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**COMMISSION OF INQUIRY INTO THE CHILD SAFETY SYSTEM
STATE OF QUEENSLAND
PROACTIVE STATEMENT NO.3**

STATEMENT OF MEEGAN CRAWFORD

I, **Meegan Crawford**, of care of Crown Law, Level 11, 50 Ann Street, Brisbane, acting Deputy Director-General, Service Delivery, Department of Families, Seniors, Disability Services and Child Safety (**the Department**) in the State of Queensland state as follows:

1. My qualifications include a Bachelor of Social Work degree conferred in 1990 from the University of Queensland and a Doctor of Philosophy in Social Work conferred in 2015 from Griffith University.
2. I have extensive experience with the Department and other former Departments in their child protection capacity dating back to 1991. I have held various roles for differing periods including Child Safety Officer, Team Leader, Policy Officer, Project Officer, Principal Training Officer, Manager, Director, Executive Director, Regional Executive Director and Chief Practitioner.
3. Between 2005 and 2011, I was employed at Griffith University in research and lecturer positions and returned to the Department in late 2011.
4. As acting Deputy Director-General, Service Delivery, I have responsibility for providing strategic and operational leadership for the delivery of child safety services across Queensland.
5. Prior to commencing as acting Deputy Director-General in April 2025, I held the position of Chief Practitioner. This is my substantive position and is a senior executive role with responsibility for practice quality, staff capability, and child safety operational policy and procedure.

INTRODUCTION

6. This statement provides an overview of the organisational structure of the Department and details broadly how it delivers child safety services across Queensland.
7. It supports the information outlined in proactive statement No. 1 of the Director-General to the Commission of Inquiry into the Child Safety System (the Inquiry).

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Meegan Crawford

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8. The information provided includes advice received from relevant business units responsible for service delivery and practice within the Department.

REGIONAL CONTEXT AND DATA OVERVIEW

9. With a population of approximately 5.6 million people, of whom 1.2 million are children and 286,000 are Aboriginal or Torres Strait Isander people, Queensland is Australia's second largest state and covers nearly a quarter of the nation's landmass.
10. Delivering child protection services across such a large state with diverse locations and operating contexts presents both significant challenges and unique opportunities as service delivery must account for a wide range of geographical, cultural and socio-economic factors and client need.
11. Rural and remote regions face challenges such as limited infrastructure, workforce shortages, high transport costs, weather impacts and limited culturally appropriate services. For example:
 - a) in Mt Isa remoteness, fly-in-fly-out service providers, housing shortages and cross-border complexities create challenges;
 - b) in the Torres Strait, accessibility and the need to respect cultural protocols are key considerations; and
 - c) in South West Queensland, rapid population growth and vast geographic distances pose significant challenges.
12. Such diverse contexts also offer opportunities to develop innovative, community-based approaches, that leverage local knowledge, and foster partnerships to strengthen outcomes for children and families.
13. The Department gathers comprehensive data on the child protection system, including the number of concerns reported, assessed, and substantiated, intervention and placement types, to assist performance review, resource allocation and planning.
14. This data is provided at the regional level in the Department's *Regional Data Tables (Annexure 1)* and assists local analysis and planning.
15. The statement of Corinne Porta, Regional Director, Far North Queensland, outlines service delivery priorities and approaches for Far North Queensland. Future statements will address the specific service delivery needs of other regions.

DELIVERY OF CHILD SAFETY SERVICES

16. The delivery of child safety services in Queensland is prescribed by the *Child Protection Act 1999* (the Act) and the *Child Protection Regulation 2023* (the Regulation), and supported by operational policies, procedures and practice guidelines, as outlined in the Child Safety Practice Manual. Regional structures ensure frontline services are accessible across the state.

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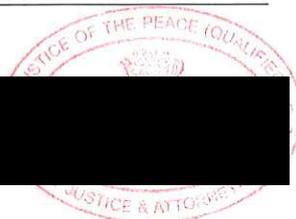
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17. The department's *Service Delivery (Child and Family) Organisational Structure (Annexure 2)* as at August 2025 is provided.

Regional Offices

18. The department delivers frontline services across **six regions**: South East, South West, North Queensland, Far North Queensland, Sunshine Coast and Central Queensland, and Brisbane and Moreton Bay.
19. A *Regional office locations map (Annexure 3)* is provided.
20. Each region is supported by an executive leadership team, which includes:
- a) a Regional Executive Director, who leads the strategic and operational delivery of child and family services within a specific region;
 - b) Regional Directors, who provide leadership and oversight for child protection services, with four regions supported by two Regional Directors and two regions supported by one Regional Director; and
 - c) Child and Family Directors, with regions supported by two of these Directors. One Director has a lead role in the Investment and Partnership and Placement Services work, and the other Director has a lead role in the quality of child protection practice.
21. Each region is also comprised of Child Safety Service Centres, hubs and business units. While there is some variance in each region, these generally include:
- a) a **Regional Intake Service (RIS)**, the first point of contact for community members, mandatory and other reporters from government and non-government agencies who have concerns for a child's safety. RIS operate during business hours from 9am to 5pm Monday to Friday;
 - b) **Child Safety Service Centres (CSSC)**, located across the state to deliver statutory child protection services to children, young people, families and carers. CSSCs operate during business hours from 9am to 5pm Monday to Friday;
 - c) a regional **Placement Services Unit (PSU)**, responsible for liaising with funded foster and kinship care agencies and residential care services to secure placements for children entering or residing in out-of-home care. These placements may include foster care, kinship care, residential care or other semi-independent living arrangements. PSUs generally operate during business hours from 9am to 5pm Monday to Friday however will work outside of hours when sourcing emergency placements for children and young people;
 - d) a regional **Finding Kin Team**, focused on locating kinship care options and opportunities to place children with family, and for Aboriginal and Torres



Strait Islander children on country and in line with their cultural needs. Finding Kin Teams generally operate during business hours from 9am to 5pm Monday to Friday;

- e) a regional **Quality Practice Team** who provide specialist support to frontline staff. These teams are often inclusive of Transition Officers, Specialist Services Clinicians and Regional Practice Leaders. The Quality Practice Teams generally operate during business hours from 9am to 5pm Monday to Friday;
- f) regional **Investment and Partnerships (I&P) Teams** who oversee contract management for outsourced service delivery in regions by managing provider relationships, engaging with the broader service system, and monitoring performance. I&P teams generally operate during business hours from 9am to 5pm Monday to Friday;
- g) a regional **Collaborative Family Decision Making (CFDM) Team**, comprised of Family Group Meeting Convenors, who coordinate and facilitate family meetings to develop legislatively required case plans that address a child's safety, belonging, and wellbeing. The CFDM Team generally operates during business hours from 9am to 5pm Monday to Friday however may conduct family meetings outside of business hours where required;
- h) a regional **Delegated Authority (DA) Team** to support and facilitate child protection delegations to the Chief Executive Officer of an Aboriginal and Torres Strait Islander Community-Controlled Organisation, for an Aboriginal and/or Torres Strait Islander child, where certain requirements are met. The DA team generally operates during business hours from 9am to 5pm Monday to Friday; and
- i) an **Office of the Regional Executive Director (ORED)**, which manages regional business support, correspondence, complaints, cross-government and partner forums, and executive support for the Regional Executive Director and Regional Directors. OREDs generally operate during business hours from 8.30am to 5pm Monday to Friday.

Role of Regional Intake Service

- 22. Queensland's Regional Intake Services are the first point of contact for community members, mandatory and other reporters from government and non-government agencies who have concerns about the safety of children.
- 23. Intake service Child Safety Officers assess reports of harm or risk of harm to determine whether the physical, sexual, emotional abuse and neglect, and exposure to domestic and family violence allegations meet the threshold for an Assessment, that is, a reasonable suspicion that a child has suffered, is suffering, or is at unacceptable risk of suffering significant harm **and** does not have a parent able and willing to protect them from harm.

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24. Staff may also provide information and advice, make referrals to appropriate family support services, or share relevant information with police where a possible criminal offence is involved or other state authorities when a child may be at risk interstate or from interstate.
25. Intake Services are based regionally, rather than in CSSCs. This separation aims to bring specialisation to improve consistency and quality of intake decisions and remove intake decision making from the considerations of the demands of a CSSC.

Child Safety Service Centres

26. Child Safety Service Centres and hubs, located within regions, deliver frontline statutory services to children, young people, families, and carers. Their responsibilities include:
 - a) assessing child protection notifications to determine a child's safety, needs, whether they are at risk of harm in the future and whether they are in need of protection;
 - b) providing case management and casework to children assessed as in need of protection subject to an Intervention with Parental Agreement (IPA) case. IPA is a voluntary arrangement that allows the Department to work collaboratively with parents to address child protection concerns while the child typically remains in the home;
 - c) recommending child protection orders for children assessed as in need of protection; preparing initial and updated affidavits and participating in court proceedings as required; and
 - d) providing case management and case work to children who are subject to a Directive or Protective Supervision Order; or who cannot remain safely with their family, and are subject to a custody or guardianship child protection order, by:
 - (i) providing safety and support while working towards family reunification or alternate permanency option;
 - (ii) ensuring education, health and cultural needs are met as per the Act;
 - (iii) developing and regularly reviewing case plans that outline a child's needs, goals and the steps required to achieve safety. For older children, assistance is provided with transition planning to prepare them for adulthood and cultural support plans are required for Aboriginal and Torres Strait Islander children; and
 - (iv) monitoring children's out-of-home care arrangements to ensure that the care provided promotes the safety, wellbeing and development of



children in accordance with the Statement of Standards, the Act, and departmental policies.

27. The statement of Victoria Van Houdt, Acting Chief Practitioner, provides further information on statutory child protection services as they currently operate within the Department.
28. There are 57 CSSCs and hubs across the state, with up to 11 CSSCs per region (as per **Annexure 4**).
29. A *Child Safety Service Centres map* (**Annexure 5** is provided).
30. Each CSSC is overseen and managed by a **CSSC Manager**, who is responsible for compliance with legislative, policy and practice requirements, budget and resource management, as well as fostering collaborative local government and non-government partnerships. CSSCs are typically staffed by the following key roles:
 - a) a **Senior Practitioner** supports and enhances child protection services by providing specialist practice knowledge, staff mentoring, ensuring compliance with standards, driving practice improvements, and reviewing and planning for complex cases;
 - b) **Senior Team Leaders** oversee and guide a team of Child Safety Officer staff to deliver child protection services. They ensure compliance with legislation, policy and procedures while providing professional supervision, modelling and leadership;
 - c) **Child Safety Officers** and **Senior Child Safety Officers** deliver statutory child protection services in accordance with the Act, adhering to policy, procedures and practice guidelines, to increase the safety, belonging, cultural and wellbeing needs of children and young people;
 - d) **Child Safety Support Officers** and **Senior Child Safety Support Officers** assist in delivering child protection services by providing family contact supervision, transport and practical support to parents;
 - e) **Suspected Child Abuse and Neglect (SCAN) Team Coordinators** facilitate collaborative information sharing and joint assessment across core government members and other service providers to meet the protection needs of children referred;
 - f) **Cultural Practice Advisors (CPAs)** provide culturally informed casework support, offering guidance on family connection, kinship care, and culturally specific services, while delivering cultural leadership to ensure safe and culturally responsive support for children and families; and



- g) **Business and Administrative Officers** provide administrative and operational support and manage resources, contributing to the running of the Child Safety Service Centre.
31. CSSCs have access to the **Office of the Child and Family Official Solicitor**, and some also employ **Paralegal Officers**. These professionals provide assistance with legal advice, emergent order applications, and the preparation of evidence and affidavits for child protection order matters.
32. Most CSSCs are structured into teams that focus on assessing child protection concerns (Assessment teams), in home teams (IPA or Reunification teams), or ongoing intervention for children in long-term care (Ongoing Intervention teams).
33. Team structures across CSSCs and regions vary to address local needs. For instance, standalone centres like the Gold Coast Assessment and In-Home Support Service focus specifically on assessing child protection notifications. Additionally, some regions have adapted service delivery models by incorporating hubs such as the Mackay-Bowen hub to enhance service delivery. This approach has also been adopted in Far North Queensland.

