



public guardian
Queensland

Child safety complaints system

Submission to the Child Safety

Commission of Inquiry

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About the Office of the Public Guardian

The Office of the Public Guardian (OPG) is an independent statutory office which promotes and protects the rights and interests of adults with impaired decision-making capacity and children and young people in the child protection system or staying at a visitable site.

OPG was established on 1 July 2014, following a recommendation by the Queensland Child Protection Commission of Inquiry (QCPCOI). The QCPCOI final report, *Taking Responsibility: A Roadmap for Queensland Child Protection* (June 2013) highlighted the need to provide more advocacy and support for the most vulnerable children and young people in out-of-home care.

To achieve these outcomes, it recommended combining the Child Guardian function (individual child advocacy) of the former Commission for Children, Young People and Child Guardian (CCYPCG) with the existing Adult Guardian to form a new independent statutory body, the Public Guardian. The QCPCOI report also recommended that OPG assume the responsibilities of the child protection community visitors and refocus on young people who are considered most vulnerable, and the introduction of a child advocate role to allow for more specialised advocacy services related to children's rights.

OPG therefore provides individual advocacy services to children and young people through the following functions:

- child advocacy, which offers person-centred advocacy for children and young people in the child protection system, and elevates the voice and participation of children and young people in decisions that affect them, and
- community visiting, which monitors and advocates for the rights of children and young people in the child protection system including kinship, foster and residential care, and all children and young people staying at visitable sites (including youth detention centres, police watch-houses and authorised inpatient mental health services).

OPG provides an entirely independent voice for children and young people to raise concerns and express their views and wishes. When performing these functions, OPG will seek and take into account the views and wishes of the child to the greatest practicable extent.

OPG also promotes and protects the rights and interests of adults with impaired decision-making ability through its guardianship, investigations and adult community visiting functions.

The *Public Guardian Act 2014* provides for OPG's legislative functions, obligations and powers relating to children and young people.

Position of the Public Guardian

The Public Guardian welcomes the opportunity to provide a submission to the Commission of Inquiry about the adequacy of existing complaints systems, procedures, and incident reporting guidelines for those wishing to raise serious safety concerns about children under the care of the state.

This submission explores OPG's role in the complaints system, the experiences of children and young people who receive our services, and opportunities for reform.

The views of the Public Guardian contained in this submission do not represent the views of the Queensland Government.

OPG's role in the child protection system

The Public Guardian has child advocate functions in relation to a relevant child under section 13 of the *Public Guardian Act 2014*. One child advocate function is providing a program called the community visitor program for children under care staying at a visitable home and all children staying at a visitable site, and another is providing child advocacy officers to perform child advocate functions for relevant children. A relevant child is a child or young person who is subject to a care agreement or order under the *Child Protection Act 1999* (such as an assessment order, interim custody order or child protection order), an intervention with parental agreement, or an application for a child protection order. **Attachment A** outlines OPG's roles that perform child related functions.

Community visitor program

Community visitors provide individual advocacy for the rights of children and young people under the *Public Guardian Act 2014*. Community visitors carry out this legislative role through the following statutory functions under section 56(1) of the Act:

- developing a trusting and supporting relationship with the child, so far as is possible
- advocating on behalf of the child by listening to, giving voice to, and facilitating the resolution of, the child's concerns and grievances
- seeking information about, and facilitating access by the child to support services appropriate to the child's needs provided by service providers
- inquiring into and reporting on the adequacy of information given to the child about the child's rights
- inquiring into and reporting on the physical and emotional wellbeing of the child
- inspecting visitable homes, reporting on its appropriateness for the accommodation of the child, and ensuring the child's needs are being met by persons caring for the child at the home
- inspecting visitable sites, reporting on its appropriateness for the accommodation of the child and the delivery of services to the child, and ensuring the child's needs are being met by staff members at the site
- at the request of the Public Guardian, inquiring into and reporting on any other matter relating to a child staying at a visitable location.

A visitable home for a child or young person is a home with general or kinship carers, if the child or young person is in the custody or guardianship of the Chief Executive of the Department of Families, Seniors, Disability Services and Child Safety (Child Safety) or under a care agreement under the *Child Protection Act 1999* and the carers are approved under the Act. A visitable site for children and young people primarily includes a residential care service, youth detention centre, police watch-house, or an authorised mental health service. Children and young people in visitable locations can request a visit from a community visitor.

