 were led by the DPAC or Justice. The Implementation Monitor assessed that 20 recommendations from Volume 8 were 'Completed', 16 were 'In Progress', 11 were 'Substantially Progressed', one was 'Embedded Change' and one was 'Not Started' as of 30 June 2026 (Table 18).

91 Refer to Appendix D for a full list of the Commission of Inquiry Volume 8 recommendations.
92 *Commission of Inquiry* (n 1) vol 8.
93 Ibid 5.
94 Ibid 98–105.
95 Ibid 158 – 163.
96 Ibid 232.
97 Ibid 296.
98 Ibid 326.

Table 18. Commission of Inquiry Volume 8 recommendations by status

Agency	Not started	In Progress	Substantially progressed	Completed	Embedded change	Total
DECYP	1 50%		1 50%			2
Justice			4 29%	10 71%		14
DPAC		16 55%	6 21%	7 24%		29
DPFEM				1 100%		1
ISO				3 100%		3
Total	**1** **2%**	**16** **33%**	**11** **22%**	**21** **43%**		**49**

Progress during the reporting period

Some of the recommendations assessed as 'Completed' from Volume 8 reached this status before this reporting period. For example:

- Justice developed the *Tasmanian Civil and Administrative Tribunal (Additional Jurisdictions) Act 2025*,[99] which was passed by Parliament on 9 April 2025. This Act allows for decisions of the Registrar of the Registration to Work with Vulnerable People Scheme to be reviewed by the Tasmanian Civil and Administrative Tribunal (TASCAT) (Rec 18.13)
- Justice developed the *Justice Miscellaneous (Reporting Procedures) Act 2025*,[100] which was passed by Parliament on 3 June 2025. This Act amended the *Registration to Work with Vulnerable People Act 2013*[101] to provide that a person may notify the Registrar of the Registration to Work with Vulnerable People Scheme of reportable behaviour if they believe the person has a Registration to Work with Vulnerable People (Rec 19.06).
- The Victims of Crime Service received additional funding in the 2024-2025 State Budget to increase the number of counsellors (Rec 21.05)
- Justice and DPAC developed the OIM Act,[102] which established the Child Safety Reform Implementation Monitor (Rec 22.01).

In the last 12 months, a range of other changes have been made, including:

- Justice and DPAC developed the CCYP Act,[103] which passed Parliament on 10 December 2025. This Act establishes the CCYP, which, among other things, establishes three other statutory positions: the Commissioner for Children and Young People, Commissioner for Aboriginal Children and Young People and the Child Advocate (Recs 18.04, 18.06, 18.07, 18.08, 18.09)

99 *Tasmanian Civil and Administrative Tribunal (Additional Jurisdictions) Act 2025* (Tas).
100 *Justice Miscellaneous (Reporting Procedures) Act 2025* (Tas).
101 *Registration to Work with Vulnerable People Act 2013* (Tas).
102 OIM Act (n 6).
103 CCYP Act (n 18).

- The Ombudsman Tasmania released its Child Safe Policy and Guidelines[104] (Rec 18.10)
- Justice developed the Integrity Commission Amendment (Mandatory Notifications) Bill 2025, which was tabled in Parliament on 12 November 2025. This Bill contains a clause that requires public authorities to notify the Integrity Commission of allegations of serious misconduct[105] (Rec 18.11)
- Justice and DPAC consulted on the Commission of Inquiry (Miscellaneous Amendments) Bill 2026,[106] which was anticipated to be tabled in Parliament later in 2026 (Recs 17.07, 20.01, 20.02, 20.03 and 20.04)
- The Institute of Child Protection Studies released its evaluation of the pilot multidisciplinary Arch centres[107] (Rec 21.02)
- The Family and Sexual Violence Alliance received dedicated funding to pilot a model that includes advocacy for child maltreatment/child sexual abuse, in addition to family violence and sexual assault (Rec 21.03)
- DPAC funded the Multicultural Council of Tasmania to establish the Multicultural Advisory Group to provide advice on the therapeutic service system (Rec 21.06)
- DPAC finalised and published its Understanding Children and Young People's Sexual Behaviours: Tasmania's Harmful Sexual Behaviours Framework[108] (Rec 21.08).

Areas of continued focus

In the next 12 months, agencies will continue to work towards some of the following pieces of work:

- Justice to facilitate a review of the *Child and Youth Safe Organisations Act 2023*[109] (Rec 18.05)
- DPAC to review and update employment directions (Rec 20.05, 20.06, 20.07, 20.08, 20.10, 20.12)
- DPAC to finalise and release the action plan to accompany the Change for Children Strategy[110](Rec 19.01)
- Justice to continue reviewing and removing legislative barriers that may hinder the sharing of information necessary to protect the safety and wellbeing of children and young people (Rec 19.07)
- DPAC to finalise and release child safety information sharing, coordination and response guidelines (Rec 19.08).

Refer to Appendix D for a full report on the appraisal of the implementation of these recommendations.

104 Ombudsman Tasmania, *Child Safe Policy and Guidelines - June 2026* (June 2026).
105 Integrity Commission Amendment (Mandatory Notifications) Bill 2025 (Tas), s 32C.
106 Department of Justice, 'Commission of Inquiry (Miscellaneous Amendments) Bill 2026 - Have your say' (11 May 2026).
107 *Final Arch Evaluation* (n 21).
108 Department of Premier and Cabinet, *Understanding Children and Young People's Sexual Behaviours: Tasmania's Harmful Sexual Behaviours Framework* (12 May 2026).
109 *Child and Youth Safe Organisations Act 2023* (Tas).
110 Department of Premier and Cabinet, *Change for Children: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse* (March 2025).

Implementation Monitor's Observations

The recommendations from Volume 8 aimed to strengthen and better coordinate approaches to addressing child sexual abuse in all institutional settings, and in some cases, the focus extends to community wide efforts. It is therefore crucial that recommendations from this volume continue to maintain momentum, despite machinery of government changes.

The completion of related reviews and legislative reforms should support progress in areas such as information-sharing and disciplinary processes. I anticipate that a number of the above actions will therefore be completed by this time next year. For instance, a number of Bills, the Change for Children Action Plan and the appointment of the new Commissioner for Children and Young People were seemingly forthcoming at the time of drafting this report.

Some of the more complex recommendations, such as meeting the individual needs of victim-survivors in the therapeutic service system, will continue to be closely monitored by my Office. The Tasmanian Family and Sexual Violence Alliance also has an important role to play in representing the sector and bringing frontline perspectives into the reform process.

Tasmanian Family and Sexual Violence Alliance

The Tasmanian Family and Sexual Violence Alliance (TFSVA) is progressing its work to address Recommendation 21.03 (the Tasmanian Government should establish a peak body for the sexual assault service system) of the Commission of Inquiry Report through a governance model that provides a distinct focus to family violence, sexual violence, and child maltreatment/child sexual abuse. Following TFSVAs formal launch in November 2025, we are in the early stages of establishing three specialised streams - Family Violence, Sexual Violence, and Child Maltreatment/Child Sexual Abuse - each providing a dedicated space for collaboration, coordination, identification of service gaps and shared practice learning. This approach reflects the intent of the recommendation by ensuring sexual violence maintains a distinct and dedicated focus, while also recognising the overlapping experiences of victim-survivors and the important interconnections between family violence, sexual violence, child maltreatment and child sexual abuse. Importantly, this model will be evaluated after 12 months to assess its effectiveness and whether it is meeting the intent of the recommendation.

This work also supports TFSVA to work collaboratively alongside the Child Safety Reform Implementation Monitor. Through our member network, lived experience engagement, specialised streams and policy advisory functions, TFSVA can bring frontline knowledge, service experience and lived-experience perspectives into the child safety reform process - contributing insight into where reforms are translating into meaningful change, where implementation challenges remain, and where gaps may be emerging. We greatly value the Monitor's engagement and support as this model develops and look forward to continuing to work together to strengthen outcomes for victim-survivors and improve child safety.

Bree Klerck
Chief Executive Officer, Tasmanian Family and Sexual Violence Alliance

Royal Commission into Institutional Response to Child Sexual Abuse

Royal Commission into Institutional Reponse to Child Sexual Abuse

The Royal Commission examined institutional responses to child sexual abuse across Australia and made recommendations aimed at improving child safety, strengthening accountability and better supporting victims and survivors.

Almost ten years after the Royal Commission delivered its final report, child safety reform in Tasmania continues through the implementation of both Royal Commission recommendations and the recommendations of the Commission of Inquiry and other related reviews.