Statewide Operations

34. The Statewide Operations branch, led by the Assistant Chief Operating Officer, is focused on supporting regions and frontline staff. The branch consists of the following areas:
- a) Service Improvement, Operational Performance and Program Improvement;
 - b) Office of the Child and Family Official Solicitor;
 - c) Court Services; and
 - d) Statewide Services, including Adoption and Permanent Care Services, Central Screening Unit, Child Safety After Hours Service Centre and Service Response.

Service Improvement, Operational Performance and Program Improvement

35. Focused on improving child safety service delivery through service system and program improvements informed by quantitative and qualitative evidence. Service Improvement enhances systems, addresses workload challenges, and oversees the Quality Improvement Program to support children, families, and young people. Operational Performance uses data analysis to monitor performance, address emerging issues, and to support statewide improvement initiatives. Program Improvement is dedicated to implementing the Enhanced Intake and Assessment Approach, including the First Nations Intake Officer Program, alongside Unify Release 2 to streamline intake services (Proactive statement No. 2 by Victoria Vanhoudt refers).



Court Services

36. Court Services are responsible for coordinating child safety matters that interface with specialist jurisdictions, including matters across states and international borders. This unit provides an intake service, advice and consultancy, and training relating to its core programs, such as family law, interstate liaison, international child protection and abduction, information release, Queensland Civil and Administrative Tribunal and Youth Justice Court for departmental staff and external stakeholders. Court Services also provide support to delegated Chief Executive Officers of Aboriginal and Torres Strait Islander Community-Controlled Organisations who have been granted Delegated Authority.
37. The professional officer classified positions in Court Services hold either human services or legal qualifications.

Office of the Child and Family Official Solicitor

38. The Office of the Child and Family Official Solicitor (OCFOS) provides independent legal services to departmental staff. It represents the Department in the Childrens Court for emergent order applications under the *Child Protection Act 1999*, including temporary assessment orders, court assessment orders and temporary custody orders. OCFOS lawyers are located in most Child Safety Service Centres across the State and provide expert legal services that consider Child Safety's obligations under the *Child Protection Act 1999* as well as intersecting legislation including the *Human Rights Act 2019*, *Family Law Act 1975* and the *Domestic and Family Violence Protection Act 2012*.
39. OCFOS lawyers are responsible for preparing briefs of evidence and referrals to the Director of Child Protection Litigation, an external independent statutory body, for child protection order applications.

Statewide Services

Child Safety After Hours Service Centre

40. Child Safety After Hours Service (CSAHS) is a statewide service, operating 24 hours per day, 7 days a week, to respond to urgent and emergent child protection matters outside of business hours and works across the child protection continuum, from intake through to ongoing intervention matters.
41. CSAHS provides a Youth Justice After Hours (YJAH) service on behalf of the Department of Youth Justice and Victim Support, when YJAH is not available as they do not have a 24/7 roster.
42. The Foster and Kinship Care Line, part of the Child Safety After Hours Service Centre, offers support to carers. Staffed by Child Safety Officers from 4:30–11:30pm weekdays and 7am–11:30pm on weekends, it diverts to the After-Hours Service Centre outside these times.



Adoption and Permanent Care Services

- 43. Adoption and Permanent Care (APCS) Services administers the *Adoption Act 2009*. APCS is responsible for facilitating all adoptions in Queensland. The majority of the parents seeking adoption do not have any contact with the child protection system.
- 44. APCS also manages intercountry and step-parent adoptions and supports predominantly adults who are seeking their adoption information. APCS operates centrally and collaborates with Child Safety Service Centres to assist and support them in permanency planning and decision making, including delivering two distinct permanency programs, for children in care across the state.
- 45. APCS operates during business hours from 9am to 5pm Monday to Friday.

Central Screening Unit

- 46. The Central Screening Unit is responsible for conducting background checks, including child protection, criminal history, domestic violence, and traffic history suitability assessments, for foster and kinship carers, their adult household members, adoption applicants and their household members, licensed care service employees in risk-assessed roles, and departmental staff. Recommendations and reports are made as required under legislation including the Act and *Working with Children Act 2000* to maintain compliance and protect children.

Service Response

- 47. Service Response supports regions by addressing urgent and emerging issues in Child Safety Service Centres and Regional workgroups. Service Response offers a bespoke response based on identified needs via onsite and virtual coaching, in-field modelling and live supervision, specialist advice on complex cases, system analysis, and capacity building activities.
- 48. Service Response focus on improving casework quality, identifying opportunities for service delivery improvement, staff learning for practice enhancement, and providing high-level briefings to enhance regional service delivery in line with legislation and departmental frameworks, in response to identified themes.

I make this statement of my own free will believing its contents to be true and correct.

Dated this 29th day of August 2025.

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Meegan Crawford

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List of attachments

- Annexure 1** Regional Data Tables
- Annexure 2** Service Delivery (Child and Family) Organisational Structure as at August 2025
- Annexure 3** Regional office locations map
- Annexure 4** List of Child Safety Service Centres
- Annexure 5** A Child Safety Service Centres map

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COMMISSION OF INQUIRY INTO QUEENSLAND'S CHILD SAFETY SYSTEM

PROACTIVE STATEMENT OF MEEGAN CRAWFORD

A/DEPUTY DIRECTOR-GENERAL, SERVICE DELIVERY, DEPARTMENT OF
FAMILIES, SENIORS, DISABILITY SERVICES AND CHILD SAFETY

Annexure 1 – Regional Data Tables

This and the preceding 6 pages is the annexure mentioned and referred to as

“Annexure 1” in the statement of Meegan Crawford dated 29 August 2025.



Meegan Crawford



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Table BMB.1Q: Family support services and child protection summary statistics, Brisbane and Moreton Bay region

Measures	31 March 2024		30 June 2024		30 September 2024		31 December 2024		31 March 2025	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family support services^(a)										
Family and Child Connect enquiries received	6,956	-	7,111	-	7,610	-	7,736	-	7,483	-
Families receiving a Family Wellbeing Service (FWS) ^(b)	938	-	905	-	849	-	885	-	930	-
Families receiving an Intensive Family Support service (IFS) ^(b)	790	-	830	-	804	-	753	-	748	-
Concerns received by child safety^(c)										
Intakes received by the region - all concerns received by the department about harm or risk of harm to a child.	30,017	100.0	30,160	100.0	30,170	100.0	30,786	100.0	30,861	100.0
Child concern reports - all concerns received that do not suggest a child is in need of protection.	19,832	66.1	19,606	65.0	19,595	64.9	20,058	65.2	20,252	65.6
Notifications - all concerns received that suggest a child is in need of protection.	10,185	33.9	10,554	35.0	10,575	35.1	10,728	34.8	10,609	34.4
Investigation and assessment^(c)										
Notifications investigated by the region - all concerns received where the region was the assessment region.	9,445	-	10,014	-	10,665	-	11,580	-	11,423	-
Substantiations - all notifications assessed that a child has experienced significant harm and/or is at risk of significant harm.	1,712	100.0	1,710	100.0	1,654	100.0	1,713	100.0	n/a	n/a
In need of protection - all notifications assessed that a child has been harmed and is at an unacceptable risk of significant future harm, as the child does not have a parent willing and able to protect them.	841	49.1	855	50.0	847	51.2	894	52.2	n/a	n/a
Not in need of protection - all notifications assessed that a child has experienced significant harm, and the child has a parent willing and able to protect them.	871	50.9	855	50.0	807	48.8	819	47.8	n/a	n/a
Admissions to assessment orders - orders that authorise actions during the investigation and assessment process when consent cannot be obtained because parents have refused or are unable to consent to the process.	533	-	519	-	555	-	578	-	n/a	-
Children subject to substantiations - the number of individual children subject to a substantiation.	1,595	-	1,603	-	1,552	-	1,611	-	n/a	-
Ongoing support^(d)										
Total children receiving ongoing support	2,976	100.0	3,018	100.0	2,994	100.0	3,011	100.0	3,076	100.0
Intervention with parental agreement - following an assessment that a child is in need of protection and the parents are able and willing to work actively with Child Safety Services.	405	13.6	442	14.6	412	13.8	427	14.2	484	15.7
Child protection orders - orders made by the Childrens Court under the Child Protection Act 1999, when a child is considered in need of protection.	2,571	86.4	2,576	85.4	2,582	86.2	2,584	85.8	2,592	84.3
Children living away from home - in home based care	1,997	100.0	2,000	100.0	2,035	100.0	2,051	100.0	2,046	100.0
Place with kin - placed with a person who is related to the child or a member of the child's community who is considered family or a close friend, who has been approved by the department to provide family-based care for the child.	1,324	66.3	1,311	65.6	1,331	65.4	1,333	65.0	1,289	63.0
Other home-based care - place with a person approved by the department to provide care in their own home for children and young people who have experienced harm or are at risk of harm.	673	33.7	689	34.5	704	34.6	718	35.0	757	37.0
Aboriginal and Torres Strait Islander children placed with kin	440	55.7	440	54.1	461	54.2	460	52.7	438	49.7
Approved carer families	1,439	-	1,434	-	1,441	-	1,481	-	1,487	-

Source: Department of Families, Seniors, Disability Services and Child Safety

Table notes:

1. On 14 April 2025, Child Safety Services transitioned to a new client management system (Unify). Child protection data for 31 March 2025 was extracted from the previous system (ICMS) on 10 April 2025, which is 10 days after the end of the reference period rather than the standard 60 days (end of May). As a result, March 2025 data is not fully comparable to previous reporting periods and should be interpreted with caution. In addition, data for those measures that rely on the data being extracted a full 60 days after the reference period is not available.

2. Percentages may not add to 100 per cent due to rounding.

Reference notes:

(a) Includes a rolling 12 months of data for each reference period taken from a snapshot 10 days post the reference period.

(b) Includes all families where the case remained open at some point during the reference period irrespective of when it was created and/or closed. IFS and FWS cases only include those where consent was received.

(c) Data is for the year ending the reference date (12 months of data).

(d) Figures are point in time, as at final day of reference period.