Community visitors provide children and young people at visitable locations with the support and information they need to exercise their own rights and to have a say in decisions made about them. This includes educating children and young people about their rights and ensuring that they have adequate access to information about their rights. Community visitors identify matters affecting the rights and interests of children and young people at visitable locations and assist the child to raise issues and complaints with the relevant agency. Community visitors will also refer matters to other agencies to advocate for the child or young person's rights and interests when they are not being met and monitor to ensure the referred matters and complaints are resolved. When children are too young to express their views and wishes, community visitors rely on observations and seek feedback from the child's broader care team.

Child advocates

Child advocates (internally operationalised as Child Advocate-Legal Officers and Senior Advocacy Officers) provide individual advocacy to children and young people in the child protection system (relevant children). Child advocates elevate the voices of vulnerable children and young people to ensure their rights, thoughts, and wishes are heard and considered. They do this by independently supporting children and young people to participate in decision-making that affects them. They also strive to ensure the rights of children and young people are upheld in line with relevant legislation, policies and procedures.

In practical terms, child advocates can provide additional advocacy support to community visitors to resolve an issue where a matter is complex or time-intensive. Advocacy undertaken by child advocates also includes supporting a child or young person to:

- participate in child protection proceedings about them
- seek a review, or participate in the review of a decision before the Queensland Civil and Administrative Tribunal (QCAT), for example, a review of a placement decision
- seek review of decisions about their education, including decisions to exclude, suspend or refuse to enrol them, and
- transition to adulthood, including exercising their right to information and participating in decision-making about their future.

A child advocate may also support a direct legal representative in youth justice proceedings by advocating to ensure children and young people involved in both the child protection and youth justice systems have access to an appropriate placement and service provision to mitigate the risk of criminalisation and recidivism, particularly for children and young people remanded in detention.

Child advocates may become involved after receiving a referral for advocacy assistance from community visitors, government departments, non-government organisations, or directly from the children or young people themselves. Referral to a child advocate for more complex advocacy does not preclude the lodgement of a complaint, but it may occur in parallel to a complaint, and therefore may contribute to more timely resolution of issues raised at the local level.

Community visitors facilitating issue resolution

Upon visiting children and young people, community visitors are responsible for identifying issues that concern the rights and wellbeing of children and young people, and referring these issues in accordance with the statutory, policy and practice requirements of OPG and the relevant agency.

In 2023-24, community visitors undertook 18,741 visits to 9,338 children and young people in visitable homes and sites, raising 15,122 issues and 137 formal complaints. Of these, 7,266 issues and 57 complaints were raised by or on behalf of First Nations children. Most issues were resolved at the local level, with OPG making 36 formal complaints to Child Safety in 2023-24.

In 2024-25, community visitors undertook 15,210 visits to 10,566 children and young people in visitable homes and sites, raising 15,066 issues and 70 formal complaints. Of these, 7,106 issues and 50 complaints were raised by or on behalf of First Nations children. A breakdown of issues by visitable location reveals that 63 percent of issues related to visitable sites (9,541), and 33 percent related to visitable homes (4,944). The issues most predominantly related to contact arrangements, health needs, placement, and transition to adulthood. Most of these issues were resolved at the local level, with OPG making 19 formal complaints to Child Safety in 2024-25.

Transition to adulthood is the most common concern raised in formal complaints to Child Safety. This includes:

- delays in commencing transition to adulthood planning when the young person turns 15
- uncertainty from Child Safety regarding what planning tasks can be undertaken when a young person is not willing or able to engage or is in youth detention
- uncertainty from Child Safety regarding the need for an application to QCAT for pre-appointment of a formal guardian for the young person prior to 18, where it appears the young person may have impaired decision-making capacity for a matter, and
- systemic matters such as challenges with the National Disability Insurance Scheme (NDIS), Centrelink, housing and lack of system coordination.

While this data predominantly relates to children within the child protection system, it also includes other children staying at visitable sites, such as youth detention centres and police watch-houses. As such, this data is not limited to Child Safety matters, but also includes other agencies such as Youth Justice and the Queensland Police Service.