During 2025-26, the OIM completed its appraisal of recommendations arising from the Royal Commission into Institutional Responses to Child Sexual Abuse. Under the OIM Act, the Implementation Monitor is responsible for monitoring Royal Commission recommendations accepted by the Tasmanian Government in 2018 that remained incomplete when the Act commenced,[111] which was on 6 November 2024. This reporting period included appraisal of those recommendations which were noted as still being incomplete in May 2025.

Progress during the reporting period

A significant outcome of this year's appraisal work was the closure of a substantial number of Royal Commission recommendations (79 per cent) where Commission of Inquiry reforms were found to address the same or a substantially similar intent (Table 19 and Figures 18-19). In many instances, the Commission of Inquiry recommendations provide a more contemporary and Tasmania-specific pathway to achieving the reform outcomes originally envisaged by the Royal Commission.

During this reporting period, recommendations were closed across a broad range of reform areas, including:

- child safe organisations and Child Safe Standards
- therapeutic supports for victim-survivors
- information sharing and recordkeeping
- out of home care, carer registration and oversight
- youth justice and detention reforms
- trauma-informed practice
- policing responses to child sexual abuse
- judicial and criminal justice reforms.

111 OIM Act (n 6) s 12(1)(b).

In undertaking these appraisals, OIM considered whether Commission of Inquiry recommendations substantively addressed the intent of Royal Commission recommendations and were directed towards the same underlying policy objectives. Where a Commission of Inquiry recommendation provided an alternative reform pathway to achieving the outcome sought by the Royal Commission, the recommendation was assessed as closed (Table 19).

Table 19. Recommendation status by agency – Royal Commission

Agency	Closed	In progress	Substantially progressed	Completed	Total
DECYP	34 87%	4 10%	1 3%		39
Justice	5 45%		3 27%	3 27%	11
DPAC	4 80%			1 20%	5
DPFEM	3 100%				3
Total	**46** **79%**	**4** **7%**	**4** **7%**	**4** **7%**	**58**

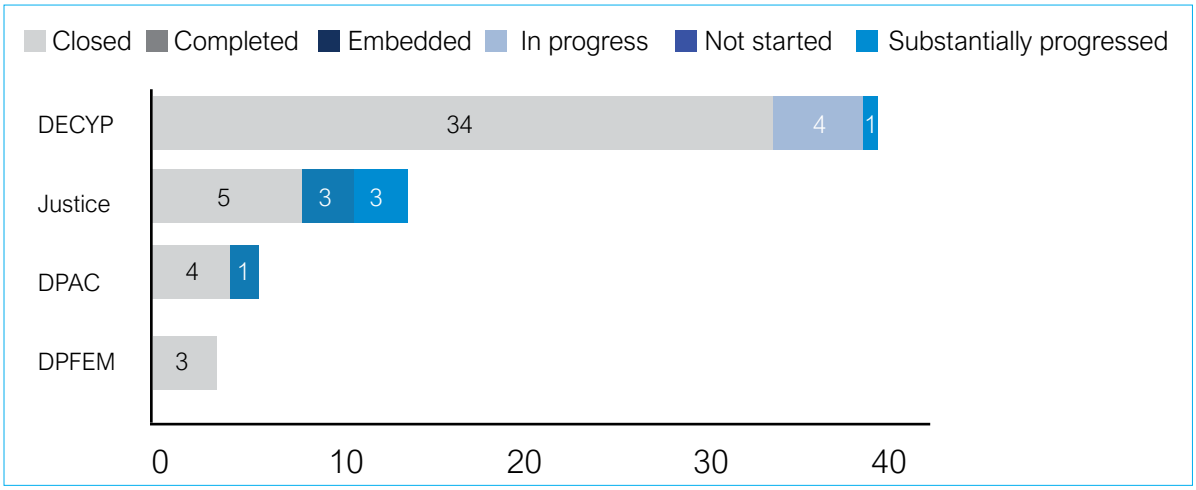


Figure 18. Recommendation status by agency – Royal Commission (Chart)

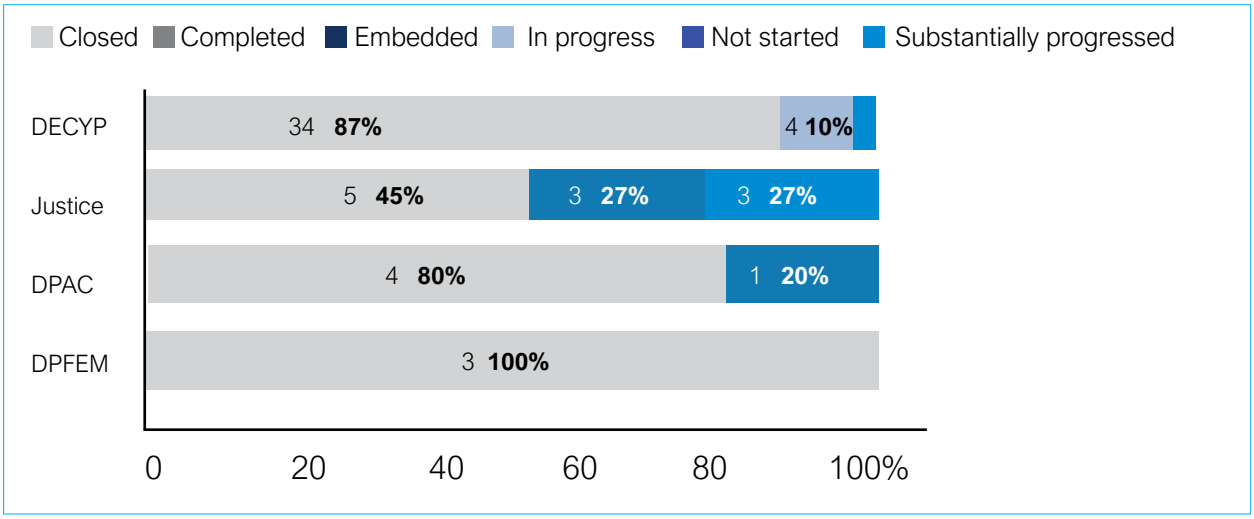


Figure 19. Recommendation status by agency – Royal Commission (100% stacked chart)

National reform remains unfinished

The appraisal process also highlighted that a number of Royal Commission recommendations were intended to operate within nationally coordinated systems and cannot be fully implemented by a single jurisdiction acting alone. This is particularly relevant to reforms relating to information sharing, Working with Children Checks (in Tasmania, this is known as the Registration to Work with Vulnerable People), national child protection data collections, carers registers and other cross-jurisdictional child safety arrangements.

While Tasmania has continued to progress reforms within its own jurisdiction, some aspects of these recommendations remain dependent on national agreement, Commonwealth leadership and coordinated action across states and territories. In some instances, recommendations requiring nationally consistent arrangements have been assessed as closed where Tasmania has implemented the reforms reasonably available to it and any remaining elements are dependent on national processes beyond the Tasmanian Government's direct control.

The National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030 has become the primary mechanism for progressing many of these outstanding reforms. Relevant areas of ongoing national reform activity include:

- strengthening child safe cultures and organisationsimproving support, healing and therapeutic responses for victim-survivors
- improving responses to children and young people with harmful sexual behaviours
- strengthening information sharing and cross-jurisdictional cooperation
- improving national child protection data, reporting and evidence
- progressing nationally consistent child safety arrangements, including Working with Children Checks and other safeguarding reforms.

Refer to Appendix E for a full report on the appraisal of the implementation of these recommendations.

Implementation Monitor's observations

Nearly a decade after the Royal Commission delivered its final report, my observation is that Tasmania's challenge is no longer identifying the reforms required, but ensuring that reforms are fully implemented, embedded and sustained over time.

This year's appraisal work demonstrated that many Royal Commission recommendations can appropriately be closed because their intent is being addressed through the Commission of Inquiry reform program. In many cases, the Commission of Inquiry recommendations provide a more contemporary and Tasmania-specific pathway to achieving the child safety outcomes sought by the Royal Commission.

However, a number of important reforms contemplated by the Royal Commission were intended to operate within nationally coordinated systems and remain dependent on Commonwealth leadership, national agreement and collective action across jurisdictions. These include reforms relating to information sharing, Working with Children Checks, national data collection and other cross-jurisdictional child safety arrangements.

I am also mindful that no national progress report against Royal Commission recommendations has been published since 2022. As a consequence, it has become increasingly difficult to assess collective national progress against recommendations requiring coordinated action by governments across Australia. Continued national leadership, transparency and public reporting will be important to maintaining momentum and accountability for these reforms.