Table FNQ.1Q: Family support services and child protection summary statistics, Far North Queensland region

Measures	31 March 2024		30 June 2024		30 September 2024		31 December 2024		31 March 2025	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family support services^(a)										
Family and Child Connect enquiries received	1,745	-	1,707	-	1,595	-	1,595	-	1,544	-
Families receiving a Family Wellbeing Service (FWS) ^(b)	814	-	785	-	767	-	736	-	696	-
Families receiving an Intensive Family Support service (IFS) ^(b)	447	-	426	-	418	-	411	-	402	-
Concerns received by child safety^(c)										
Intakes received by the region - all concerns received by the department about harm or risk of harm to a child.	10,310	100.0	10,951	100.0	10,907	100.0	10,954	100.0	9,900	100.0
Child concern reports - all concerns received that do not suggest a child is in need of protection.	8,281	80.3	8,928	81.5	8,816	80.8	8,679	79.2	7,634	77.1
Notifications - all concerns received that suggest a child is in need of protection.	2,029	19.7	2,023	18.5	2,091	19.2	2,275	20.8	2,266	22.9
Investigation and assessment^(c)										
Notifications investigated by the region - all concerns received where the region was the assessment region.	2,161	-	2,192	-	2,265	-	2,435	-	2,589	-
Substantiations - all notifications assessed that a child has experienced significant harm and/or is at risk of significant harm.	481	100.0	478	100.0	505	100.0	503	100.0	n/a	n/a
In need of protection - all notifications assessed that a child has been harmed and is at an unacceptable risk of significant future harm, as the child does not have a parent willing and able to protect them.	328	68.2	348	72.8	384	76.0	395	78.5	n/a	n/a
Not in need of protection - all notifications assessed that a child has experienced significant harm, and the child has a parent willing and able to protect them.	153	31.8	130	27.2	121	24.0	108	21.5	n/a	n/a
Admissions to assessment orders - orders that authorise actions during the investigation and assessment process when consent cannot be obtained because parents have refused or are unable to consent to the process.	218	-	238	-	264	-	325	-	n/a	-
Children subject to substantiations - the number of individual children subject to a substantiation.	456	-	462	-	489	-	482	-	n/a	-
Ongoing support^(d)										
Total children receiving ongoing support	1,537	100.0	1,521	100.0	1,531	100.0	1,525	100.0	1,507	100.0
Intervention with parental agreement - following an assessment that a child is in need of protection and the parents are able and willing to work actively with Child Safety Services.	192	12.5	181	11.9	177	11.6	182	11.9	172	11.4
Child protection orders - orders made by the Childrens Court under the Child Protection Act 1999, when a child is considered in need of protection.	1,345	87.5	1,340	88.1	1,354	88.4	1,343	88.1	1,335	88.6
Children living away from home - in home based care	969	100.0	957	100.0	950	100.0	974	100.0	996	100.0
Place with kin - placed with a person who is related to the child or a member of the child's community who is considered family or a close friend, who has been approved by the department to provide family-based care for the child.	532	54.9	548	57.3	539	56.7	572	58.7	577	57.9
Other home-based care - place with a person approved by the department to provide care in their own home for children and young people who have experienced harm or are at risk of harm.	437	45.1	409	42.7	411	43.3	402	41.3	419	42.1
Aboriginal and Torres Strait Islander children placed with kin	398	43.4	410	45.0	398	43.6	429	45.0	432	45.1
Approved carer families	613	-	617	-	612	-	634	-	638	-

Source: Department of Families, Seniors, Disability Services and Child Safety

Table notes:

1. On 14 April 2025, Child Safety Services transitioned to a new client management system (Unify). Child protection data for 31 March 2025 was extracted from the previous system (ICMS) on 10 April 2025, which is 10 days after the end of the reference period rather than the standard 60 days (end of May). As a result, March 2025 data is not fully comparable to previous reporting periods and should be interpreted with caution. In addition, data for those measures that rely on the data being extracted a full 60 days after the reference period is not available.

2. Percentages may not add to 100 per cent due to rounding.

Reference notes:

(a) Includes a rolling 12 months of data for each reference period taken from a snapshot 10 days post the reference period.

(b) Includes all families where the case remained open at some point during the reference period irrespective of when it was created and/or closed. IFS and FWS cases only include those where consent was received.

(c) Data is for the year ending the reference date (12 months of data).

(d) Figures are point in time, as at final day of reference period.

Table NQ.1Q: Family support services and child protection summary statistics, North Queensland region

Measures	31 March 2024		30 June 2024		30 September 2024		31 December 2024		31 March 2025	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family support services^(a)										
Family and Child Connect enquiries received	2,811	-	2,552	-	2,490	-	2,467	-	2,488	-
Families receiving a Family Wellbeing Service (FWS) ^(b)	542	-	524	-	534	-	547	-	537	-
Families receiving an Intensive Family Support service (IFS) ^(b)	382	-	403	-	409	-	392	-	423	-
Concerns received by child safety^(c)										
Intakes received by the region - all concerns received by the department about harm or risk of harm to a child.	19,494	100.0	19,108	100.0	18,502	100.0	18,279	100.0	17,656	100.0
Child concern reports - all concerns received that do not suggest a child is in need of protection.	14,920	76.5	13,915	72.8	12,858	69.5	12,176	66.6	11,114	62.9
Notifications - all concerns received that suggest a child is in need of protection.	4,574	23.5	5,193	27.2	5,644	30.5	6,103	33.4	6,542	37.1
Investigation and assessment^(c)										
Notifications investigated by the region - all concerns received where the region was the assessment region.	4,913	-	5,501	-	5,945	-	6,427	-	6,686	-
Substantiations - all notifications assessed that a child has experienced significant harm and/or is at risk of significant harm.	886	100.0	968	100.0	896	100.0	831	100.0	n/a	n/a
In need of protection - all notifications assessed that a child has been harmed and is at an unacceptable risk of significant future harm, as the child does not have a parent willing and able to protect them.	471	53.2	534	55.2	521	58.1	500	60.2	n/a	n/a
Not in need of protection - all notifications assessed that a child has experienced significant harm, and the child has a parent willing and able to protect them.	415	46.8	434	44.8	375	41.9	331	39.8	n/a	n/a
Admissions to assessment orders - orders that authorise actions during the investigation and assessment process when consent cannot be obtained because parents have refused or are unable to consent to the process.	462	-	569	-	640	-	667	-	n/a	-
Children subject to substantiations - the number of individual children subject to a substantiation.	850	-	914	-	840	-	789	-	n/a	-
Ongoing support^(d)										
Total children receiving ongoing support	1,727	100.0	1,772	100.0	1,830	100.0	1,811	100.0	1,884	100.0
Intervention with parental agreement - following an assessment that a child is in need of protection and the parents are able and willing to work actively with Child Safety Services.	219	12.7	260	14.7	276	15.1	242	13.4	252	13.4
Child protection orders - orders made by the Childrens Court under the Child Protection Act 1999, when a child is considered in need of protection.	1,508	87.3	1,512	85.3	1,554	84.9	1,569	86.6	1,632	86.6
Children living away from home - in home based care	1,117	100.0	1,154	100.0	1,158	100.0	1,180	100.0	1,193	100.0
Place with kin - placed with a person who is related to the child or a member of the child's community who is considered family or a close friend, who has been approved by the department to provide family-based care for the child.	606	54.3	626	54.2	628	54.2	648	54.9	643	53.9
Other home-based care - place with a person approved by the department to provide care in their own home for children and young people who have experienced harm or are at risk of harm.	511	45.7	528	45.8	530	45.8	532	45.1	550	46.1
Aboriginal and Torres Strait Islander children placed with kin	369	40.6	384	41.2	384	40.2	398	39.8	406	38.7
Approved carer families	644	-	656	-	667	-	682	-	676	-

Source: Department of Families, Seniors, Disability Services and Child Safety

Table notes:

- On 14 April 2025, Child Safety Services transitioned to a new client management system (Unify). Child protection data for 31 March 2025 was extracted from the previous system (ICMS) on 10 April 2025, which is 10 days after the end of the reference period rather than the standard 60 days (end of May). As a result, March 2025 data is not fully comparable to previous reporting periods and should be interpreted with caution. In addition, data for those measures that rely on the data being extracted a full 60 days after the reference period is not available.
- Percentages may not add to 100 per cent due to rounding.

Reference notes:

- Includes a rolling 12 months of data for each reference period taken from a snapshot 10 days post the reference period.
- Includes all families where the case remained open at some point during the reference period irrespective of when it was created and/or closed. IFS and FWS cases only include those where consent was received.
- Data is for the year ending the reference date (12 months of data).
- Figures are point in time, as at final day of reference period.

Table SE.1Q: Family support services and child protection summary statistics, South East region

Measures	31 March 2024		30 June 2024		30 September 2024		31 December 2024		31 March 2025	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family support services^(a)										
Family and Child Connect enquiries received	8,520	-	8,338	-	8,220	-	8,113	-	7,493	-
Families receiving a Family Wellbeing Service (FWS) ^(b)	592	-	565	-	529	-	523	-	516	-
Families receiving an Intensive Family Support service (IFS) ^(b)	1,017	-	1,028	-	1,042	-	1,036	-	1,062	-
Concerns received by child safety^(c)										
Intakes received by the region - all concerns received by the department about harm or risk of harm to a child.	27,395	100.0	27,572	100.0	28,022	100.0	28,142	100.0	27,696	100.0
Child concern reports - all concerns received that do not suggest a child is in need of protection.	21,291	77.7	20,541	74.5	20,190	72.1	19,854	70.5	20,105	72.6
Notifications - all concerns received that suggest a child is in need of protection.	6,104	22.3	7,031	25.5	7,832	27.9	8,288	29.5	7,591	27.4
Investigation and assessment^(c)										
Notifications investigated by the region - all concerns received where the region was the assessment region.	8,186	-	9,011	-	9,247	-	9,105	-	8,463	-
Substantiations - all notifications assessed that a child has experienced significant harm and/or is at risk of significant harm.	1,320	100.0	1,463	100.0	1,500	100.0	1,441	100.0	n/a	n/a
In need of protection - all notifications assessed that a child has been harmed and is at an unacceptable risk of significant future harm, as the child does not have a parent willing and able to protect them.	758	57.4	823	56.3	808	53.9	800	55.5	n/a	n/a
Not in need of protection - all notifications assessed that a child has experienced significant harm, and the child has a parent willing and able to protect them.	562	42.6	640	43.7	692	46.1	641	44.5	n/a	n/a
Admissions to assessment orders - orders that authorise actions during the investigation and assessment process when consent cannot be obtained because parents have refused or are unable to consent to the process.	780	-	758	-	765	-	775	-	n/a	-
Children subject to substantiations - the number of individual children subject to a substantiation.	1,254	-	1,375	-	1,399	-	1,342	-	n/a	-
Ongoing support^(d)										
Total children receiving ongoing support	2,960	100.0	3,028	100.0	3,049	100.0	3,128	100.0	3,104	100.0
Intervention with parental agreement - following an assessment that a child is in need of protection and the parents are able and willing to work actively with Child Safety Services.	320	10.8	352	11.6	326	10.7	330	10.5	314	10.1
Child protection orders - orders made by the Childrens Court under the Child Protection Act 1999, when a child is considered in need of protection.	2,640	89.2	2,676	88.4	2,723	89.3	2,798	89.5	2,790	89.9
Children living away from home - in home based care	1,996	100.0	2,044	100.0	2,046	100.0	2,092	100.0	2,138	100.0
Place with kin - placed with a person who is related to the child or a member of the child's community who is considered family or a close friend, who has been approved by the department to provide family-based care for the child.	1,131	56.7	1,316	64.4	1,304	63.7	1,333	63.7	1,339	62.6
Other home-based care - place with a person approved by the department to provide care in their own home for children and young people who have experienced harm or are at risk of harm.	865	43.3	728	35.6	742	36.3	759	36.3	799	37.4
Aboriginal and Torres Strait Islander children placed with kin	396	48.8	449	53.5	440	52.2	445	50.6	444	48.8
Approved carer families	1,260	-	1,276	-	1,294	-	1,341	-	1,348	-

Source: Department of Families, Seniors, Disability Services and Child Safety

Table notes:

- On 14 April 2025, Child Safety Services transitioned to a new client management system (Unify). Child protection data for 31 March 2025 was extracted from the previous system (ICMS) on 10 April 2025, which is 10 days after the end of the reference period rather than the standard 60 days (end of May). As a result, March 2025 data is not fully comparable to previous reporting periods and should be interpreted with caution. In addition, data for those measures that rely on the data being extracted a full 60 days after the reference period is not available.
- Percentages may not add to 100 per cent due to rounding.

