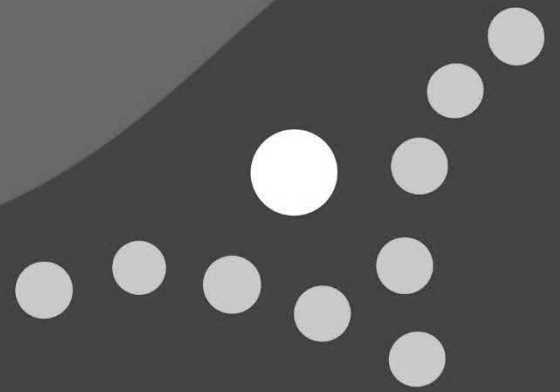
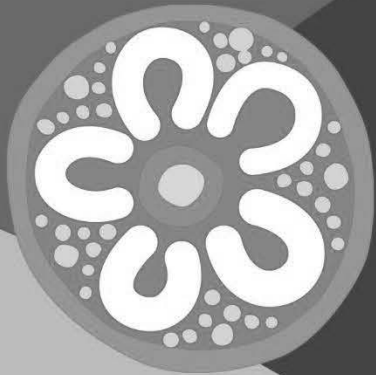




public guardian
Queensland

Annual Report

2024-25



Acknowledgement of Country

The Office of the Public Guardian acknowledges the Traditional Custodians throughout Queensland of the lands on which we leave a footprint. We acknowledge and pay our respects to their Elders, past, present and emerging.

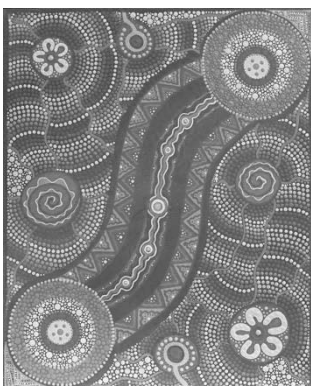
We recognise you, the First Nations peoples and your continuing connection to the land, sea and waterways and acknowledge your ongoing contribution in caring for Country since time immemorial. We acknowledge your Dreamtime stories and your ancient and recent history of struggles, your strength of perseverance towards overcoming adversities and your resolve towards maintaining survival of the oldest living cultures on Earth.

Acknowledgement of living and lived experience

We acknowledge the living and lived experience of our clients, whose rights and interests we strive to promote and protect. We thank them and their support networks for engaging with us while we strive to achieve the best possible outcomes for the people we serve. We also acknowledge the living and lived experience and expertise of our staff who directly support adults with impaired decision-making ability and vulnerable children and young people in either a professional or private capacity.

Artwork acknowledgement

The OPG brand reimagines elements from within the *Birrang* artwork, complementing the artwork's story. The artwork *Birrang* (Journey) shows the journey of OPG's clients who are adults with impaired decision-making ability and children and young people in care with OPG using the Aboriginal symbol for journeys. It features a campsite at each end of the journey representing a sense of stability when there is lots of change occurring. Various symbols in the background represent the Indigenous community's



connection to Country that impacts our personal journeys and the arrows at either end of the journey symbolise overcoming adversity which often occurs for people that OPG supports.

Birrang (Journey)
by Jordana Angus

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21 October 2025

The Honourable Deb Frecklington MP
Attorney-General and Minister for Justice and
Minister for Integrity
1 William Street
BRISBANE QLD 4000

Dear Attorney-General,

I am pleased to present the 2024–25 Annual Report for the Office of the Public Guardian.

This report is made in accordance with the requirements in section 126 of the *Public Guardian Act 2014* and provides information on the performance of the Public Guardian's functions in 2024–25.

Under section 127 of the *Public Guardian Act 2014*, the Office of the Public Guardian is not considered to be a statutory body for the purposes of the *Statutory Bodies Financial Arrangements Act 1982* or the *Financial Accountability Act 2009*. The Public Guardian is not required to comply with the *Annual report requirements for Queensland Government agencies*; however, these requirements have guided the creation of this Annual Report.

Yours sincerely,



Shayna Smith
Public Guardian

Terms used in this report

In this report we use the term ‘decision-making capacity’ when referring to a person’s ability to make their own decisions in a legal context. A person is considered to have impaired decision-making capacity if they are unable to:

- understand the nature and effect of the decision
- freely and voluntarily make the decision, and/or
- communicate the decision in some way.

The use of all reasonable ways of facilitating communication, which may include symbol boards or signing, will be considered to aid an individual communicating a decision.