As Australia approaches the tenth anniversary of the Royal Commission's final report, there is an opportunity for Commonwealth, State and Territory governments to renew their focus on the recommendations that remain unfinished. While significant progress has been made, the full intent of the Royal Commission will only be realised through continued commitment to both national and jurisdictional reform.

Independent Inquiry into the Department of Education's Response to Child Sexual Abuse

Independent Inquiry into the Department of Education's Responses to Child Sexual Abuse

On 27 October 2020, then Attorney General, the Hon Elise Archer MP, appointed Professors Stephen Smallbone and Tim McCormack to inquire into the Department of Education's responses to child sexual abuse.[112] As part of their inquiry, Professors Smallbone and McCormack examined the Department of Education's past and present systems for preventing and responding to child sexual abuse and made recommendations that would strengthen these systems.[113] Professors Smallbone and McCormack were supported by Julian Vittorio, Senior Policy Officer, Justice, throughout their inquiry.

Professors Smallbone and McCormack observed that the Department for Education's culture had improved considerably from the past, but there still remained lingering attitudes and beliefs within the department that contributed to adults interests being prioritised over students.[114] Professors Smallbone and McCormack made 21 recommendations (one of which was a duplicate) in their Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse (the Education Inquiry),[115] tabled in shortened form in Parliament on 9 November 2021.[116] The Tasmanian Government accepted all recommendations from the Education Inquiry.[117]

Professors Smallbone and McCormack's recommendations from the Education Inquiry are among those recommendations that are monitored by the Implementation Monitor.[118]

DECYP has led the reforms arising from the Education Inquiry. The Implementation Monitor assessed that 14 of these recommendations were 'Embedded,' five were 'Completed' and one was 'Closed', as of 30 June 2026 (Table 20 and Figure 20).

112 *Education Inquiry* (n 3) 1.
113 Ibid.
114 Ibid 8.
115 Refer to Appendix F for a full list of the Education Inquiry recommendations.
116 The full version of the Education Inquiry was tabled in Parliament on 10 November 2021.
117 Tasmanian Government, *Department of Education Response to Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse* (November 2021).
118 *OIM Act* (n 6) s 12 (1)(a)(ii).

Table 20. Recommendation status by agency – Education Inquiry

Agency	Closed	In progress	Substantially progressed	Completed	Embedded change	Total
DECYP	1 5%			5 25%	14 70%	20

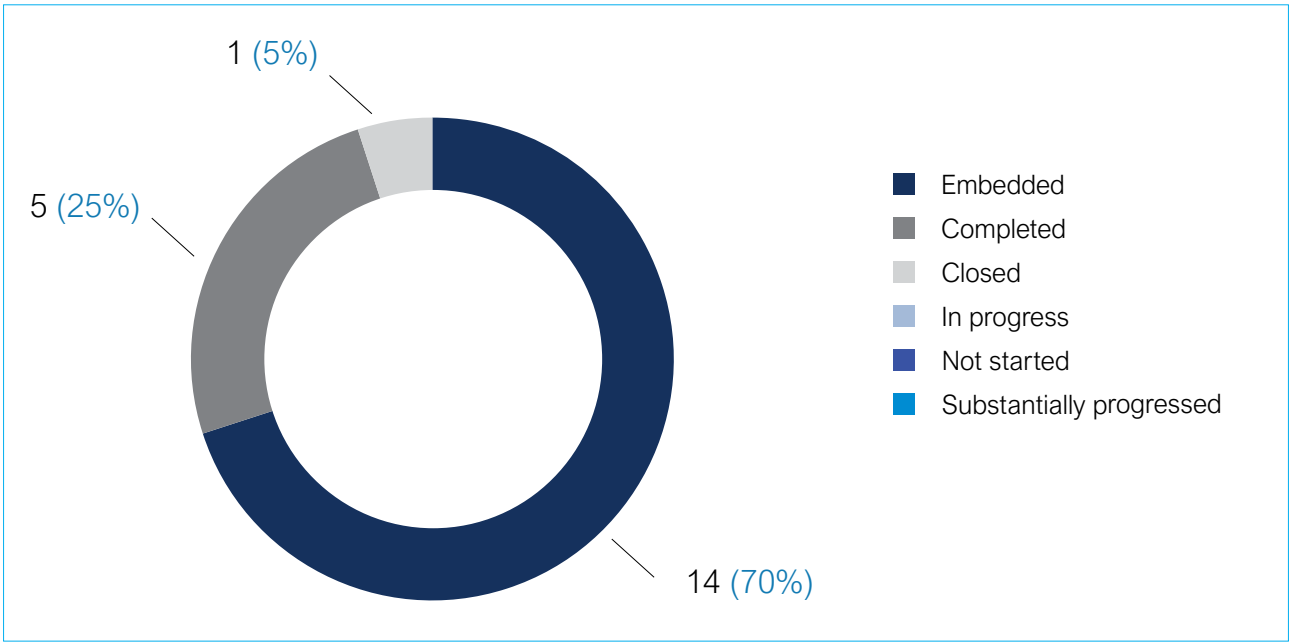


Figure 20. Recommendation status by agency – Education Inquiry (Chart)

Progress during the reporting period

DECYP implemented most of the recommendations from the Education Inquiry in the years before this reporting period. For example, DECYP:

- developed and released the *Safe. Secure. Supported. Our Safeguarding Framework* as an integrated safeguarding policy[119] (Rec 4)
- established the Director of Safeguarding and the Office of Safeguarding Children and Young People with the function of leading the development and implementation of safeguarding policy and programs (Rec 5)
- established the Safeguarding Leads model to develop, implement and review their respective schools Safeguarding Risk Management Plan (Recs 6 and 7)
- worked with the University of Tasmania (UTas) to ensure short courses on sexual abuse in schools were a mandatory requirement for all students to complete during undergraduate or postgraduate degrees within the School of Education at UTas (Rec 8)
- developed the Step-by-Step Guidance for Concerns, Information and Incidents of Child Abuse[120] and a suite of documents that guide staff in responding to a broad range of scenarios including responding to harmful sexual behaviours and child sexual abuse (Rec 16).

119 Department for Education, Children and Young People, *Safe. Secure. Supported. Our Safeguarding Framework* (19 May 2023).
120 Department for Education, Children and Young People, *Step-by-Step Guidance for Concerns, Information and Incidents of Child Abuse* (February 2024).

Areas of continued focus

In the next 12 months, DECYP will continue to embed changes arising from the Education Inquiry.

Refer to Appendix F for a full report on the appraisal of the implementation of these recommendations.

Implementation Monitor's Observations

As a number of recommendations arising from the Education Inquiry have now been assessed as either 'Completed' or 'Embedded Change', it is appropriate that the next phase of oversight focuses on the effectiveness of these reforms. While significant changes have been implemented since 2021, the critical question is whether they are achieving their intended outcome of improving the safety and wellbeing of children and young people in government schools.

In my role, I would also like to remain engaged in conversations with DECYP about children and young people who leave school to pursue alternative pathways, such as apprenticeships and traineeships. These children and young people may not have the same protections afforded to them as their counterparts in schools. I therefore think it is important to ensure that risks of child sexual abuse in these settings are, as far as possible, eliminated or minimised.

Additionally, I have maintained a strong interest in child safety reforms in the early childhood education and care sector. I was pleased that DECYP took the opportunity in the Teachers Registration Act Review to broaden the scope of the Teachers Registration Bill 2026 to include university qualified early childhood educators.

The Victorian Government commissioned a Rapid Review into their early childhood education and care sector last year which made a series of recommendations, including those about the funding and operation of the Victorian reportable conduct scheme.[121] It is so important that child safety in Tasmania is not treated in an isolated way from a government reform perspective. Although my focus is limited, where I can, I do intend to do as much as I can to promote the safety of children and young people in all settings.

121 Victorian Government, *Rapid Child Safety Review 2025* (Report, 28 August 2025).

Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources

Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources

The Independent Child Safe Governance Review of the Launceston General Hospital (LGH) and Human Resources was commissioned in 2022 following the evidence regarding James Griffin's offending presented in the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings.[122]

The Review examined governance arrangements, leadership, oversight, complaints handling, child safeguarding and organisational culture, with a focus on ensuring the safety of children and young people and restoring public confidence in health services. The Final Report was released in December 2022 and contained 92 recommendations,[123] all of which were accepted by the Tasmanian Government.