Reference notes:

- Includes a rolling 12 months of data for each reference period taken from a snapshot 10 days post the reference period.
- Includes all families where the case remained open at some point during the reference period irrespective of when it was created and/or closed. IFS and FWS cases only include those where consent was received.
- Data is for the year ending the reference date (12 months of data).
- Figures are point in time, as at final day of reference period.

Table SW.1Q: Family support services and child protection summary statistics, South West region

Measures	31 March 2024		30 June 2024		30 September 2024		31 December 2024		31 March 2025	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family support services^(a)										
Family and Child Connect enquiries received	3,967	-	3,885	-	3,836	-	3,790	-	3,533	-
Families receiving a Family Wellbeing Service (FWS) ^(b)	658	-	735	-	749	-	783	-	777	-
Families receiving an Intensive Family Support service (IFS) ^(b)	804	-	782	-	772	-	773	-	810	-
Concerns received by child safety^(c)										
Intakes received by the region - all concerns received by the department about harm or risk of harm to a child.	21,368	100.0	21,294	100.0	21,573	100.0	21,699	100.0	21,599	100.0
Child concern reports - all concerns received that do not suggest a child is in need of protection.	15,909	74.5	15,744	73.9	15,521	71.9	15,302	70.5	14,907	69.0
Notifications - all concerns received that suggest a child is in need of protection.	5,459	25.5	5,550	26.1	6,052	28.1	6,397	29.5	6,692	31.0
Investigation and assessment^(c)										
Notifications investigated by the region - all concerns received where the region was the assessment region.	5,972	-	6,084	-	6,468	-	6,695	-	7,003	-
Substantiations - all notifications assessed that a child has experienced significant harm and/or is at risk of significant harm.	1,528	100.0	1,674	100.0	1,725	100.0	1,695	100.0	n/a	n/a
In need of protection - all notifications assessed that a child has been harmed and is at an unacceptable risk of significant future harm, as the child does not have a parent willing and able to protect them.	1,148	75.1	1,270	75.9	1,325	76.8	1,328	78.3	n/a	n/a
Not in need of protection - all notifications assessed that a child has experienced significant harm, and the child has a parent willing and able to protect them.	380	24.9	404	24.1	400	23.2	367	21.7	n/a	n/a
Admissions to assessment orders - orders that authorise actions during the investigation and assessment process when consent cannot be obtained because parents have refused or are unable to consent to the process.	712	-	837	-	904	-	940	-	n/a	-
Children subject to substantiations - the number of individual children subject to a substantiation.	1,474	-	1,617	-	1,659	-	1,633	-	n/a	-
Ongoing support^(d)										
Total children receiving ongoing support	3,353	100.0	3,372	100.0	3,437	100.0	3,433	100.0	3,298	100.0
Intervention with parental agreement - following an assessment that a child is in need of protection and the parents are able and willing to work actively with Child Safety Services.	665	19.8	714	21.2	705	20.5	670	19.5	596	18.1
Child protection orders - orders made by the Childrens Court under the Child Protection Act 1999, when a child is considered in need of protection.	2,688	80.2	2,658	78.8	2,732	79.5	2,763	80.5	2,702	81.9
Children living away from home - in home based care	1,996	100.0	2,034	100.0	2,063	100.0	2,126	100.0	2,183	100.0
Place with kin - placed with a person who is related to the child or a member of the child's community who is considered family or a close friend, who has been approved by the department to provide family-based care for the child.	1,234	61.8	1,254	61.7	1,263	61.2	1,294	60.9	1,329	60.9
Other home-based care - place with a person approved by the department to provide care in their own home for children and young people who have experienced harm or are at risk of harm.	762	38.2	780	38.3	800	38.8	832	39.1	854	39.1
Aboriginal and Torres Strait Islander children placed with kin	685	54.5	705	54.4	711	53.3	717	52.8	725	53.3
Approved carer families	1,155	-	1,174	-	1,186	-	1,229	-	1,248	-

Source: Department of Families, Seniors, Disability Services and Child Safety

Table notes:

1. On 14 April 2025, Child Safety Services transitioned to a new client management system (Unify). Child protection data for 31 March 2025 was extracted from the previous system (ICMS) on 10 April 2025, which is 10 days after the end of the reference period rather than the standard 60 days (end of May). As a result, March 2025 data is not fully comparable to previous reporting periods and should be interpreted with caution. In addition, data for those measures that rely on the data being extracted a full 60 days after the reference period is not available.

2. Percentages may not add to 100 per cent due to rounding.

Reference notes:

(a) Includes a rolling 12 months of data for each reference period taken from a snapshot 10 days post the reference period.

(b) Includes all families where the case remained open at some point during the reference period irrespective of when it was created and/or closed. IFS and FWS cases only include those where consent was received.

(c) Data is for the year ending the reference date (12 months of data).

(d) Figures are point in time, as at final day of reference period.

Table SSC.1Q: Family support services and child protection summary statistics, Sunshine Coast and Central region

Measures	31 March 2024		30 June 2024		30 September 2024		31 December 2024		31 March 2025	
	No.	%	No.	%	No.	%	No.	%	No.	%
Family support services^(a)										
Family and Child Connect enquiries received	4,193	-	3,998	-	3,936	-	3,962	-	3,803	-
Families receiving a Family Wellbeing Service (FWS) ^(b)	699	-	722	-	705	-	720	-	780	-
Families receiving an Intensive Family Support service (IFS) ^(b)	713	-	726	-	711	-	754	-	749	-
Concerns received by child safety^(c)										
Intakes received by the region - all concerns received by the department about harm or risk of harm to a child.	22,567	100.0	23,218	100.0	23,728	100.0	24,450	100.0	25,561	100.0
Child concern reports - all concerns received that do not suggest a child is in need of protection.	15,944	70.7	16,266	70.1	16,790	70.8	17,511	71.6	18,384	71.9
Notifications - all concerns received that suggest a child is in need of protection.	6,623	29.3	6,952	29.9	6,938	29.2	6,939	28.4	7,177	28.1
Investigation and assessment^(c)										
Notifications investigated by the region - all concerns received where the region was the assessment region.	7,235	-	7,572	-	7,641	-	7,720	-	7,972	-
Substantiations - all notifications assessed that a child has experienced significant harm and/or is at risk of significant harm.	1,161	100.0	1,232	100.0	1,269	100.0	1,265	100.0	n/a	n/a
In need of protection - all notifications assessed that a child has been harmed and is at an unacceptable risk of significant future harm, as the child does not have a parent willing and able to protect them.	651	56.1	695	56.4	761	60.0	816	64.5	n/a	n/a
Not in need of protection - all notifications assessed that a child has experienced significant harm, and the child has a parent willing and able to protect them.	510	43.9	537	43.6	508	40.0	449	35.5	n/a	n/a
Admissions to assessment orders - orders that authorise actions during the investigation and assessment process when consent cannot be obtained because parents have refused or are unable to consent to the process.	362	-	400	-	453	-	474	-	n/a	-
Children subject to substantiations - the number of individual children subject to a substantiation.	1,084	-	1,145	-	1,162	-	1,166	-	n/a	-
Ongoing support^(d)										
Total children receiving ongoing support	2,580	100.0	2,572	100.0	2,633	100.0	2,624	100.0	2,713	100.0
Intervention with parental agreement - following an assessment that a child is in need of protection and the parents are able and willing to work actively with Child Safety Services.	373	14.5	362	14.1	405	15.4	389	14.8	428	15.8
Child protection orders - orders made by the Childrens Court under the Child Protection Act 1999, when a child is considered in need of protection.	2,207	85.5	2,210	85.9	2,228	84.6	2,235	85.2	2,285	84.2
Children living away from home - in home based care	1,780	100.0	1,779	100.0	1,808	100.0	1,862	100.0	1,891	100.0
Place with kin - placed with a person who is related to the child or a member of the child's community who is considered family or a close friend, who has been approved by the department to provide family-based care for the child.	904	50.8	910	51.2	938	51.9	932	50.1	942	49.8
Other home-based care - place with a person approved by the department to provide care in their own home for children and young people who have experienced harm or are at risk of harm.	876	49.2	869	48.8	870	48.1	930	49.9	949	50.2
Aboriginal and Torres Strait Islander children placed with kin	369	43.4	367	43.2	382	44.6	388	43.1	402	44.1
Approved carer families	1,066	-	1,084	-	1,106	-	1,113	-	1,137	-

Source: Department of Families, Seniors, Disability Services and Child Safety

Table notes:

1. On 14 April 2025, Child Safety Services transitioned to a new client management system (Unify). Child protection data for 31 March 2025 was extracted from the previous system (ICMS) on 10 April 2025, which is 10 days after the end of the reference period rather than the standard 60 days (end of May). As a result, March 2025 data is not fully comparable to previous reporting periods and should be interpreted with caution. In addition, data for those measures that rely on the data being extracted a full 60 days after the reference period is not available.

2. Percentages may not add to 100 per cent due to rounding.

Reference notes:

(a) Includes a rolling 12 months of data for each reference period taken from a snapshot 10 days post the reference period.

(b) Includes all families where the case remained open at some point during the reference period irrespective of when it was created and/or closed. IFS and FWS cases only include those where consent was received.

(c) Data is for the year ending the reference date (12 months of data).

(d) Figures are point in time, as at final day of reference period.

COMMISSION OF INQUIRY INTO QUEENSLAND'S CHILD SAFETY SYSTEM

PROACTIVE STATEMENT OF MEEGAN CRAWFORD

A/DEPUTY DIRECTOR-GENERAL, SERVICE DELIVERY, DEPARTMENT OF
FAMILIES, SENIORS, DISABILITY SERVICES AND CHILD SAFETY

Annexure 2 – Organisational Structure

This and the preceding 9 pages is the annexure mentioned and referred to as

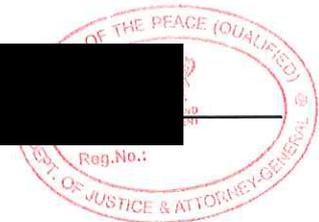
“Annexure 2” in the statement of Meegan Crawford dated 29 August 2025.