A person may have capacity to make some decisions, but not all, depending on many factors, including the complexity of the decision and support available. Further, loss of capacity is not always permanent, so decision-making capacity relates to specific situations and is not a general state. There are situations where there is a need to test a person’s decision-making capacity, through a ‘capacity assessment’. This may be undertaken when there is a need to decide on the following:

- if a person needs additional support to make decisions
- if a person can consent to medical treatment
- if an attorney’s power under an enduring power of attorney or advance health directive can commence, or
- whether to apply, or provide evidence, for a guardian or administrator to be appointed.

A capacity assessment may be undertaken by a health professional. In the event of a dispute or a need for formal determination of an adult’s capacity, only QCAT or the Supreme Court of Queensland can make a formal determination.

The following abbreviations are used in this report:

AMHS	Authorised Mental Health Service
DoJ	Department of Justice*
NDIS	National Disability Insurance Scheme
OPG	Office of the Public Guardian
QCAT	Queensland Civil and Administrative Tribunal
Child Safety	Department of Families, Seniors, Disability Services and Child Safety*

**Department names reflect current Machinery of Government arrangements*

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Public Guardian's message

I am proud to present the Office of the Public Guardian (OPG) Annual Report for 2024-25.

This report provides insight into the work undertaken by OPG to safeguard the rights and interests of vulnerable Queenslanders, through our adult guardianship, community visiting, child advocacy and investigations services. This includes adults with impaired decision-making capacity and children and young people within the child protection system or staying at visitable sites across the state (including authorised mental health services, youth detention centres and police watch houses). It also highlights the emerging challenges and opportunities for OPG to deliver services in a dynamic external environment while supporting a diverse client base with complex needs.

I am pleased to report that in 2024 – 25 we achieved the following key service delivery highlights:

- 15,210 community visits to 10,566 children and young people were conducted at visitable locations, raising 15,136 issues on their behalf.
- 3,393 community visits to sites accommodating 7,565 adults were conducted, raising 2,195 issues on their behalf.
- 4,510 adults with impaired decision-making capacity were provided with guardianship services, with over 24,000 decisions made.
- 545 children and young people received the services of a child advocate.
- 70 investigations were closed into reports of abuse, neglect, or exploitation of adults with impaired decision-making capacity.

These achievements were underpinned by our Service Delivery Statement outcomes, with OPG exceeding performance expectations for both the efficiency and the effectiveness target measures, which would not have been achieved without those at the core of our operations. To the staff at OPG, thank you for working tirelessly across the state to improve the lives of the people you deliver services to.

As a result of increased and sustained demand across all of OPG's services, we successfully advocated to government for continuation of existing limited life funding for 32 FTE for a further 4 years in the 2025-26 Queensland Budget. While this funding is welcome, there will still be current and projected unmet demand for OPG's services, which means resources will remain prioritised towards those experiencing the most significant risk.

As an organisation focussed on upholding human rights, OPG continued its cultural journey to equip staff with the tools they need to provide appropriate and informed services to Aboriginal and/or Torres Strait Islander peoples. OPG's First Nations Yarning Circle continued to support the agency on this journey. OPG's launched a First Nations Practice Guide, designed to strengthen the cultural capability, awareness and confidence of staff when working with Aboriginal and/or Torres Strait Islander people and their communities. OPG's Staff Excellence Awards awarded its first Deadly Award, recognising staff who have gone above and beyond in their work, attitude, or actions to demonstrate a deep respect for First Nations culture, histories, and perspective.

The power of proactive service enhancement

Following the celebration of our 10-year anniversary as an organisation on 1 July 2024, we continue to focus on enhancing delivery of our services across Queensland as we implement the new *OPG Strategic Plan 2024-2029*.

OPG strategically structures its operations to flexibly adapt to changing environments. We undertook practice improvement projects across our service delivery areas, with an emphasis on respectful partnerships and advocacy, including our Views, Wishes and Preferences project, pre-appointment advocacy and proactive education and identification of clients who no longer require guardianship services.

We delivered key strategic projects including a new Workforce Management Strategy and Action Plan, and Child Sector Enhancement ICT Project to improve alignment with business goals and supplement our investment in an engaged and adaptable workforce.

Navigating opportunities for change

OPG undertakes its statutory functions within a complex policy environment and our scope of responsibilities intersect several systems, including child safety, disability, mental health, aged care, healthcare, and youth justice. We continue to cultivate collaborative relationships with stakeholders in addressing our clients' diverse requirements. In addition to advocating for the rights and interests of individual clients in 2024-25, we worked closely with the Queensland and Australian governments and key external stakeholders to give voice to the collective experiences of our clients. We contributed to policy, legislative, and service reforms across diverse areas including aged care, child safety, NDIS disability supports, and youth justice.