Raising matters with Child Safety on behalf of children and young people

OPG and Child Safety have a Memorandum of Understanding for the management of issues and complaints about Child Safety (discussed further below). Under the agreement, referable matters are details of any issue, concern, dispute, grievance or complaint:

- raised by or on behalf of a child or young person during or as a result of a visit or contact with any OPG staff performing child advocate or community visitor functions that requires action by Child Safety.
- from any person, or that any OPG staff performing child advocate or community visitor functions has, in relation to a particular carer or the care arrangements of a child or young person insofar as they relate to the Statement of Standards of Care and/or Charter of Rights under the *Child Protection Act 1999*.

A referable matter may be raised by OPG with the department as a ‘first attempt at resolution’ or a ‘complaint.’

‘First attempt at resolution’ involves raising referable matters initially to the point of service that has caused the dissatisfaction, to seek a response and resolution at the local level. In most instances, OPG will seek to resolve referable matters by utilising the first attempt at resolution process.

If OPG is not satisfied that the referable matter has been resolved at the first attempt at resolution, OPG may raise the referable matter to Child Safety, at which point it will be classified as a complaint.

While OPG will refer most referable matters initially for a first attempt at resolution, OPG may at any time exercise discretion to raise a referable matter to a complaint without a first attempt at resolution if OPG considers the matter would benefit from being investigated by Child Safety’s complaints unit.

Serious matters that require immediate escalation

In addition to formal complaints, advocacy for resolution of serious matters may be simultaneously escalated as a priority as soon as possible following a community visitor’s attendance at a visitable location. Serious matters include concerns received by a community visitor directly from a child, young person or staff member or observed while at a visitable location. The type of matters that are deemed serious and require escalation and expedited advocacy, include matters (although not limited to) such as:

- harm to a child or young person by another child or young person or adult
- children who are missing

- instances or indicators of self-harm
- sexual exploitation
- serious unmet medical or mental health needs

Community visitors are required to refer such matters directly to their counterpart in Child Safety with an expectation the issue is promptly acknowledged and actions are provided to address it. If the response does not resolve the issue, further escalation may occur through a line manager. This can include escalation to the Deputy Public Guardian or Public Guardian if the issue remains unresolved and/or is so serious it requires high level intervention. **Attachment B** demonstrates the advocacy escalation interface with Child Safety.

In considering the appropriate level of advocacy escalation to resolve an issue, OPG staff use professional judgement by considering the seriousness of the matter, the urgency of the matter, risks to the rights and interests of the child or young person, and the nature of previous contact OPG has had with Child Safety in relation to the matter.

Formal complaints

A complaint is an expression of dissatisfaction by a complainant about decisions made by Child Safety, services provided or funded by Child Safety, behaviour or performance of Child Safety employees, or a breach of information privacy by Child Safety, that has not been resolved at the first attempt at resolution.

In addition to this definition, there are certain identifiable matters that will be treated as complaints by Child Safety. A complaint may be made if the initial attempt to resolve the matter is not completed to the satisfaction of OPG or the child or young person, or is not responded to within a reasonable timeframe. A complaint may also be made if a commitment given by Child Safety has not been fulfilled within the agreed timeframe. Further, if a matter is deemed to be too significant to attempt local resolution, it may be escalated as a complaint at first instance. This includes any issue, concern, dispute, grievance or complaint that has had, is having, or is likely to have a significant impact on a child’s wellbeing and development, based on professional judgement exercised by the community visitor and their manager. Cumulative issues that reveal persistent, repeated, or systemic matters with the delivery of services to children and young people may also warrant the making of a complaint, including to relevant systems oversight agencies such as the Queensland Ombudsman or Queensland Human Rights Commission. OPG may also provide the Queensland Family and Child Commission (QFCC) with details of complaints to inform their systemic oversight functions.

Once a complaint has been made, Child Safety will provide a response within 30 business days, or another time period agreed in writing between OPG and Child Safety, dependent on the seriousness or urgency of the matter. For example, the parties may agree to a period longer than 30 business days for a complaint that is highly complex.