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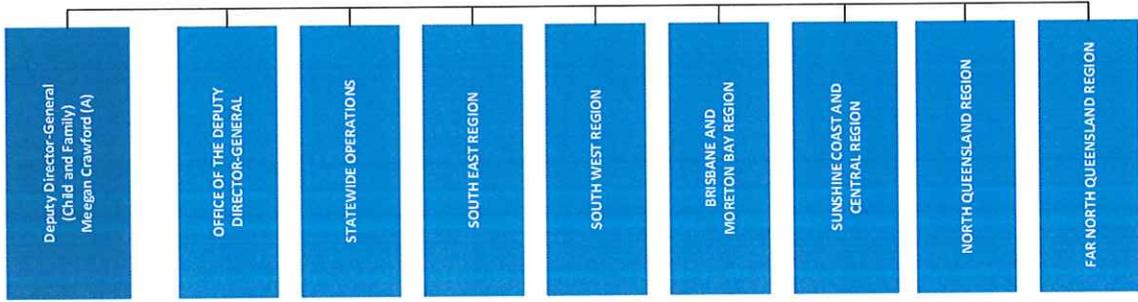
Meegan Crawford

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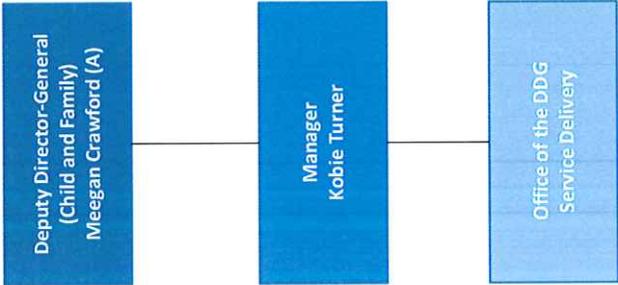
Witness



DEPARTMENT OF FAMILIES, SENIORS, DISABILITY SERVICES AND CHILD SAFETY
SERVICE DELIVERY – Child and Family
AS AT 10 JULY 2025

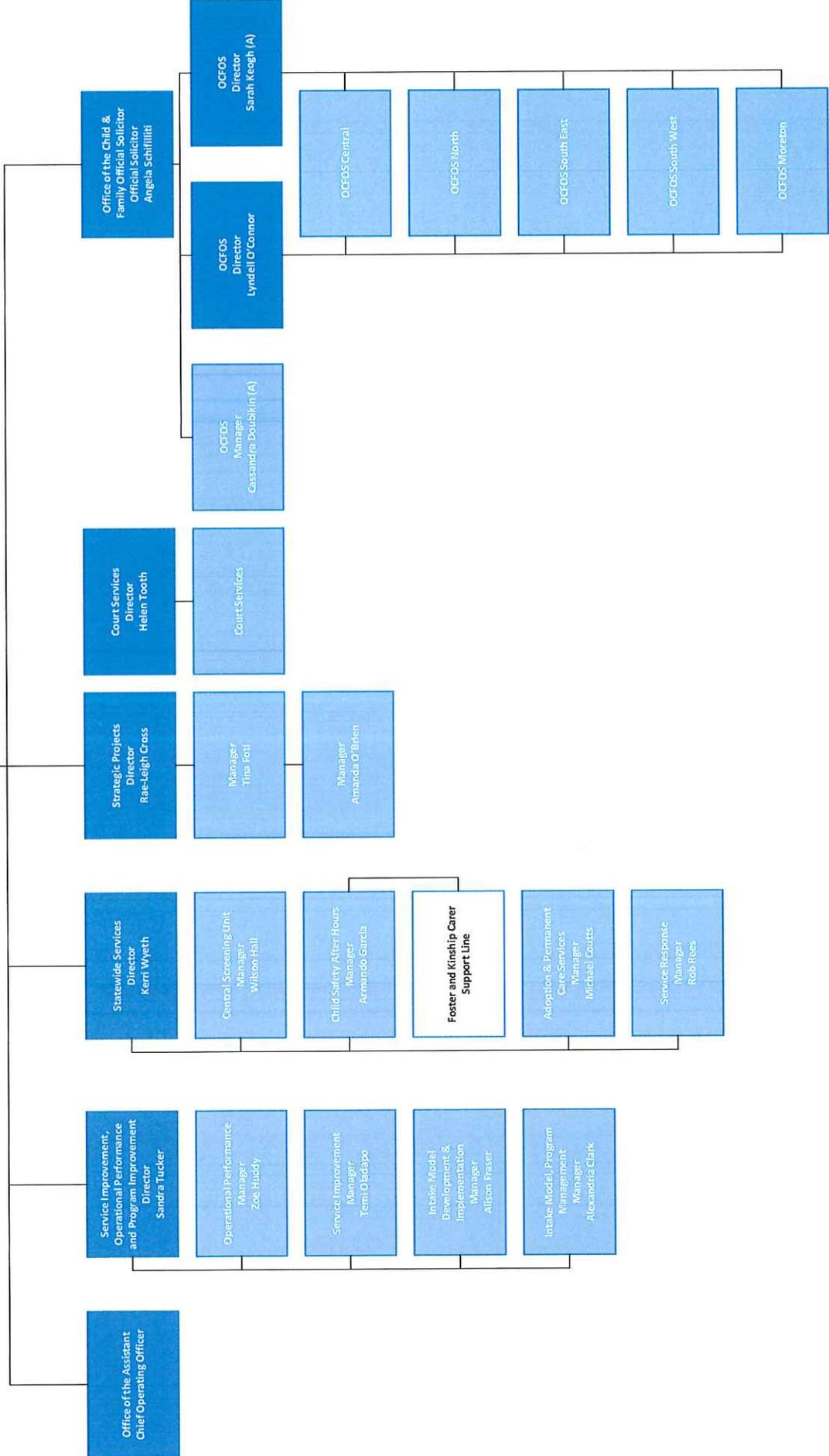


**SERVICE DELIVERY – OFFICE OF THE DEPUTY DIRECTOR-GENERAL
(Child and Family)**

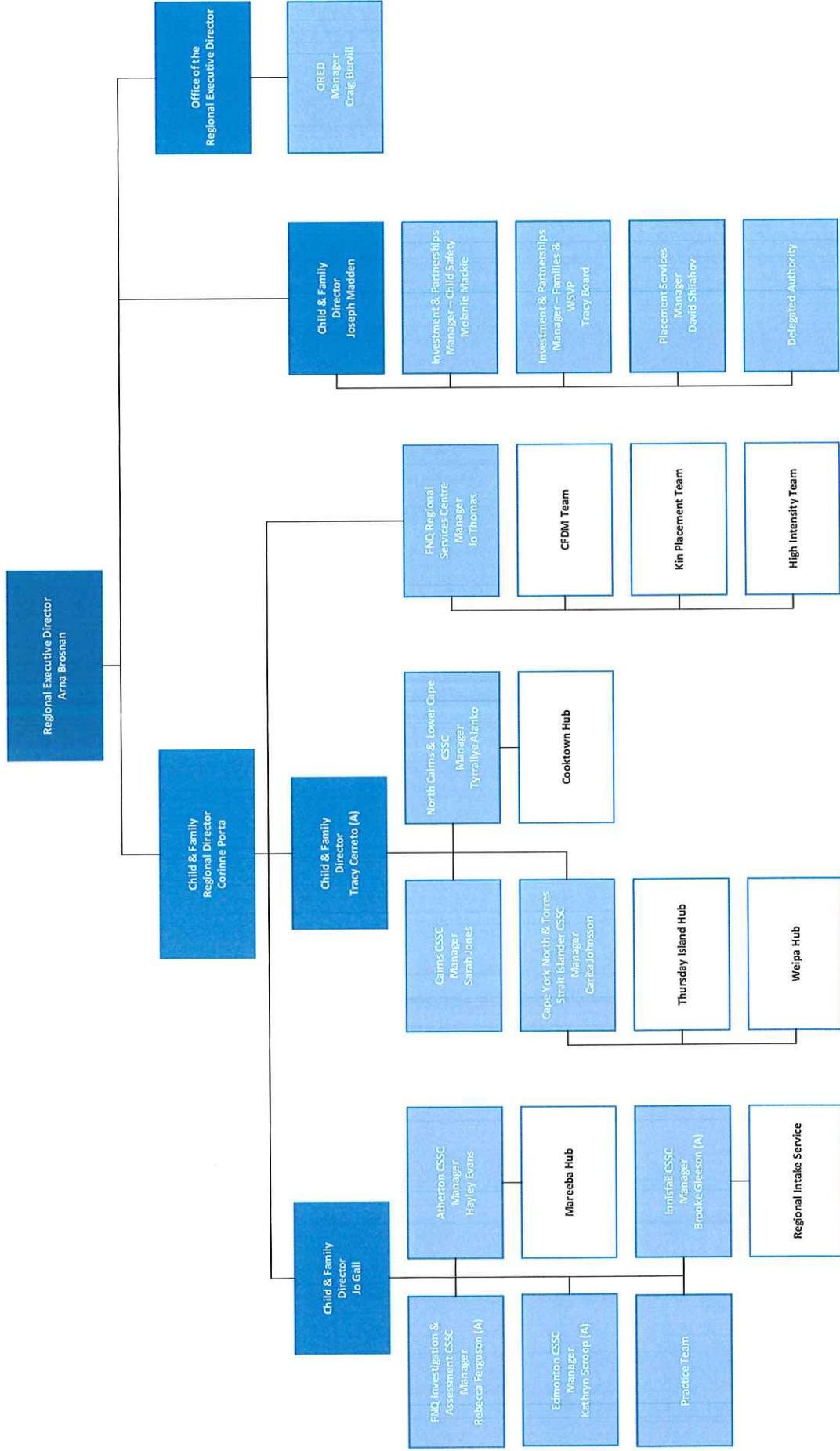


SERVICE DELIVERY – STATEWIDE OPERATIONS

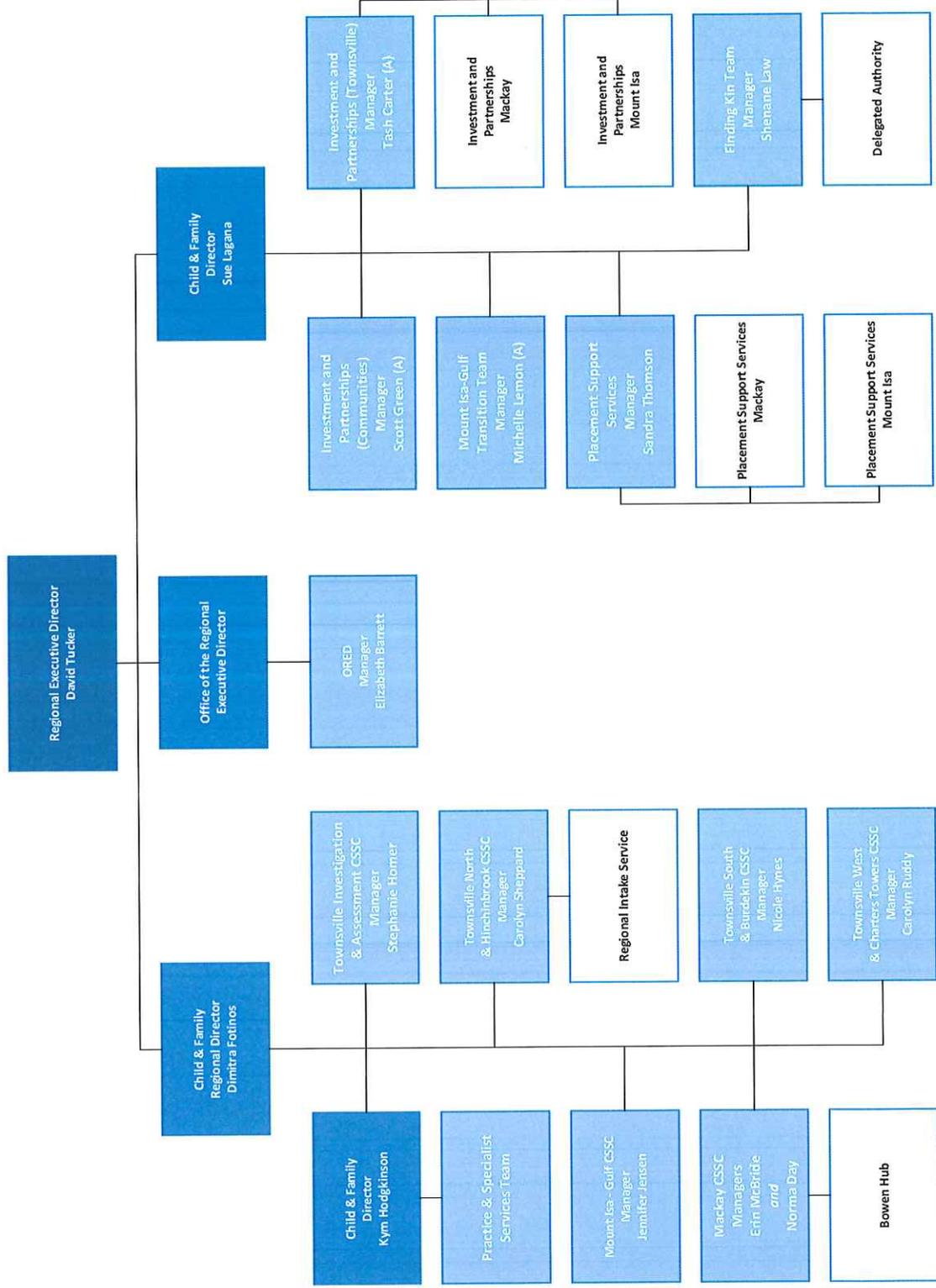
Assistant Chief Operating Officer
Amanda Currie