As this is the first year recommendations have been appraised using the Monitor's Implementation Framework, a staged approach was adopted. DoH was given until August 2026 to report against the 90 recommendations previously reported by agencies as complete as at 20 June 2025. Therefore, for this reporting period the OIM has appraised the two recommendations that the Department previously advised were in progress, LGH.072 and LGH.073. Following appraisal by the OIM, both recommendations were assessed as complete.

These recommendations focused on strengthening complaints and incident management systems and improving organisational oversight through better integration of reporting pathways. Key outcomes include:

- improved systems for managing complaints and incidents
- stronger oversight and accountability mechanisms
- clearer reporting and escalation pathways
- better identification of risks and opportunities for organisational learning.

With the completion of these recommendations, all 92 recommendations arising from the Child Safe Governance Review have now been reported as complete. The OIM will appraise the 90 recommendations previously reported as complete in late 2026.

Refer to Appendix G for a full report on the appraisal of the implementation of these recommendations.

122 *Commission of Inquiry* (n 1) vol 6, 3.
123 Refer to Appendix X for a full list of the Child Safe Governance Review recommendations.

Implementation Monitor's observations

I welcomed the progress made by the Department in implementing these final recommendations relating to complaints and incident management. The strengthened governance, reporting and oversight arrangements established through these reforms have improved visibility of issues, supported timely escalation and enhanced the Department's capacity to identify patterns and systemic risks across the organisation.

It is important that these systems and processes are subject to regular review and ongoing improvement to ensure concerns are identified, reported and addressed appropriately. My appraisal of the remaining 90 recommendations later in 2026 will provide an opportunity to further assess how these reforms are operating in practice and whether they are supporting staff across the organisation to identify, report and escalate concerns effectively.

The Weiss Independent Review into Paul Reynolds

The Weiss Independent Review into Paul Reynolds

In October 2023, the Tasmania Police Commissioner, Ms Donna Adams, commissioned an independent review, led by Barrister Ms Regina Weiss, following evidence provided to the Commission of Inquiry about former police officer Paul Reynolds.[124] Ms Regina Weiss' review was based on six key objectives, which included assessing the actions of Reynolds while serving as a police officer and identifying organisational learnings.[125]

Ms Weiss found that Reynolds' offending spanned a 30 year period and ended only after he died by suicide in 2018.[126] Ms Weiss observed that the effect of Reynolds' offending on his victims, their families, and the policing, sporting and broader community was profound.[127]

Ms Weiss made five recommendations in her Independent Review into Paul Reynolds (the Weiss Review), which was published in July 2024.[128] The Tasmanian Government accepted all five recommendations in July 2024.[129]

In May 2025, the Attorney-General and Minister for Justice, the Honourable Guy Barnett MP, referred all five recommendations to the Implementation Monitor for his oversight.[130]

Justice and DPFEM have led the Weiss Review reforms. The Implementation Monitor assessed that three recommendations from the Weiss Review were 'In Progress' and two were 'Completed' as of 30 June 2026 (Table 21 and Figure 21).

Table 21. Recommendation status by agency – Weiss review

Agency	In progress	Substantially progressed	Completed	Embedded change	Total
DPFEM			2 100%		2
Justice	3 100%				3
Total	**3** **60%**		**2** **40%**		**5**

124 *Commission of Inquiry* (n 1) vol 7, 37–39.
125 Weiss Review (n 5) 9.
126 Ibid 5.
127 Ibid 2.
128 Refer to Appendix H for a full list of the Weiss Review recommendations.
129 Premier of Tasmania, 'Statement on the Weiss Review' (Media Release, 10 July 2024).
130 Section 13 of the *OIM* Act provides that additional recommendations relating to child safety and wellbeing may be referred to the Implementation Monitor by the Minister or by a resolution by both Houses of Parliament.

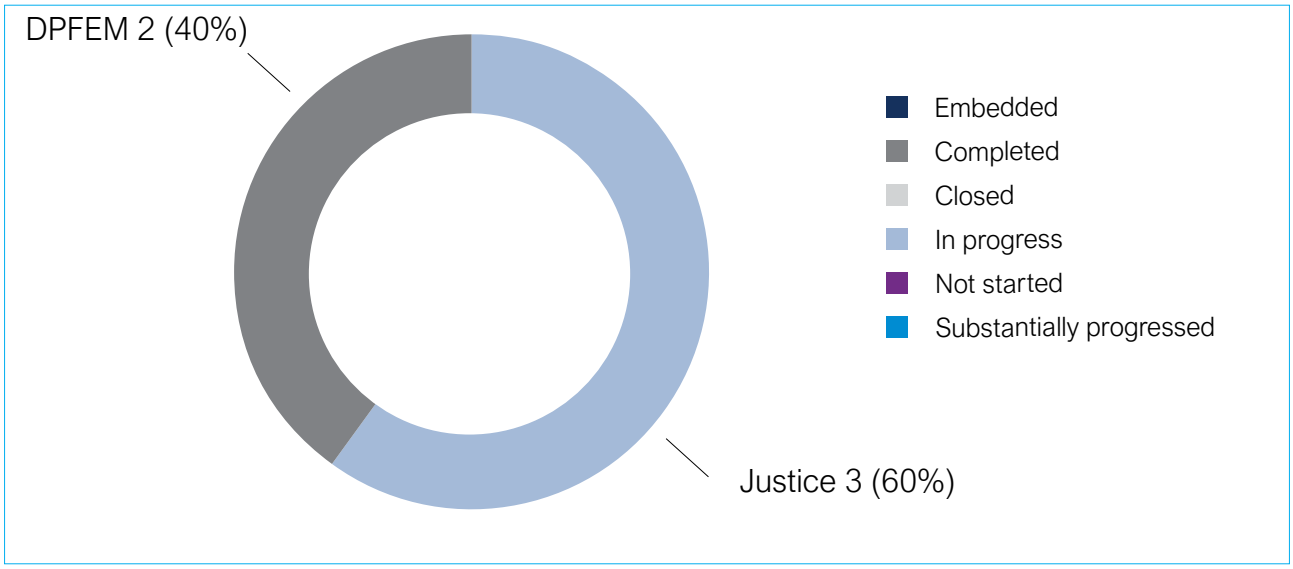


Figure 21. Recommendation status by agency – Weiss review (Chart)

Progress during the reporting period

In the last 12 months, a range of positive reforms have been implemented in response to the Weiss Review, including:

- DPFEM established a Community Engagement Command and a Community Engagement Strategy[131] to strengthen trust, collaboration and safety in the community (Rec 3)
- DPFEM launched the North-West Arch Centre, allowing people in the North-West of Tasmania who have experienced sexual harm to have more access to support options (Rec 4)
- Justice engaged Ms Regina Weiss to provide support to victim-survivors of Paul Reynolds, including support with accessing redress (Rec 1)
- Justice has developed the Integrity Commission Amendment Bill 2026,[132] which aims to strengthen the Integrity Commission's functions and powers to independently investigate Tasmania Police officers alleged to have groomed or sexually abused a child or young person (Rec 5).

Areas of continued focus

In the next 12 months, Justice and DPFEM will continue to work towards:

- developing a State-based restorative engagement and redress framework for people who have experienced grooming and/or sexual abuse by Tasmania Police officers (Rec 2)
- advocating to the Australian Government to amend the *Telecommunications (Interception and Access) Act 1979* (Cth) (Rec 5).

Refer to Appendix H for a full report on the appraisal of the implementation of these recommendations.

131 Department for Police, Fire and Emergency Management, *Community Engagement Strategy* 2025-2028 (2025).
132 Integrity Commission Amendment Bill 2026 (Tas).

Implementation Monitor's observations

I have heard positive feedback regarding the Community Engagement Command so far. The importance of this aspect of Tasmania Police's work cannot be overstated. For some people, interactions with law enforcement can be accompanied by feelings of anxiety and, following high-profile incidents of misconduct such as those involving Paul Reynolds, a degree of mistrust. It is therefore invaluable for Tasmania Police to embed functions that proactively build trust, strengthen community engagement, and foster collaboration with the communities they serve.

Delays to the state-based redress framework are closely tied to the outcome of the Australian Parliament's Joint Standing Committee on Implementation of the National Redress Scheme and its Inquiry into the Continuing Operation of the National Redress Scheme. It remains unclear when this inquiry will be finalised, but I sincerely hope that the Australian Government extends the National Redress Scheme and embraces the opportunity to strengthen it in light of feedback contained in submissions.

Other related reviews

Other related reviews

Woolcott Independent Review into government responses to matters of concern

In December 2023, the Premier of Tasmania, the Honourable Jeremy Rockliff MP, commissioned former Australian Public Service Commissioner, Mr Peter Woolcott AO, to conduct an independent review into the actions taken in response to matters of concern after the Commission of Inquiry. Ms Radha Thomas (Sharma) supported Mr Woolcott throughout his review, and Ms Lina Ranieri provided support on the Employment Directions.