OPG’s approach to raising formal complaints on behalf of children and young people is founded on the principles that children and young people have a right to have their views, wishes and preferences heard and appreciated, and be educated on their right to make a complaint. OPG strives to empower and support children and young people to make a complaint, including through access to supports where a child or young person is non-verbal, or has complex communication, language, or cultural support needs. Complaints are managed respectfully, promptly, and in a culturally informed manner to support transparency, ensure procedural fairness, and drive service improvement. When making a complaint on behalf of a child or young person, OPG ensures that they are involved in the process by facilitating consultation with the child or young person about the preliminary outcome of their complaint, and again in relation to the final outcome of the complaint.

OPG may make a complaint on a child's behalf or on its own initiative about services provided to a child, to a complaints agency or other government service provider. When a complaint is made, if the outcome of the complaint is not satisfactory to OPG, or concerns are held in relation to the way in which the complaint was managed, OPG may ask the agency or government service provider for information about the outcome of the complaint or for information regarding the investigation of a complaint, and the reasons for their decisions.

If OPG or the child or young person is not satisfied with the outcome of the complaint, OPG will consider appropriate further action to take, which may include seeking an internal review or external review. An internal review of a complaint can be sought in accordance with Child Safety's internal review process, which requires lodgement of the request within 20 business days of the complaint closing. If at the conclusion of the internal review process, OPG remains dissatisfied with the outcome of the complaint, an external review can be sought from the Office of the Queensland Ombudsman in relation to administrative decisions, or the Queensland Human Rights Commission in relation to human rights complaint allegations.

Children and young people are kept appropriately informed about the lodgement, progress, and outcome of complaints. When deciding how to keep a child or young person informed about a complaint, OPG takes into consideration their age, views, capacity, and the sensitivity of the issue. In some cases, it is appropriate for updates to be provided to the child or young person from another entity, such as Child Safety, the child's carer, or other care team members. The method of communication is determined on a case-by-case basis, taking into account the complexity of the case and the circumstances of the complainant.

It is important to note that OPG is not empowered to investigate or resolve complaints on behalf of children and young people. This was a function of the former Commission for Children and Young People and Child Guardian, which had the statutory power to investigate and resolve complaints about any government or non-government service provided to children and young people in the child safety and youth justice systems.

The QCPCOI recommended the complaints function of the CCYPCG should be performed by relevant departments with oversight from the Queensland Ombudsman and other generalist oversight bodies. The Queensland Ombudsman has the power to investigate complaints about the actions and decisions of Queensland agencies, including state government departments, local councils, and public authorities. The Ombudsman also works with government agencies to improve their decision-making, complaint handling and administrative practices. The Ombudsman's complaint process generally requires an initial resolution attempt to be made with the relevant agency. If the matter is not able to be resolved, a complaint can be made to the Ombudsman. The Ombudsman is not empowered to receive or investigate allegations of harm, or risk of harm to a child. Concerns of this nature must be reported directly to Child Safety. However, the Ombudsman can investigate complaints about Child Safety's actions in response to the allegation of harm.

Mandatory reporting

Community visitors and child advocates have a responsibility when performing their functions to monitor whether children and young people who receive their services are at risk of significant harm. Under section 13E of the *Child Protection Act 1999*, the Public Guardian has a mandatory reporting obligation if there is a reasonable suspicion that a child has suffered, is suffering, or is at unacceptable risk of suffering, significant harm caused by physical or sexual abuse; and the child does not have a parent able and willing to protect the child from harm. If such a reportable suspicion is identified, OPG must report this to Child Safety. Community visitors and child advocates are trained about mandatory reporting requirements in their induction to OPG.

Other relevant complaints mechanisms

Child Safe Organisations Act 2024

In December 2017, the Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission) presented its final report. The Royal Commission found extensive systemic failings by institutions to protect children and respond to child sexual abuse. The National Principles were recommended by the Royal Commission as a vehicle for national harmonisation of the 10 Child Safe Standards and endorsed in 2019 by the former Council of Australian Governments. The *Child Safe Organisations Act 2024*, which commences on 1 October 2025, introduces the 10 Child Safe Standards for entities that provide services to children. These Standards reflect the 10 National Principles. Standard 6 requires that all child safe entities implement processes to respond to complaints and concerns that are child focused.