SERVICE DELIVERY – FAR NORTH QUEENSLAND REGION

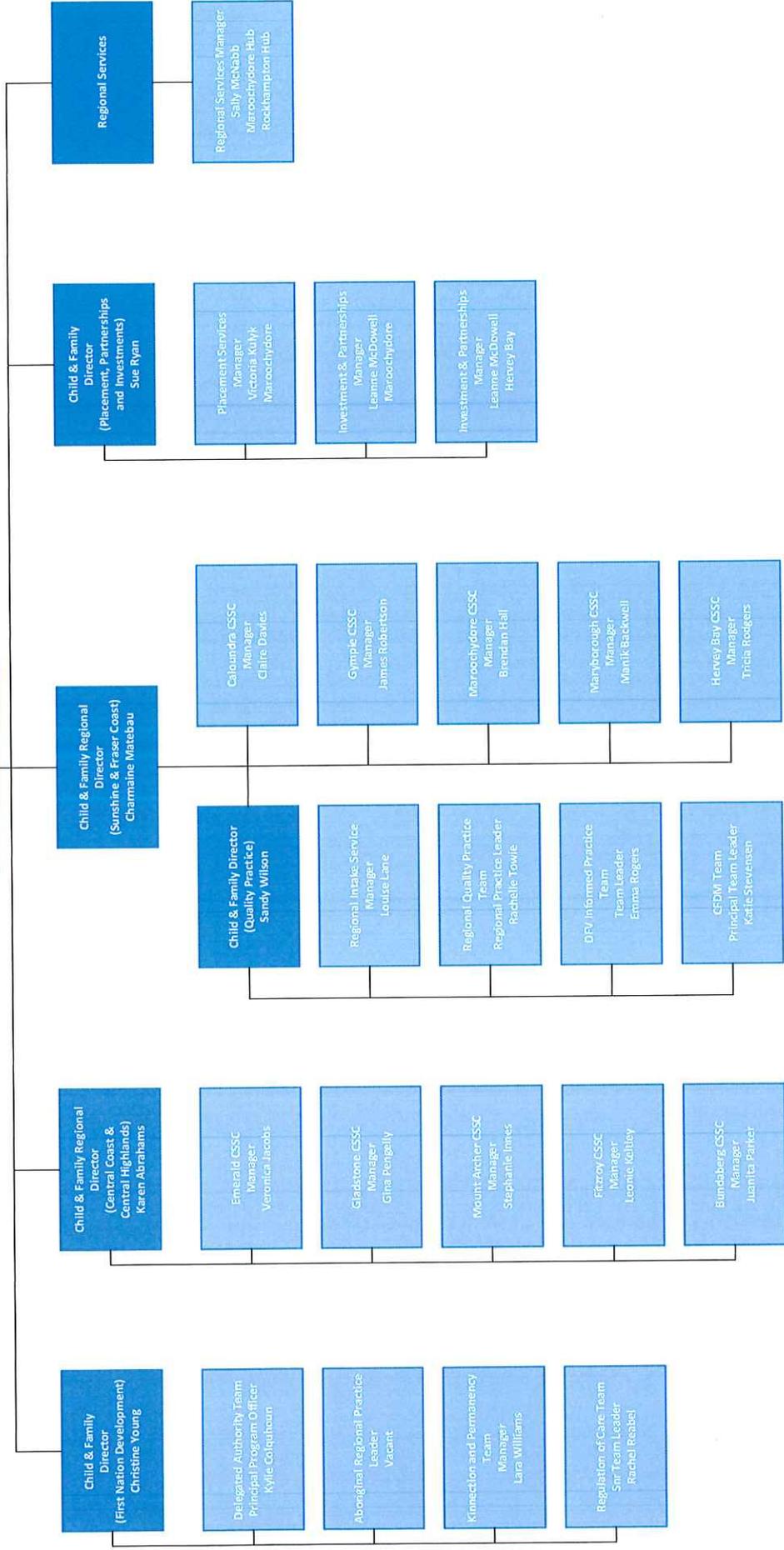


SERVICE DELIVERY – NORTH QUEENSLAND REGION

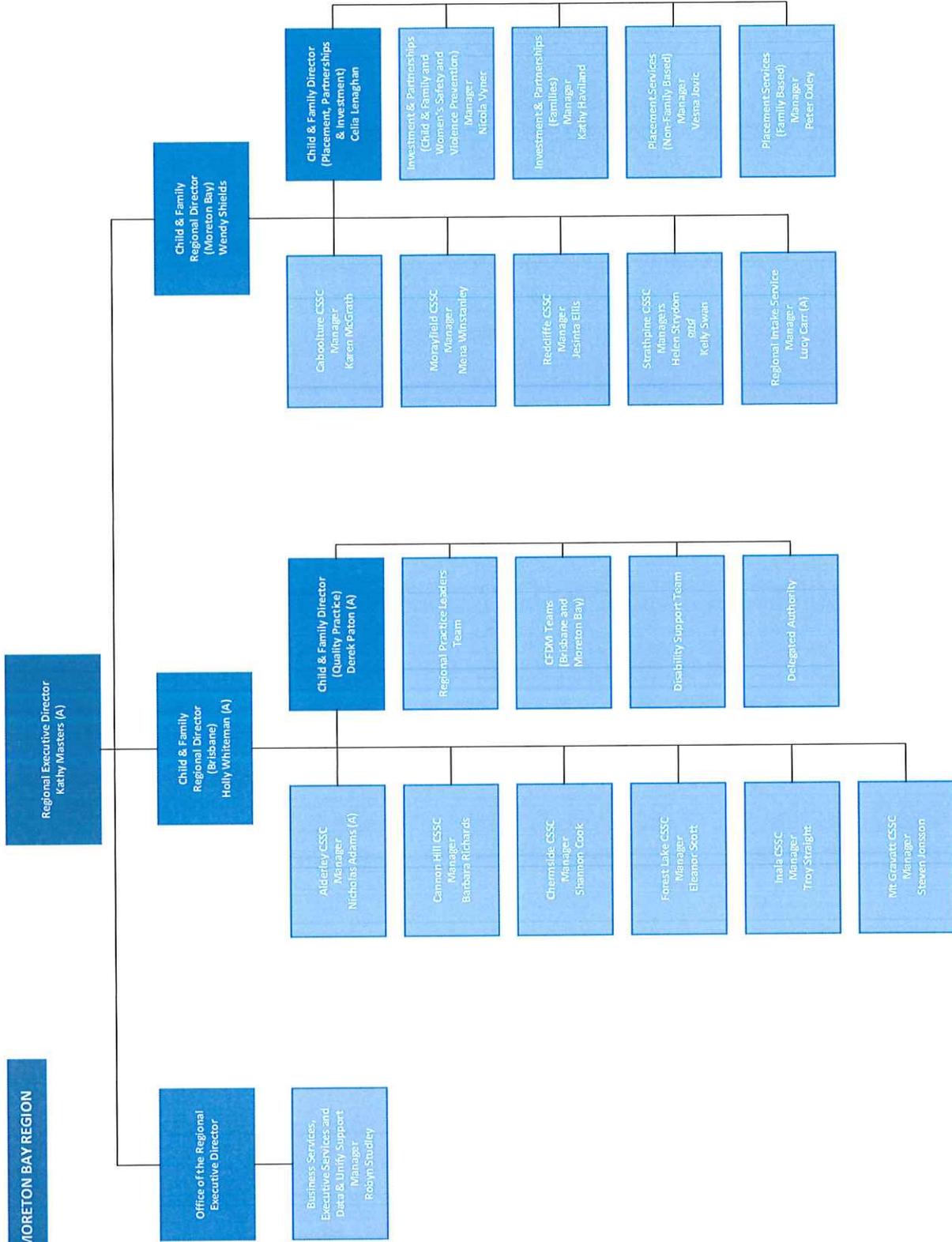


SERVICE DELIVERY – SUNSHINE COAST AND CENTRAL REGION

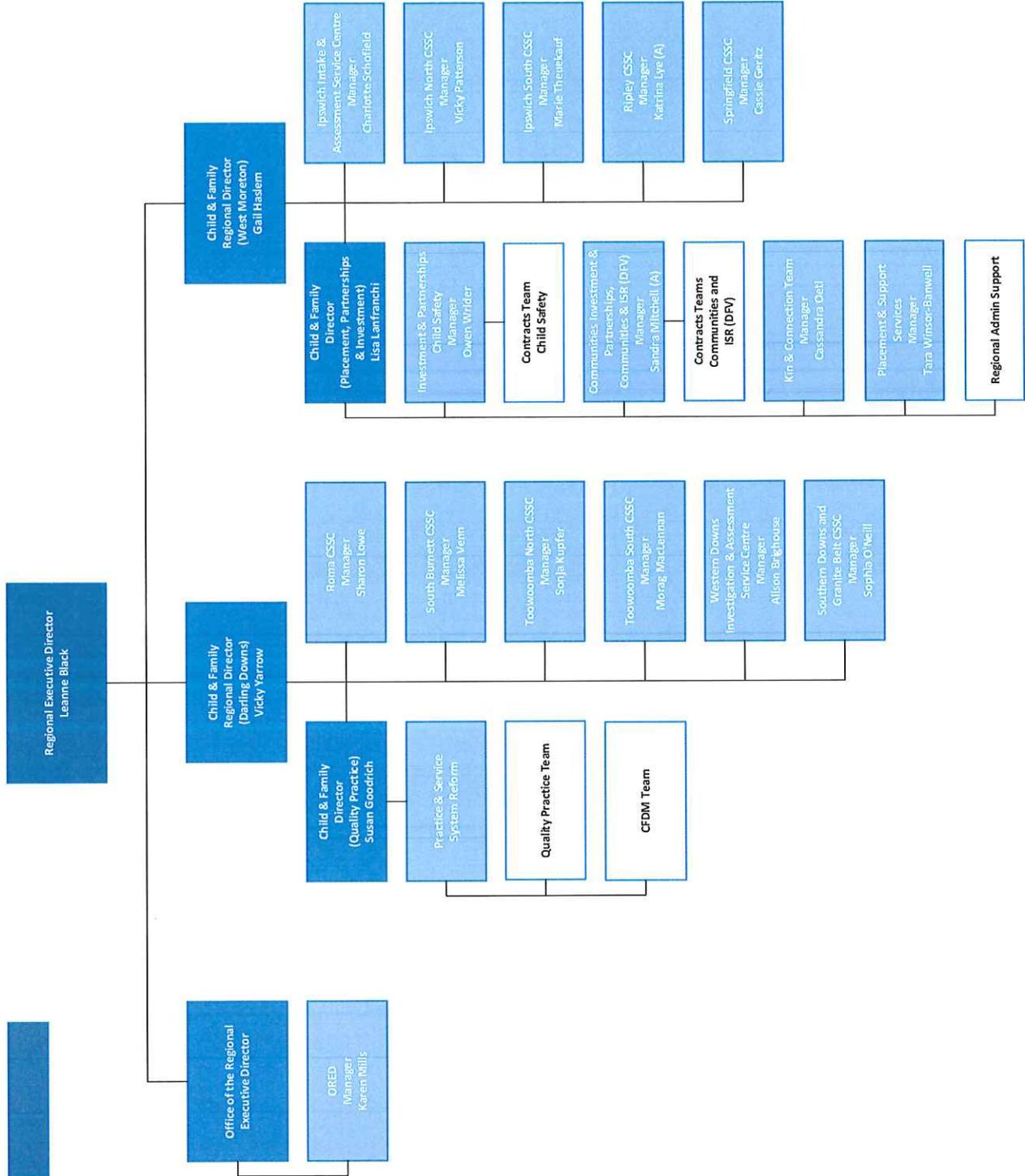
**Regional Executive Director
Julieann Cork**