Mr Woolcott's review focused on providing independent assurance that the State Service had taken appropriate steps to hold individuals of interest identified by the Commission of Inquiry to account and recommending further actions that would improve accountability in the future.[133] Mr Woolcott found that, at the reviews conclusion, the State Service had a consolidated central database that included all matters of concern and associated individuals from the Commission of Inquiry.[134]

Mr Woolcott made 27 recommendations in his *Independent Review into the actions taken in response to the information and concerns raised by the Commission of Inquiry into the Tasmania Government's Responses to Child Sexual Abuse in Institutional Settings* (the Woolcott Review). The Woolcott Review Part A and Part B were tabled in the Tasmanian Parliament in November and December 2025, respectively.

The Tasmanian Government tabled its response to the Woolcott Review in parliament in March 2026.[135] As of 30 June 2026, no recommendations from the Woolcott Review were referred to the Implementation Monitor.[136]

133 Peter Woolcott AO, *Independent Review into the actions taken in response to the information and concerns raised by the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (Final Report, November 2025) bk 1, 16.
134 Ibid 20.
135 Tasmanian Government, *Tasmanian Government response to the Independent Review into the actions taken in response to the information and concerns raised by the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (March 2026).
136 Section 13 of the *OIM Act* provides that additional recommendations relating to child safety and wellbeing may be referred to the Implementation Monitor by the Minister or by a resolution by both Houses of Parliament.

Implementation Monitor's observations

At the time of writing this report, I understood that the Tasmanian Government was still considering the referral requirements under section 13 of the *Child Safety Reform Implementation Monitor Act 2024* alongside other possible oversight mechanisms. The Department of Justice proactively involved me in discussions about possible referral, and I enjoyed these conversations. It is my personal preference that all recommendations be referred, consistent with Strategic Recommendation 1.1 from the Woolcott Review. However, I accept that referral is a matter for the Tasmanian Government and the Parliament of Tasmania.

The work of Peter Woolcott and Radha Thomas (Sharma) has been incredibly valuable in offering assurance about the actions taken by the Tasmanian Government since the Commission of Inquiry. I congratulate Peter and Radha on delivering such a high-quality and instructive report, and I look forward to their recommendations being brought into my portfolio in the future.

Independent Review into Tasmania's Right to Information Framework

In December 2023, the Premier of Tasmania, the Honourable Jeremy Rockliff MP, commissioned Professor Tim McCormack and Adjunct Associate Professor Rick Snell to undertake an independent review into Tasmania's Right to Information Framework. Professor McCormack and Adjunct Associate Professor Snell were supported by Ms Taya Ketelaar-Jones throughout their review.

The focus of the review was on examining the adequacy and effectiveness of the *Right to Information Act 2009* (Tas) and recommending reforms based on best practice models.[137] The reviewers found that frustrations about inadequate government transparency largely stemmed from cultural and administrative shortcomings rather than legislative reasoning[138].

Professor Tim McCormack and Adjunct Associate Professor Rick Snell made 43 recommendations in their *Getting Back on Track: Independent Review into Tasmania's Right to Information Framework* (Right to Information Review) published in September 2025.

The Tasmanian Government tabled its response to the Right to Information Review in March 2026.[139] As of 30 June 2026, no recommendations from the Right to Information Review were referred to the Implementation Monitor.[140]

137 Professor Tim McCormack and Adjunct Associate Professor Rick Snell, *Getting Back on Track: Independent Review of Tasmania's Right to Information Framework* (Final Report, September 2025) 19.
138 Ibid xii.
139 Tasmanian Government, *Strengthening Transparency: Continuously Improving Tasmania's Right to Information Framework* (March 2026).
140 Section 13 of the OIM Act provides that additional recommendations relating to child safety and wellbeing may be referred to the Implementation Monitor by the Minister or by a resolution by both Houses of Parliament.

Implementation Monitor's observations

It does not seem that any recommendations from the Right to Information Review will be referred to me in the foreseeable future. That said, I intend to remain engaged in this work given its connection to the Commission of Inquiry reforms. The report lays out a comprehensive pathway to improve information sharing in Tasmania, and I sincerely hope the Tasmanian Government gives serious consideration to implementing these recommendations.

I particularly think that the Tasmanian Government should prioritise providing targeted funding to agencies to support the timely processing of right to information requests.

Other reports

The Implementation Monitor believes that other reports are relevant to child sexual abuse reform in Tasmania. These reports are not currently within the Implementation Monitor's oversight;[141] however, the Implementation Monitor and the Office maintains awareness of them to support the execution of his functions and powers.

Table 22. A non-exhaustive summary of recent related reports to child sexual reforms in Tasmania and their status as of 30 June 2026.[142]

Title	Author/s	Release
Commission of Inquiry Related Reports		
Independent Review into the Actions of Heads of Agencies	Mike Blake AM	Released in March 2024
Review of the Tasmanian Law Reform Institute into the COI and Evidence Act	Tasmanian Law Reform Institute	Released in April 2025
Independent Review into Legal Assistance Provided to State Servants	Sam Tatarka OAM	Released in September 2025
Independent Review into Tasmania's Right to Information Framework	Professor Tim McCormack Adjunct Associate Professor Rick Snell Taya Ketelaar-Jones	Released in September 2025
Independent Review into the actions taken in response to the information and concerns raised by the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings	Peter Woolcott Radha Thomas (Sharma)	Released in November and December 2025
Tasmanian Law Reform Institute Reports		
Raising the Minimum Age of Criminal Responsibility	Tasmanian Law Reform Institute	Released in April 2022
An Evaluation of the Pre-recorded Evidence Scheme in Tasmania	Tasmanian Law Reform Institute	Released in September 2024
An Evaluation of Youth Justice Responses to Allegations of Sexual Offending by Young People	Tasmanian Law Reform Institute	Released in January 2026
Monitoring Sentencing Trends for Child Sexual Abuse Crimes	Tasmanian Law Reform Institute	Ongoing
Tasmanian Parliamentary Committee Reports		
Joint Sessional Committee into the Government's response to Recommendations made in the Final Report of the Commission of Inquiry into the Tasmanian Government's Response to Child Sexual Abuse in Institutional Settings (Joint Sessional Committee into the Commission of Inquiry) – Interim Report	Parliament of Tasmania - Joint Sessional Committee into the Commission of Inquiry	Released in October 2024

141 *OIM Act* (n 6) s 12, 13

142 Note that some reports may fall into multiple categories.

Title	Author/s	Release
Inquiry into Tasmanian Adult Imprisonment and Youth Detention Matters	Parliament of Tasmania - Legislative Council Sessional Committee Government Administration B	Released in April 2025
Joint Sessional Committee into the Commission of Inquiry – Second Interim Report (Part One)	Parliament of Tasmania - Joint Sessional Committee into the Commission of Inquiry	Released in April 2026
Joint Sessional Committee into the Commission of Inquiry – Second Interim Report (Part Two)	Parliament of Tasmania - Joint Sessional Committee into the Commission of Inquiry	Released in May 2026
Tasmanian Oversight Body Reports		
Alignment of the duration of custodial stays at Ashley Youth Detention Centre with related sentencing orders	Auditor-General	Released in August 2024
"Somewhere Safe to Go" – Young People's Experiences of Leaving Detention	Commissioner for Children and Young People	Released in March 2025
Children in Tasmania's Prisons Review Report 2025	Custodial Inspector	Released in June 2025
Security Contractor Transport of Young People in Custody: Safeguarding Review 2025	Custodial Inspector	Released in December 2025
Out of Home Care Monitoring Report No. 3	Commissioner for Children and Young People	Released in February 2026
"Lonely and Scary and Traumatising" Young People's Experiences of Adult Custodial Facilities	Commissioner for Children and Young People	Released in March 2026
Investigation into the release of personal information in error by public authorities implementing decisions on assessed disclosure applications under the *Right to Information Act 2009*[143]	Ombudsman Tasmania	Released in March 2026
Ashley Youth Detention Centre - Child and Youth Standards Assessment	Office of the Independent Regulator	Released in May 2026
Other Tasmanian Reports		
Independent Review into Tasmanian Court Backlogs	Mr Lloyd Babb	Ongoing
Independent Review into serious incidents at Ashley Youth Detention Centre	Mr Mike Wheaton	Ongoing
National Reports		
Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	Released in September 2023
'Help way earlier!' How Australia can transform child justice to improve safety and wellbeing	Australian Human Rights Commission	Released in August 2024

143 This report was an own motion investigation pursuant to s 13 of the *Ombudsman Act 1978* (Tas), which, among other things, looked into an error made by the Department for Education, Children and Young People (DECYP) in releasing personal information of children in DECYP's care based on sexual abuse concerns. See: Ombudsman Tasmania, *Investigation into the release of personal information in error by public authorities implementing decisions on assessed disclosure applications under the Right to Information Act 2009* (Final Report, March 2026) 6–7.