Human Rights Act 2019

The Human Rights Act 2019 protects 23 human rights and places obligations on the public sector to take actions and make decisions compatibly with those human rights. Under this Act, complaints can be made about a breach of human rights to the Queensland Human Rights Commission. OPG is committed to respecting and recognising the human rights and interests of our clients in the performance of our functions. As such, when raising matters and making formal complaints on behalf of children and young people, OPG will consider the impacts the issue may have on their human rights and will outline these concerns when escalating the issue or making a formal complaint to the relevant agency. If resolution attempts with the relevant agency do not resolve the issue, OPG may refer the complaint to the Human Rights Commission where appropriate.

New Zealand Ombudsman's child-friendly complaints process

OPG would like to draw the Commission's attention to the New Zealand Ombudsman's child-friendly model for the independent investigation of complaints raised by or on behalf of children in care.

In May 2023, the *Oversight of Oranga Tamariki System Act 2022* came into effect in New Zealand. This Act expands the powers and responsibilities of the New Zealand Ombudsman to investigate some of the bodies that care for children and young people. Oranga Tamariki is New Zealand's Ministry for Children and is responsible for the care and protection of vulnerable children and young people.

A unique feature of the independent complaint process is that it encourages a child in care (or a trusted adult contacting the Ombudsman on their behalf) to make a complaint directly and they don't have to discuss it with their carer or the Ministry for Children beforehand. This differs from the Queensland Ombudsman which generally encourages complainants to approach the responsible agency first and, in most cases, will not decide to investigate a complaint until the complainant has received a final response from the agency through its complaints management system. This protracted process may preclude children from seeking the Ombudsman's independent review and investigation.

Ombudsman investigations into child safety complaints

The Ombudsman undertook an initial investigation into the management of child safety complaints in 2016, with a further investigation undertaken in 2020.

Ombudsman's first investigation

The principal objective of the first investigation was to determine whether the child safety complaints system of the former Department of Communities, Child Safety and Disability Services (the department) was operating effectively. The Ombudsman found that inconsistent complaint-handling across regions, limited accessibility for vulnerable individuals to lodge complaints, insufficient training for staff on complaint management, and a lack of

a centralised system to track and monitor complaints, contributed to overall issues within the department's complaints system. As part of the investigation, the Ombudsman also reviewed OPG's role in the complaints system. It was identified that the department and OPG would benefit from greater collaboration to ensure that matters identified by community visitors were handled as child safety complaints by the department where appropriate, rather than being addressed through local resolution.

Following this analysis, the Queensland Ombudsman recommended a protocol be established between the department and OPG relating to how child safety matters raised by OPG are to be managed by Child Safety within the department. Based on this recommendation, a Memorandum of Understanding Concerning Management of Complaints (MoU) was created in June 2017 between the department as represented by Child Safety Services (Child Safety) and the Office of the Public Guardian. The MoU outlines that all child safety matters identified by a community visitor must be reported to Child Safety as soon as practicable. Once an issue is referred to Child Safety under this MoU, an outline of how and when the matter will be actioned under the Child Safety complaints management framework is provided. Consolidation of methods for recording the complaints in the respective data systems of OPG and Child Safety is outlined to ensure comparability of data for reporting purposes.

Ombudsman's second investigation

In 2020, the Queensland Ombudsman tabled a second report reviewing the Management of Child Safety Complaints. This report concluded that while the MoU implemented in 2017 was a productive step towards coordination between OPG and the department, further actions should be taken to improve collaboration between the department and OPG. It was recommended that the department and OPG finalise their respective independent reviews of the MoU within six months and ensure the MoU incorporates processes that would ensure both agencies accurately record and monitor complaints referred by OPG to the department.

In accordance with the Ombudsman's recommendation, the review of the MoU was completed and a new version introduced in August 2020. OPG's review of the MoU resulted in the complaints referral process between the department and OPG being formalised, establishing clear protocols for escalating matters identified during community visits, ensuring that concerns about children and young people in care are referred in a timely and structured manner. OPG has focussed on identifying and addressing recurring issues that impact on children and young people in care, such as delays in planning for young people transitioning to adulthood, barriers in accessing the NDIS, and prolonged stays in restrictive environments such as watch-houses and youth detention centres. In addition to raising matters on behalf of individual children and young people, OPG also raises concerns that indicate there might be a systemic issue with Child Safety and other relevant agencies (including the QFCC, Youth Justice, NDIS), such as the lack of suitable placements, to drive broader policy and practice changes.