SERVICE DELIVERY – BRISBANE AND MORETON BAY REGION



SERVICE DELIVERY – SOUTH WEST REGION



COMMISSION OF INQUIRY INTO QUEENSLAND'S CHILD SAFETY SYSTEM

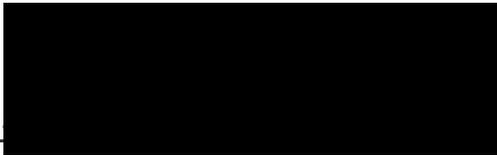
PROACTIVE STATEMENT OF MEEGAN CRAWFORD

A/DEPUTY DIRECTOR-GENERAL, SERVICE DELIVERY, DEPARTMENT OF
FAMILIES, SENIORS, DISABILITY SERVICES AND CHILD SAFETY

Annexure 3 – Locations Map

This and the preceding 1 page is the annexure mentioned and referred to as

“Annexure 3” in the statement of Meegan Crawford dated 29 August 2025.

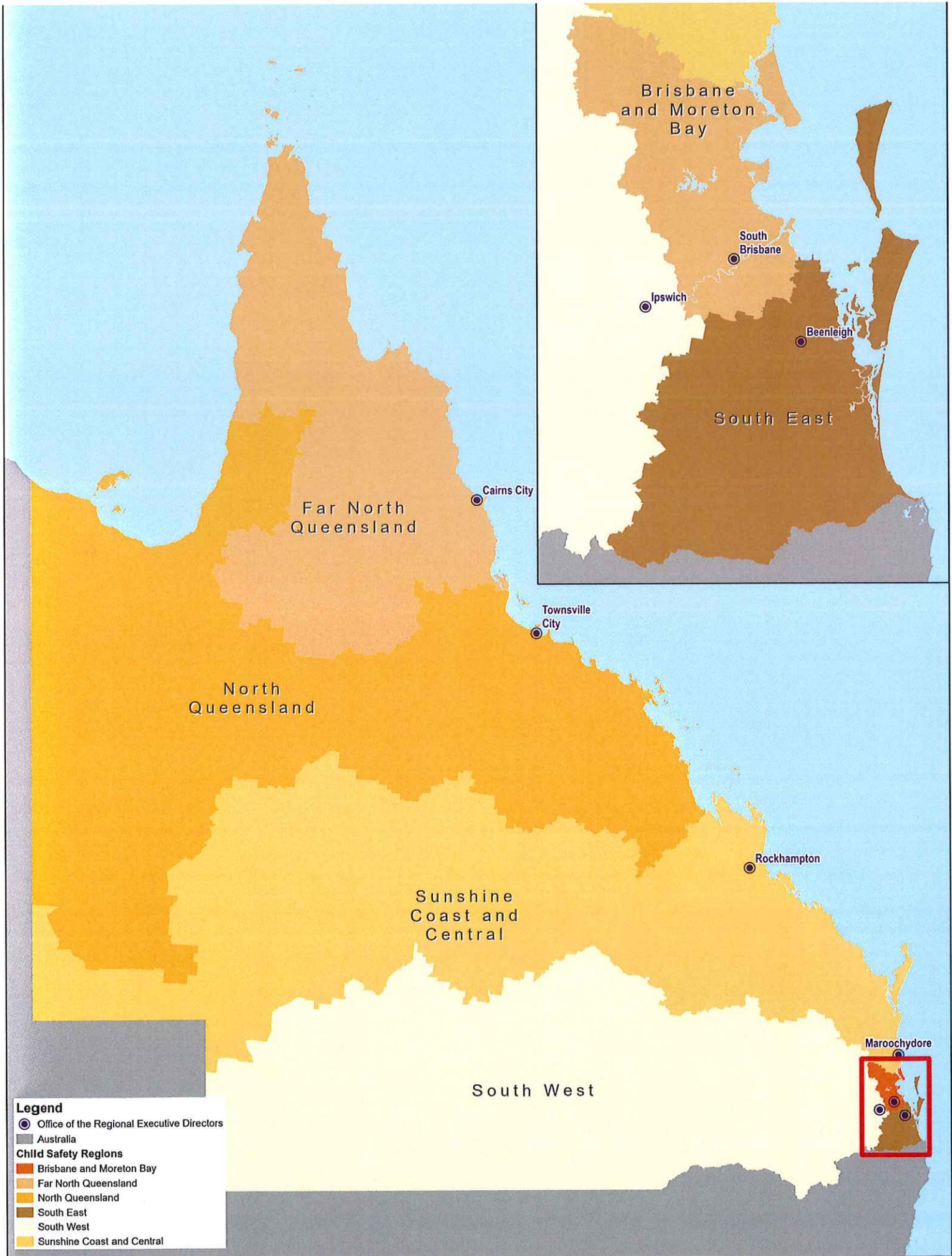


Meegan Crawford



With





Legend

- Office of the Regional Executive Directors
- Australia
- Child Safety Regions**
 - Brisbane and Moreton Bay
 - Far North Queensland
 - North Queensland
 - South East
 - South West
 - Sunshine Coast and Central

This map was produced by:
 Digital and Data Solutions | Data and Application Operations | Corporate Services
 Department of Families, Seniors, Disability Services and Child Safety

Child Safety Region data provided by the
 Office of the Deputy Director-General as at 9/05/2025

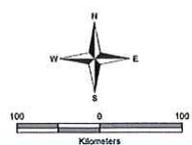
Note: Whilst every effort has been made to ensure
 this map is correct, its accuracy is not guaranteed.

Map creation date: 3/06/2025

Map reference for reproduction purposes:
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DFSDSCS Regions

Department of Families, Seniors, Disability Services and Child Safety



COMMISSION OF INQUIRY INTO QUEENSLAND'S CHILD SAFETY SYSTEM

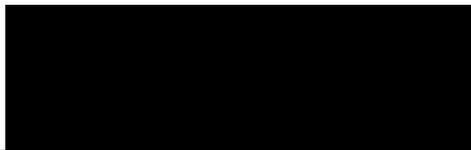
PRAOCTIVE STATEMENT OF MEEGAN CRAWFORD

A/DEPUTY DIRECTOR-GENERAL, SERVICE DELIVERY, DEPARTMENT OF
FAMILIES, SENIORS, DISABILITY SERVICES AND CHILD SAFETY

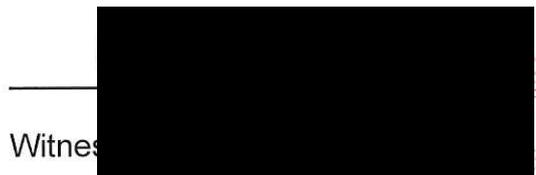
Annexure 4 – CSSCs and Hubs

This and the preceding 6 pages is the annexure mentioned and referred to as

“Annexure 4” in the statement of Meegan Crawford dated 29 August 2025.



Meegan Crawford



Witness



CHILD SAFETY SERVICE CENTRE LOCATIONS

Region	District	Office	Address	Notes
Far North Queensland Region	Not applicable	Atherton Child Safety Service Centre	34 Mabel Street Atherton QLD 4883	
Far North Queensland Region	Not applicable	Cairns Child Safety Service Centre	107 Lake Street Cairns QLD 4870	
Far North Queensland Region	Not applicable	Cape York North and Torres Strait Islands Child Safety Service Centre	Level 1 William McCormack Place 5B Sheridan Street Cairns QLD 4870	
Far North Queensland Region	Not applicable	Cooktown Child Safety Service Centre	Suite 2 12 Walker Street Cooktown QLD 4895	Hub attached to North Cairns & Lower Cape CSSC
Far North Queensland Region	Not applicable	Cairns South Child Safety Service Centre	1 Ravizza Drive Edmonton QLD 4869	Formerly Edmonton CSSC (name change approved 28/07/2025)
Far North Queensland Region	Not applicable	Far North Queensland Investigation & Assessment Child Safety Service Centre	Level 1 William McCormack Place 5B Sheridan Street Cairns QLD 4870	
Far North Queensland Region	Not applicable	Musgrave and Cassowary Coast Child Safety Service Centre	31 Gladly Street Innisfail QLD 4860	Formerly Innisfail CSSC (name change approved 28/07/2025)
Far North Queensland Region	Not applicable	Mareeba Child Safety Service Centre	2B, 228 Byrnes Street Mareeba QLD 4880	Hub attached to Atherton CSSC
Far North Queensland Region	Not applicable	North Cairns and Lower Cape Child Safety Service Centre	Level 1 William McCormack Place 5B Sheridan Street Cairns QLD 4870	

Far North Queensland Region	Not applicable	Thursday Island Child Safety Service Centre	37 Douglas Street Thursday Island QLD 4875	Hub attached to Cape York North & Torres Strait Islands CSSC
Far North Queensland Region	Not applicable	Weipa Child Safety Service Centre	2 Commercial Road, Nanum Weipa QLD 4874	Hub attached to Cape York North & Torres Strait Islands CSSC
North Queensland Region	Not applicable	Bowen Child Safety Service Centre	60-62 Williams Street Bowen QLD 4805	Hub attached to Mackay CSSC
North Queensland Region	Not applicable	Mackay Child Safety Service Centre	Level 1 9 Tennyson Street Mackay QLD 4740	
North Queensland Region	Not applicable	Mt Isa-Gulf Child Safety Service Centre	Suite 1a Mt Isa House 119 Camooweal Street Mount Isa QLD 4825	Covers Doomadgee, Mornington Island and Normanton
North Queensland Region	Not applicable	Townsville Investigation and Assessment Child Safety Service Centre	71-77 Patrick Street Aitkenvale QLD 4814	
North Queensland Region	Not applicable	Townsville North and Hinchinbrook Child Safety Service Centre	Level 8 445 Flinders St Townsville QLD 4810	
North Queensland Region	Not applicable	Townsville South and Burdekin Child Safety Service Centre	Level 2 State Government Building 187-209 Stanley Street Townsville QLD 4810	
North Queensland Region	Not applicable	Townsville West and Charters Towers Child Safety Service Centre	39 Blackhawk Boulevard Thuringowa Central QLD 4817	
Sunshine Coast and Central Region	Central Coast and Central Highlands District	Bundaberg Child Safety Service Centre	Level 1, Queensland Government Building 46 Quay Street Bundaberg QLD 4670	
Sunshine Coast and Central Region	Central Coast and Central Highlands District	Emerald Child Safety Service Centre	51 Ruby Street Emerald QLD 4720	