Title	Author/s	Release
Safe, Informed, Supported: Reforming Justice Responses to Sexual Violence	Australian Law Reform Commission	Released in January 2025
Evidence-based approaches to child justice	Australian Human Rights Commission	Released in October 2025
Australia's Youth Justice and Incarceration System	Australian Parliament - Senate Standing Committees on Legal and Constitutional Affairs	Ongoing
Inquiry into the continuing operation of the National Redress Scheme	Australian Parliament - Joint Standing Committee on Implementation of the National Redress Scheme	Ongoing
International Reports		
Australia: Compilation of information prepared by the Office of the United Nations High Commissioner for Human Rights[146]	Office of the United Nations High Commissioner for Human Rights	Released in January 2026

Implementation Monitor's observations

I am particularly concerned about report findings regarding the appropriateness of Hobart and Launceston Reception Prisons as places for children and young people to be detained.[144]

The Commission of Inquiry did not examine adult custodial facilities, but did encourage the Tasmanian Government to implement the youth justice recommendations in a manner that would create consistency across all custodial facilities in which children and young people may be held.[145] I agree that children and young people should not be held in prison. However, I consider that there must be more investment in the Tasmanian Prison Service to provide better support for children and young people in adult custodial facilities until better alternatives are found.

As shown above, there is an extensive body of evidence available to decision-makers about the path forward to prevent, address and better respond to child sexual abuse in institutional settings. In my view, the Government should now focus its effort on funding the State Service to implement the existing body of recommendations made to it, so that children and young people can be made safer in government institutions.

144 See for example: Custodial Inspector, Children in Tasmania's prison (Final Report, June 2025); Commissioner for Children and Young People, *"Lonely and scary and traumatising" Young people's experiences of adult custodial facilities* (Final Report, March 2026).

145 *Commission of Inquiry* (n 1) vol 5, Bk 1, 1.

146 This report cites an earlier 2022 report from the United Nations Committee against Torture, which raises concerns about the practice across chosen youth detention centres in Australia, including Ashley Youth Detention Centre. See: Committee against Torture, Concluding Observations on the Sixth Periodic Report of Australia, UN Doc CAT/C/AUS/CO/6 (5 December 2022) para 37.

Recommendation status overview

Recommendation status overview

Table 23 below provides a condensed summary of the status of all appraised recommendations from in scope reviews and inquiries. Each box contains three parts, which provide the following key information:

- Recommendation number
- Lead agency, colour coded as per the legend provided
- Recommendation progress as per the 1-5 status ladder (1: not started, 2: in progress, 3: substantially progressed, 4: completed, 5: embedded change)
- Original completion timeline (as per the inquiry), colour coded as per the legend provided (COI only)
- Delayed status against the original timeline, indicated with a red border (COI only)

Figure 22 below provides a visual explanation of how to read the tables. A legend is also provided on each page.

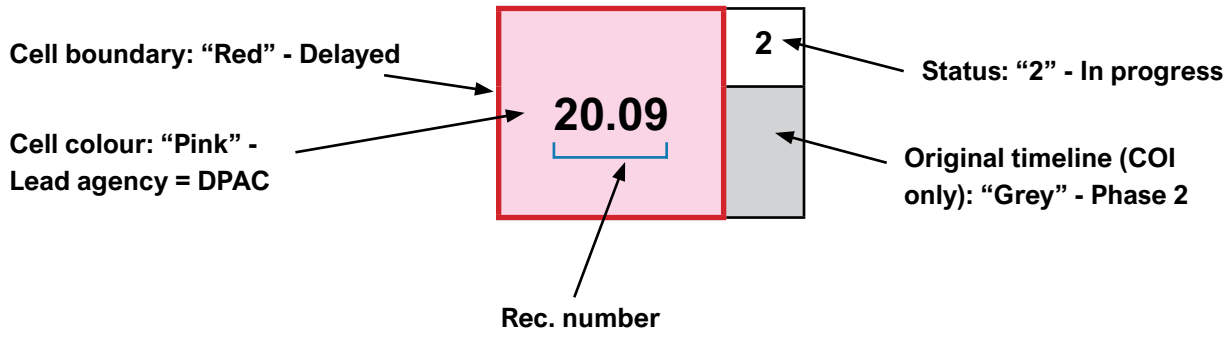
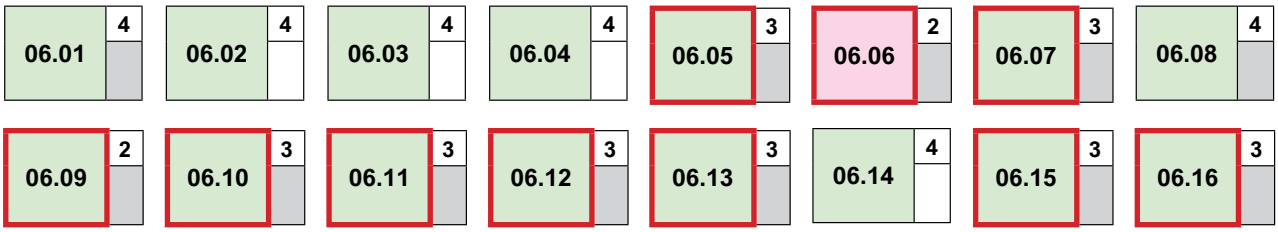


Figure 22. How to read the recommendation status overview

Table 23. Recommendation status overview

COI - Volume 3



COI - Volume 4



COI - Volume 5



Lead agency
- Justice
- DPFEM
- DoH
- ISO
- DECYP
- DPAC

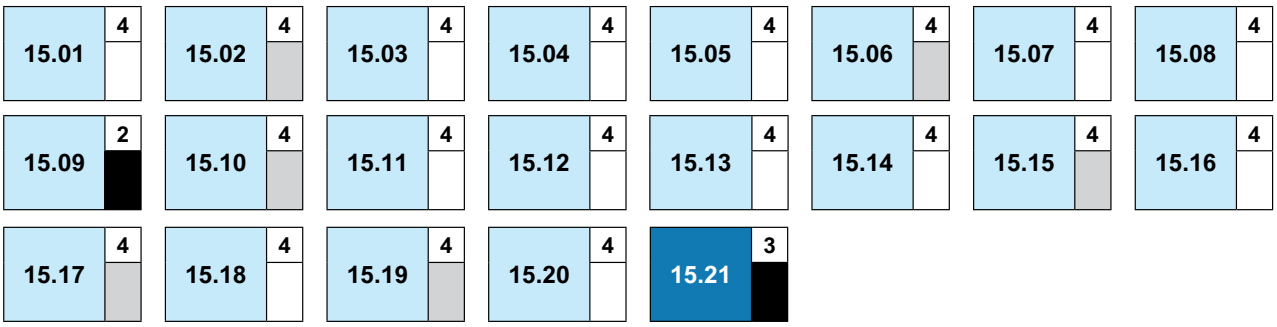
Status
- 1 : Not Started
- 2 : In progress
- 3 : Subst. progressed
- 4 : Completed
- 5 : Embedded change

Original timelines (COI only)
- Phase 1 - 30 June 2024
- Phase 2 - 30 June 2026
- Phase 3 - 30 June 2029