Feedback on the MoU

The MoU between Child Safety and OPG strengthens the collaborative relationship by clearly defining the roles and responsibilities of each party within the complaints referral process and providing a pathway for the referral of systemic matters. The MoU also facilitates information sharing about complaints between both parties, which is critical for the timely and effective delivery of advocacy.

While the importance of interagency collaboration is acknowledged, it is equally important that OPG maintains its independent oversight responsibilities. The ability to maintain effective working relationships with organisations under its oversight, while still fulfilling its statutory role, functions, and mandate, is central to OPG's operations. This balance is managed through ensuring that children and young people remain at the forefront of all decision-making and advocacy efforts and supporting staff and decision-making through reflective practice, including supervision and informal reviews of individual matters. It is an area that requires ongoing critical reflection and

attention to ensure OPG can effectively uphold its responsibilities while fostering constructive interagency collaboration.

The MoU faces certain challenges in implementation from OPG’s perspective. Delays in sharing of critical information can lead to challenges for OPG in assessing a child or young person's situation and making timely complaints around matters such as the child's safety or absence from placement. A gap analysis conducted by Child Safety and OPG in early 2025 has identified that Child Safety officer training would benefit from the inclusion of greater information about OPG’s role and functions, and the functions of the MoU. OPG is collaborating with the Child Safety training branch to develop content for Child Safety Officer GRO/Induction training and Learn Online modules, as well as online training for existing and non-frontline staff.

Implementation of the MoU would be further enhanced by conducting regular joint training sessions between OPG and Child Safety staff to ensure a consistent application of the processes outlined within the MoU. Stronger accountability mechanisms could be in place to ensure timely responses to referrals and complaints, and the MoU should be periodically updated to address new challenges and incorporate feedback from both OPG and Child Safety.

OPG has been focussing on regular engagement with individual Child Safety Service Centres to support the adherence to MoU timeframes and local resolution pathways. Community visitors attend Child Safety Service Centre meetings to build relationships with Child Safety Officers and Senior Team Leaders and share information about OPG processes.

Feedback on the child protection complaints system

In OPG’s experience, complaints raised with Child Safety are generally managed in accordance with the *Child Protection Act 1999* and departmental policies, although occasional inconsistencies with the Child Safety Practice Manual have been noted.

OPG has identified some potential areas for improvement regarding Child Safety’s management of complaints. While the overall approach to complaints management is generally consistent, there is scope to enhance consistency, communication, and review processes.

OPG has observed that children and young people are often unaware of their right to make a complaint and may not know about this option until they have engaged with a child advocate or community visitor. Many report being hesitant to lodge formal complaints due to fear of repercussion, while others feel it is futile as they frequently raise concerns with their Child Safety Officer without seeing any action taken. For children and young people who attempt to independently lodge a complaint, the process can be confusing and difficult to navigate. The online complaint form is hard to locate without specific knowledge of what to search for, and it sits alongside the compliments form, which is very similar in appearance and can easily lead to use of the incorrect form. Children and young people should be proactively informed of their right to make complaints to ensure they are empowered to raise concerns. For those that choose to independently make a complaint, a child-friendly version of the formal complaint form, placed in an easily accessible section of Child Safety’s website could be highly beneficial.

Child Safety is responsible for advising children and young people of the outcome and response to their complaints. However, OPG has found that children and young people may not be kept informed by Child Safety about the progress of their complaints. Instead, updates on their complaint are often facilitated through their child advocate or community visitor who has raised the matter on their behalf. The complaint process can also take a significant amount of time to reach an outcome, with some complaints exceeding a year. Children and

young people may not always receive feedback on the outcomes of their complaints from Child Safety, which may be due to placement changes, regional movements, or contact challenges.