Sunshine Coast and Central Region	Central Coast and Central Highlands District	Gladstone Child Safety Service Centre	162 Goondoon Street Gladstone QLD 4680
Sunshine Coast and Central Region	Central Coast and Central Highlands District	Fitzroy Child Safety Service Centre	Level 4 36 East Street Rockhampton QLD 4700
Sunshine Coast and Central Region	Central Coast and Central Highlands District	Mount Archer Child Safety Service Centre	Ground Floor 36 East Street Rockhampton QLD 4700
Sunshine Coast and Central Region	Sunshine and Fraser Coast District	Caloundra Child Safety Service Centre	129 Bulcock Street Caloundra QLD 4551
Sunshine Coast and Central Region	Sunshine and Fraser Coast District	Fraser Coast Child Safety Service Centre	161 Bazaar Street Maryborough QLD 4650
Sunshine Coast and Central Region	Sunshine and Fraser Coast District	Gympie Child Safety Service Centre	26 Duke Street Gympie QLD 4570
Sunshine Coast and Central Region	Sunshine and Fraser Coast District	Maroochydore Child Safety Service Centre	15 Beach Road Maroochydore QLD 4558
Brisbane and Moreton Bay Region	Brisbane District	Alderley Child Safety Service Centre	Level 2 467 Enoggera Road Alderley QLD 4051
Brisbane and Moreton Bay Region	Brisbane District	Cannon Hill Child Safety Service Centre	50 Southgate Avenue Cannon Hill QLD 4170
Brisbane and Moreton Bay Region	Brisbane District	Chermside Child Safety Service Centre	Ground level, Commonwealth Centre 18 Banfield Street Chermside Centre QLD 4032
Brisbane and Moreton Bay Region	Brisbane District	Forest Lake Child Safety Service Centre	Shop M 255 Forest Lake Boulevard Forest Lake QLD 4078
Brisbane and Moreton Bay Region	Brisbane District	Inala Child Safety Service Centre	Commonwealth Building 20 Wirraway Parade Inala QLD 4077

Brisbane and Moreton Bay Region	Brisbane District	Mount Gravatt Child Safety Service Centre	Ground level, Block A 643 Kessels Road Upper Mt Gravatt QLD 4122	
Brisbane and Moreton Bay Region	Moreton Bay District	Caboolture Child Safety Service Centre	21-25 Hasking Street Caboolture QLD 4510	
Brisbane and Moreton Bay Region	Moreton Bay District	Morayfield Child Safety Service Centre	4/135 Morayfield Road Morayfield QLD 4506	
Brisbane and Moreton Bay Region	Moreton Bay District	Redcliffe Child Safety Service Centre	59 High Street Kippa-Ring QLD 4021	
Brisbane and Moreton Bay Region	Moreton Bay District	Strathpine Child Safety Service Centre	Level 1 328 Gympie Road Strathpine QLD 4500	
South West Region	Darling Downs District	South Burnett Child Safety Service Centre	180-182 Haly Street KINGAROOY QLD 4610	
South West Region	Darling Downs District	Roma Child Safety Service Centre	95 Arthur Street ROMA QLD 4455	
South West Region	Darling Downs District	Toowoomba North Child Safety Service Centre	Level 1 128 Margaret Street TOOWOOMBA QLD 4350	Two service centres in Toowoomba - North and South, located in same building but are distinct CSSCs
South West Region	Darling Downs District	Toowoomba South Child Safety Service Centre	Level 1 128 Margaret Street TOOWOOMBA QLD 4350	
South West Region	Darling Downs District	Western Downs Intake and Assessment Service Centre	1A Kitchener Street TOOWOOMBA QLD 4350	
South West Region	West Moreton District	Ipswich Intake and Assessment Service Centre	18 - 24 Brisbane Street Ipswich QLD 4305	
South West Region	West Moreton District	Ipswich South Child Safety Service Centre	18-24 Brisbane Street IPSWICH QLD 4305	Two service centres in Ipswich - North and South, located in

South West Region	West Moreton District	Ipswich North Child Safety Service Centre	18-24 Brisbane Street IPSWICH QLD 4305	same building but are distinct CSSCs
South West Region	West Moreton District	Ripley Child Safety Service Centre	Level 1 20 Main Street RIPLEY QLD 4306	Co-located with Southern Downs and Granite Belt CSSC
South West Region	West Moreton District	Springfield Child Safety Service Centre	Level 5 Springfield Towers 145 Sinnathamby Boulevard SPRINGFIELD QLD 4300	
South West Region	West Moreton District	Southern Downs and Granite Belt CSSC	Level 1 20 Main Street RIPLEY QLD 4306	Co-located with Ripley CSSC
South East Region	Gold Coast/Bayside District	Bayside Child Safety Service Centre	Office 2, Lower Level, Capalaba Central Shopping Centre 38-62 Moreton Bay Road Capalaba QLD 4157	
South East Region	Gold Coast/Bayside District	Labrador Child Safety Service Centre	Level 1 118 Brisbane Road Labrador QLD 4215	
South East Region	Gold Coast/Bayside District	Mermaid Beach Child Safety Service Centre	Shop 9 Pacific Square 2532-2540 Gold Coast Highway Mermaid Beach QLD 4218	
South East Region	Gold Coast/Bayside District	Gold Coast Assessment & In Home Support Service Centre	24 White Street Nerang QLD 4211	
South East Region	Logan/Beaudesert District	Beaudesert Child Safety Service Centre	Shop 12-18 1 Telemon Street Beaudesert QLD 4285	
South East Region	Logan/Beaudesert District	Beenleigh Child Safety Service Centre	Ground level 100 George Street Beenleigh QLD 4207	
South East Region	Logan/Beaudesert District	Browns Plains Child Safety Service Centre	Shop 3-4/486 Browns Plains Road Berrinba QLD 4117	
South East Region	Logan/Beaudesert District	Logan Central Child Safety Service Centre	5-9 Juers St Kingston QLD 4114	

South East Region	Logan/Beaudesert District	Loganlea Child Safety Service Centre	75 Grand Plaza Drive Browns Plains QLD 4118	
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COMMISSION OF INQUIRY INTO QUEENSLAND'S CHILD SAFETY SYSTEM

PROACTIVE STATEMENT OF MEEGAN CRAWFORD

A/DEPUTY DIRECTOR-GENERAL, SERVICE DELIVERY, DEPARTMENT OF
FAMILIES, SENIORS, DISABILITY SERVICES AND CHILD SAFETY

Annexure 5 – Service Centres Map

This and the preceding 1 page is the annexure mentioned and referred to as

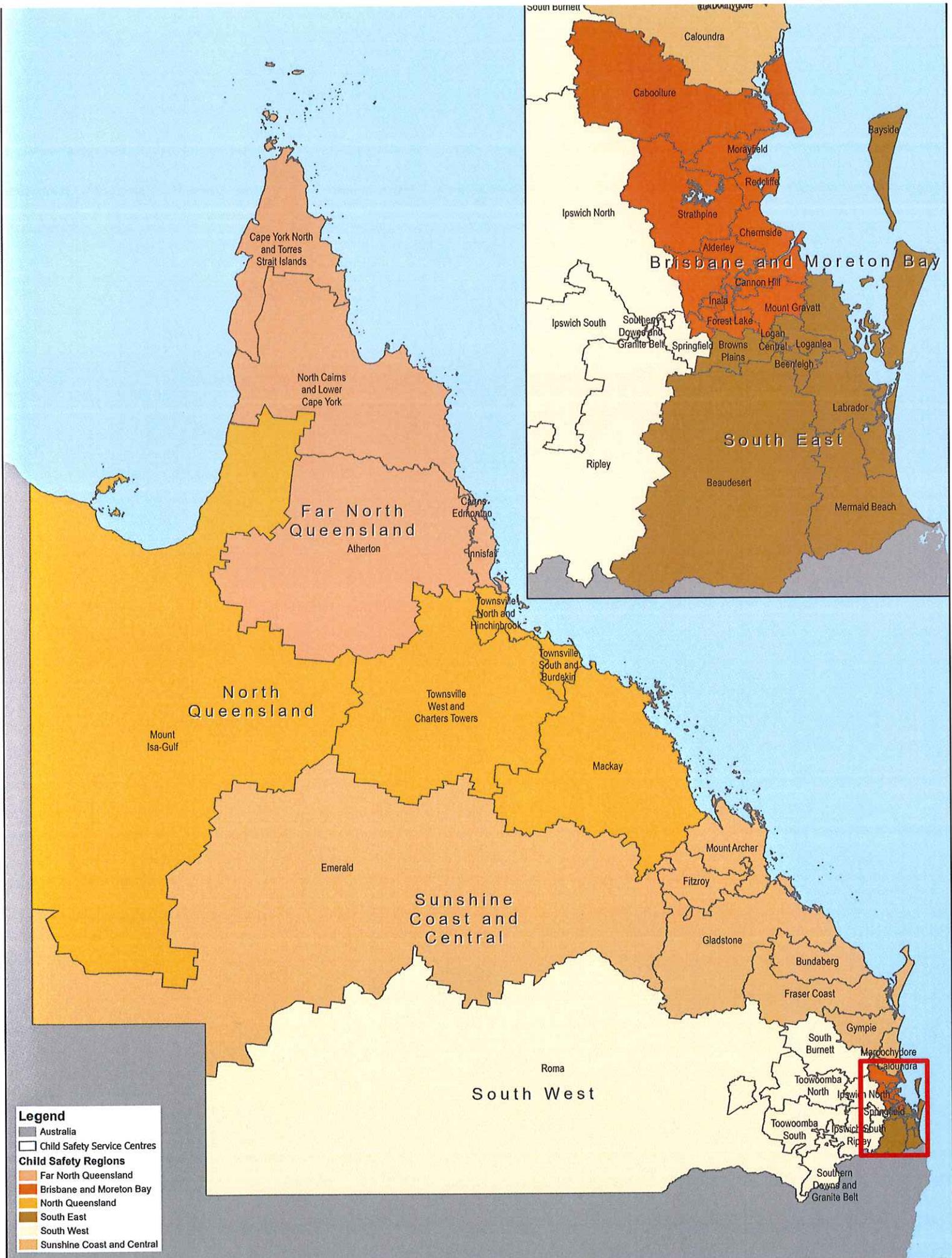
“Annexure 5” in the statement of Meegan Crawford dated 29 August 2025.

[Redacted signature]

Meegan Crawford

[Redacted signature]
Witness





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 Department of Families, Seniors, Disability Services and Child Safety

Child Safety Region data provided by the
 Office of the Deputy Director-General as at 9/05/2025

Note: Whilst every effort has been made to ensure
 this map is correct, its accuracy is not guaranteed.

Map creation date: 2/06/2025

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DFSDSCS Service Centres

Department of Families, Seniors, Disability Services and Child Safety