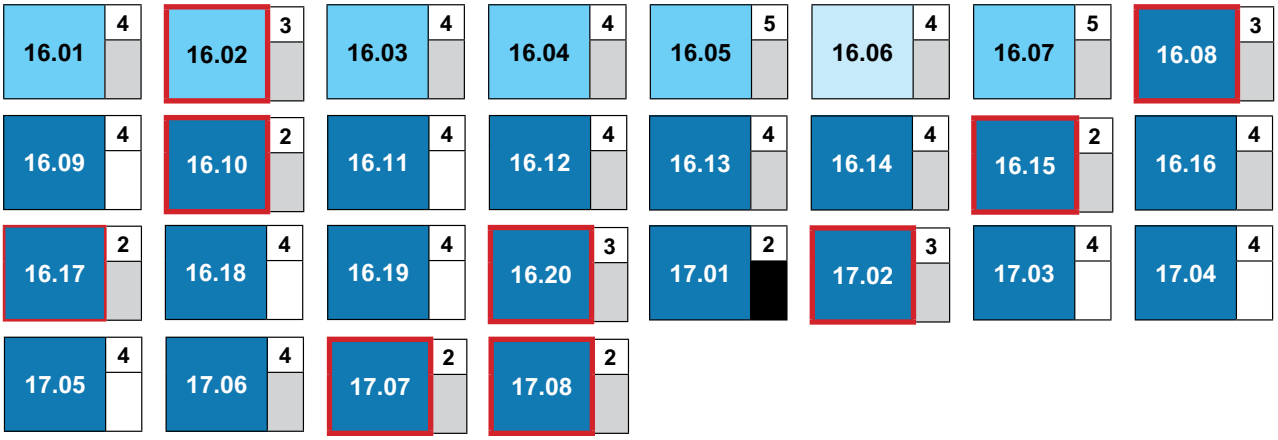
Other
- Delayed
- Closed

Table 23. Recommendation status overview (continued)

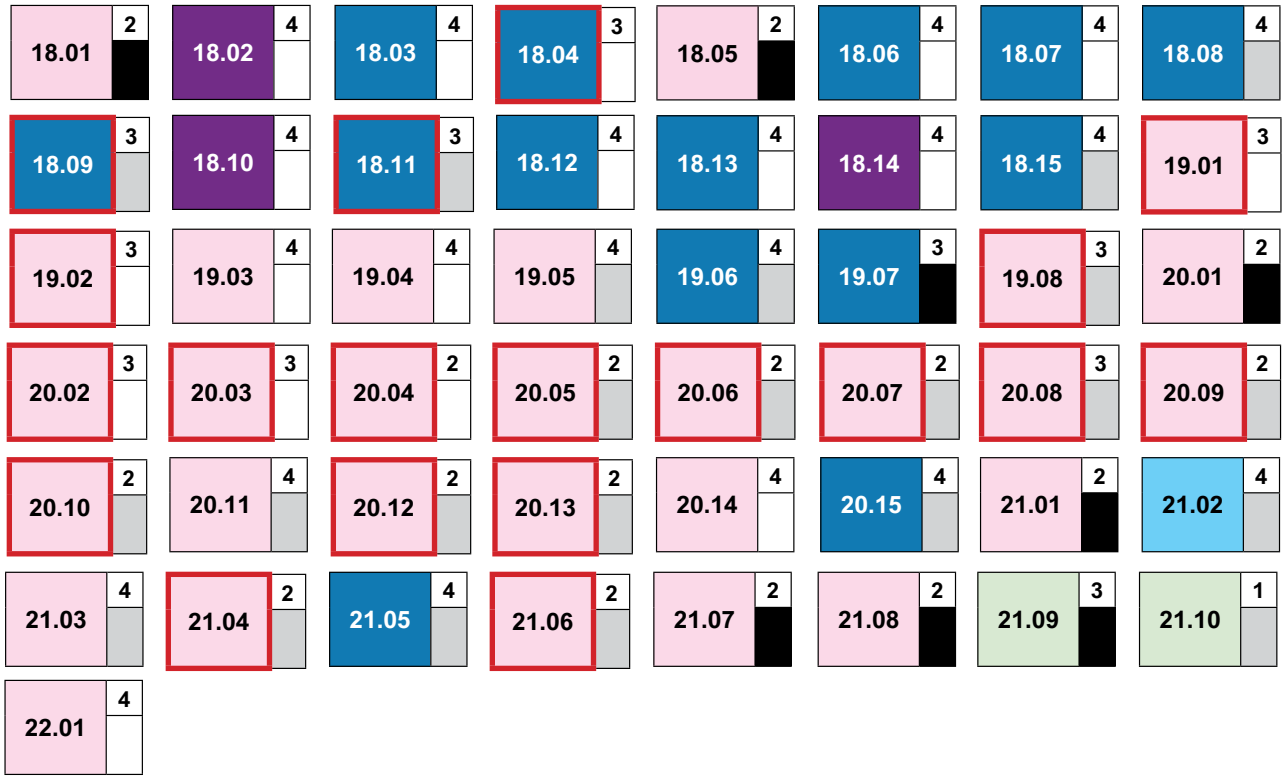
COI - Volume 6



COI - Volume 7



COI - Volume 8



Lead agency
- Justice
- DPFEM
- DoH
- ISO
- DECYP
- DPAC

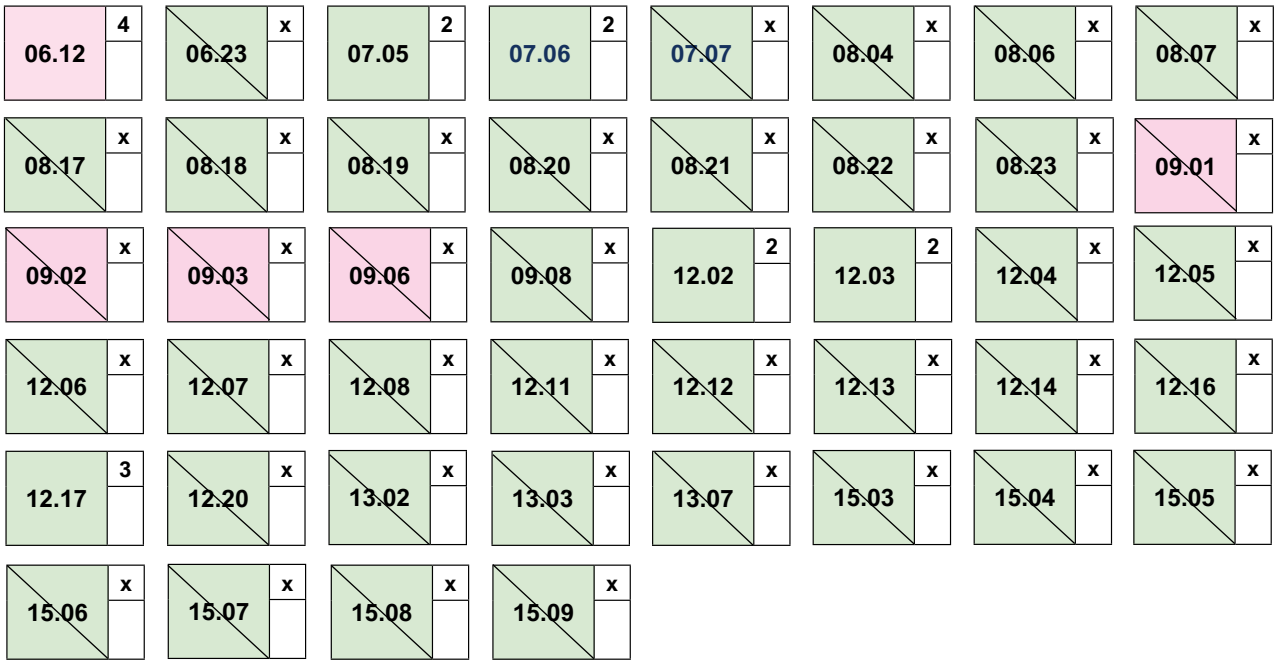
Status
- 1 : Not Started
- 2 : In progress
- 3 : Subst. progressed
- 4 : Completed
- 5 : Embedded change

Original timelines (COI only)
- Phase 1 - 30 June 2024
- Phase 2 - 30 June 2026
- Phase 3 - 30 June 2029

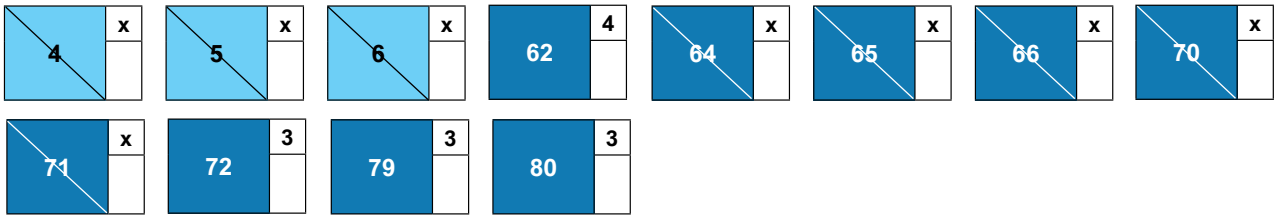
Other
- Delayed
- Closed

Table 23. Recommendation status overview (continued)