Conclusion

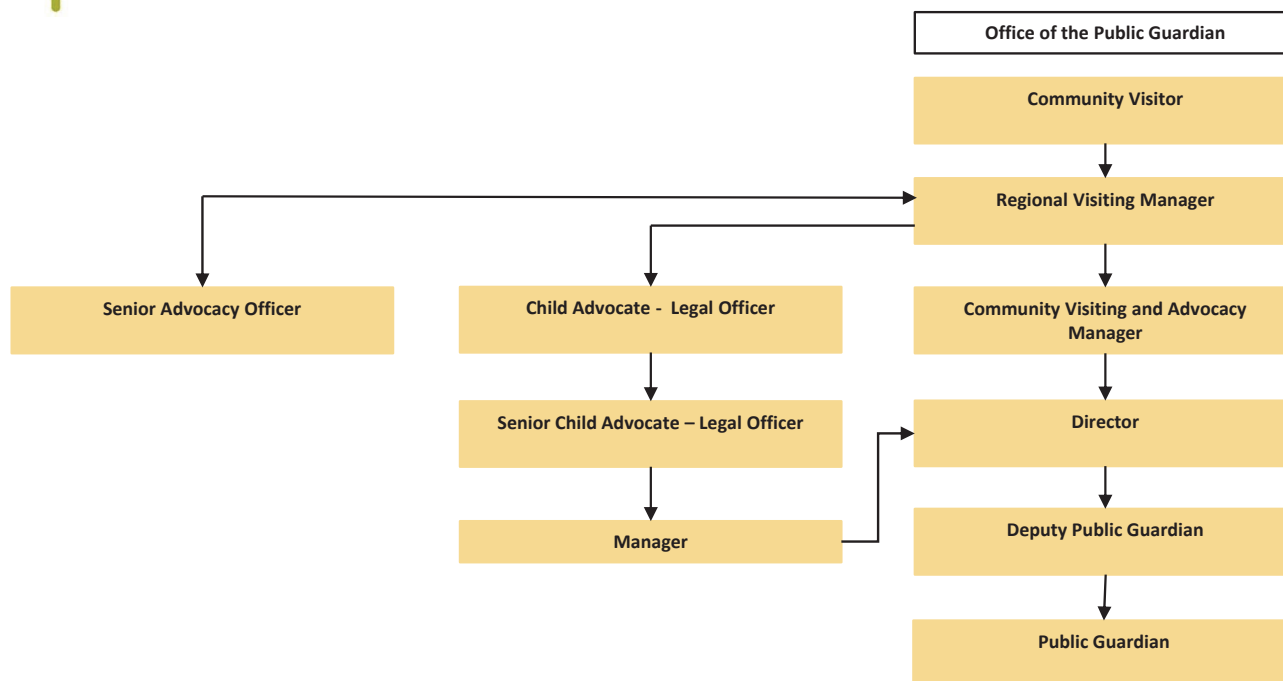
OPG thanks the Commission for the opportunity to provide a submission regarding the child protection complaints system. We trust the Commission will consider the issues raised in this submission in conducting their inquiry and in developing recommendations. OPG welcomes the inquiry and its potential to enhance the safety and wellbeing of Queensland's children, families and communities. We look forward to the opportunity to provide further comment as the inquiry progresses.



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Attachment A - OPG roles that perform child related functions

Community Visitor (CV): Community Visitors are employed on a casual or permanent basis and visit children and young people in their visitable sites and homes. Their role is to educate children and young people about their rights, identify issues or complaints affecting their rights, report such information and refer matters and make complaints to other agencies to ensure their rights are met.

Regional Visiting Manager (RVM): Lead and manage a team of CVs in the delivery of visiting services to vulnerable children and adults that fall within the jurisdiction of the Public Guardian and are responsible for the planning and provision of services in a specific geographical area of Queensland.

Community Visiting and Advocacy Manager (CVAM) and Children and Young People Team Manager (CYPT): Lead and manage a team of regionally dispersed staff in the delivery of visiting services. Application of high-quality practices, standards and the establishment and maintenance of productive partnerships with internal and external stakeholders, including both government and non-government agencies and the ongoing professional development and management of staff.

Senior Advocacy Officer (SAO): SAO referral can be made when additional child advocacy support is required by Community Visitors to review or resolve a matter. Community Visitors may consider a SAO referral, in consultation with their Regional Visiting Manager to undertake complex or time-intensive advocacy.

Child Advocate - Legal Officer (CALO): Perform child advocate functions in relation to legal matters.