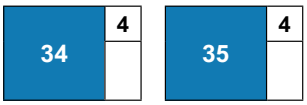
RC - Final Report



RC - Criminal Justice Report



RC - Working with Children Report



Lead agency

- Justice
- DPFEM
- DoH
- ISO
- DECYP
- DPAC

Status

- 1 : Not Started
- 2 : In progress
- 3 : Subst. progressed
- 4 : Completed
- 5 : Embedded change

Original timelines (COI only)

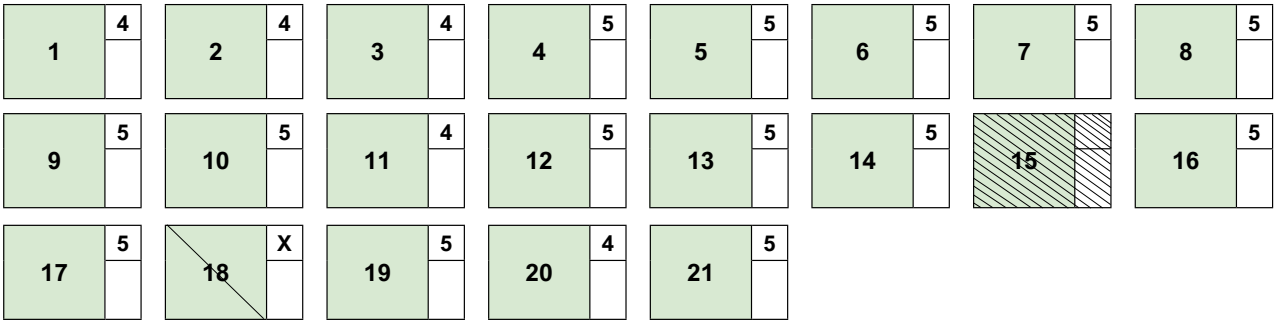
- None

Other

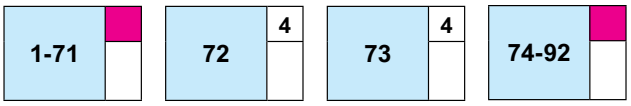
- Delayed
- Closed

Table 23. Recommendation status overview (continued)

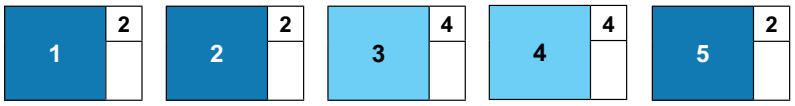
DOE



LGH



Weiss



Lead agency

- Justice
- DPFEM
- DoH
- ISO
- DECYP
- DPAC

Status

- 1 : Not Started
- 2 : In progress
- 3 : Subst. progressed
- 4 : Completed
- 5 : Embedded change
- x : Closed
- : To be appraised in 2026 (post reporting cycle)

Original timelines (COI only)

- None

Other

- Delayed
- Closed
- Duplicate

Looking to the future

Looking to the future

The coming year represents an important and exciting phase for Tasmania's child safety reform. Much of the foundational work to establish legislative, governance and policy reforms has now been progressed or is completed. The next twelve months will increasingly focus on making sure those reforms are sustained over time and importantly 'are they making a positive difference for child safety in government institutions?'. Listening to key individuals and groups will be critical to help me answer this question.

Moving towards evaluation

A key priority for my Office will be to maintain and strengthen engagement and consultation with children and young people, victim-survivors and advocacy groups, Aboriginal individuals and organisations, and the community sector.

These relationships are essential to understanding how reform is being implemented in practice and where further attention may be required. Feedback gathered through these engagements will increasingly inform my work in monitoring, appraisal and evaluation as the reform program moves from repair to prevention.

Looking ahead and guided by my Implementation Framework, my focus during 2026-27 will shift towards evaluation activity, assessing effectiveness and impact. Evaluation works together with monitoring and appraisal but it answers a different question. Evaluations are the selective, time-limited inquiries that look at evidence to understand how well something is working, why, for whom, and what to do next.

This year my Office has appraised over 276 recommendations, which will help inform potential areas for future evaluation. In the coming months I intend to liaise and listen carefully to others to gain insights to help inform areas of focus that will have a high level of impact. Determining the priority and timing of evaluation activities will be particularly important. Potential areas of future focus might involve certain institutional settings, examining a program or law, or different programs across multiple settings.

To inform evaluation, my Office will continue refining the child safeguarding indicators that underpin the Implementation Framework. This work includes collaborative development and testing of measures, new data collection activities, surveys and analysis of existing datasets. I am encouraged by work underway to incorporate child safeguarding measures into future Tasmanian State Service Surveys.

Enhancing data capability

A range of work is underway across government to enhance data capability. This is positive because it helps government and, indeed, my Office understand how progress is working in practice. A major piece of work that DECYP is undertaking is to prioritise data capability for its forthcoming draft Outcomes Framework. In my view, this work to enhance the ways and types

of data collected on child safety and wellbeing across DECYP will be invaluable. Ultimately, in my view, it will allow DECYP to be a better guardian for children in its care.

Additionally, my team and I look forward to the Tasmanian Sentencing Advisory Council's forthcoming capstone report about measuring progress in the area of child sexual abuse sentencing in the courts. I also know that other departments are prioritising their data collection and streamlining efforts to enhance capability.

I see a key part of my role is setting up government institutions so that when my oversight function ends, they have the capability to maintain the momentum. Data will be a core aspect of this work.

Machinery of government changes

The Tasmanian machinery of government changes, announced in early 2026, will be an important area of focus in the coming year. Responsibility for central oversight and coordination of the Commission of Inquiry reforms is transitioning from DPAC to DECYP. In my view, this change presents opportunities to strengthen connections between reform implementation and frontline service delivery. Equally, it will be important that DECYP is able to embrace the often challenging role assumed by DPAC in coordinating other agencies and helping to break down silos between them.

I have heard a range of views about these changes. Some victim-survivors and those in non-government organisations have expressed concern about disruption, loss of momentum and the risk of relationships and institutional knowledge being lost. These concerns are understandable. Building trust after the Commission of Inquiry is a long-term undertaking. Trust is difficult to build and can be quickly eroded if change is not visible and well understood.

At the same time, I continue to observe substantial work occurring across government to implement the recommendations monitored by my Office. I appreciate that a lot of this work takes place outside public view. I consider that part of my role is to provide assurance to the community that progress is occurring, while also identifying areas where further attention is needed.

National scale

My Office and I like to occasionally take a bigger-picture scan to look at what is happening across Australia in child safety reform. This is helpful because child sexual abuse and child safety more broadly are, sadly, not a unique problem faced by Tasmania. All other state or territories face similar challenges and barriers to reform around information sharing, agency coordination and funding.

I acknowledge and resonate with concerns about the National Redress Scheme and the continued national momentum in the action plans under the National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030.

An area where I see an opportunity for my role to advocate, is to the Australian Government. I have already contacted Federal Ministers on a range of matters including child sexual exploitation and good character references in sentencing for sexual offences. I intend to continue advocating for Tasmanian and national child sexual abuse reform.

As I indicated in my opening message, prevention of child sexual abuse is imperative to long term change. Work in this area will become ever more critical over the next few years, especially in a way that is coordinated, preferably across the nation.

Robert Benjamin AM KC
Implementation Monitor

Feedback

Your voice and experiences matter

Meaningful reform depends on understanding how change is experienced in practice. The OIM welcomes information, views and feedback from all individuals and organisations. This includes children and young people, families, carers, advocates, community members, Aboriginal organisations, service providers and people with lived experience of Tasmania's child safety system.

As part of our ongoing work, we will actively seek opportunities to engage with communities and stakeholders across Tasmania. This will include meeting with individuals and organisations, consulting with people with lived experience, participating in community and sector forums, inviting feedback on specific issues, and seeking a range of perspectives to inform our monitoring and reporting.

We also welcome feedback on this annual report and suggestions about how we can improve the way we communicate our work and the progress of child safety reform.

Contact the Office of the Implementation Monitor

Email: submissions@oim.tas.gov.au

Phone: 6166 9125

Postal Address: GPO Box 1126, Hobart TAS 7001

Child safety reform is a shared responsibility and a long-term commitment. Lasting change depends on continued engagement from the people, communities and organisations who experience and support the system every day. We encourage you to stay connected with our work, share your experiences and perspectives, and help us identify both progress and areas for improvement.

Together, we can help ensure that child safety reforms deliver lasting improvements in the lives of Tasmania's children and young people.



Child Safety Reform
Implementation Monitor
TASMANIA

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