OPG recognises that the rights and best interests of all children are paramount and must be a primary consideration in all actions concerning them. We continued to educate children about their rights, and we continued to monitor their safety and wellbeing, while facilitating the raising of complaints for and on behalf of them about the systems they interact with. We will seek opportunities to contribute to the Commission of Inquiry into the Child Safety System to inform practical, evidence-based recommendations to reform Queensland's child safety system.

Despite the challenges presented by increasing demand and complexity, I am optimistic about the future delivery of services to safeguard the rights and interests of vulnerable Queenslanders and OPG has proven to be a committed, resilient, and dynamic advocate and representative. Through proactive service enhancements, stakeholder collaboration, and harnessing opportunities for change, we will continue to advance operational and policy outcomes which promote and protect the rights and interests of individuals and their communities.

Yours sincerely,



Shayna Smith
Public Guardian

Office of the Public Guardian

The Public Guardian and OPG are established by the *Public Guardian Act 2014* to promote and safeguard the rights and interests of some of the most vulnerable, at-risk, and disadvantaged Queenslanders. This includes adults with impaired decision-making capacity, children and young people in the child protection system, and children and young people staying at visitable sites (including authorised mental health services, youth detention centres, and police watch-houses).

The Public Guardian is an independent statutory officer and is not under the control of the Attorney-General and Minister for Justice and Minister for Integrity. Performance of the Public Guardian's functions and exercise of its powers is supported by OPG, an independent statutory office.

We provide guardianship, investigations, community visiting, and advocacy services to adults with impaired decision-making capacity including:

- decision-making services for personal matters when appointed under an enduring power of attorney, under an advance health directive, for a health matter as the statutory health attorney of last resort, or if appointed by the court or tribunal
- investigation of allegations about the neglect, exploitation, or abuse of a person with impaired decision-making capacity and adequacy of decision-making arrangements
- independent community visits to visitable sites and identification and resolution of issues to protect the rights and interests of adults with impaired decision-making capacity residing at those sites and
- educating the public about the guardianship and attorney systems.

We also provide community visiting and advocacy services to children and young people in the child protection system or staying at a visitable site, including:

- independent community visits to monitor and advocate for the rights and interests of children and young people, improve their access to services and facilitate the resolution of their concerns
- person-centred advocacy to give an independent voice to children and young people when decisions are being made that affect them.

The Public Guardian's functions, obligations, and powers are set out in the *Public Guardian Act 2014*, the *Guardianship and Administration Act 2000*, and the *Powers of Attorney Act 1998*.

We are committed to providing culturally safe and responsive services through our journey to reframe our relationship with Aboriginal and Torres Strait Islander peoples.

The Public Guardian exercises its powers with respect to adults with impaired decision-making capacity in accordance with the principles set out in the *Guardianship and Administration Act 2000* and a structured decision-making framework, requiring clients' views, wishes and preferences to be considered by decision-makers to the greatest extent practicable. In addition, our Child and Adult Safeguarding Framework supports the safety and wellbeing of our clients. With respect to children, the Public Guardian applies the standards of care and charter of rights under the *Child Protection Act 1999* and the principles in the *Public Guardian Act 2014*, with the best interests of the child being paramount. We uphold the *Human Rights Act 2019* by ensuring our decisions and actions are consistent with the rights it protects.

Our strategic plan

The *OPG Strategic Plan 2024-2029* (Strategic Plan) was launched on 1 July 2024, marking OPG's 10-year anniversary. This significant milestone was an opportunity to reflect on our successes over the past 10 years and communicate a fresh insight into our future priorities and opportunities. The Strategic Plan outlines a framework to deliver services and showcase our achievements in promoting and protecting the rights and interests of our clients in this Annual Report. The Strategic Plan aligns with the *Department of Justice Strategic Plan 2024 -28* and the Queensland Government's objectives for the community.

Our vision

OPG's vision is to protect, support, advocate, educate and empower, to build a Queensland where our most vulnerable community members can live with dignity.

Our commitment

We are committed to putting people and their human rights first in our actions and decisions. Our work is informed by our commitment to Aboriginal and Torres Strait Islander peoples and cultures, recognising that outcomes built on strong relationships create a positive shared future for all.

Our organisational priorities and goals

OPG's purpose is to promote and protect the rights and interests of adults with impaired decision-making capacity for a matter and children in the child protection system or staying at visitable sites. Our Strategic Plan is organised under four central pillars:

- People-centred service delivery
- Resilient and empowered workforce
- Stronger regional connections, and
- Innovative ways of working.

We have set organisational goals to deliver on our priorities by:

- Continually improving our service delivery to achieve positive human rights outcomes for our clients
- Supporting a workplace where staff feel respected, engaged, and empowered
- Strengthening community connections and maximising our impact in regional Queensland through strategic partnerships, and
- Streamlining our internal processes and driving innovation to maximise efficiency, collaboration, and effective outcomes.

OPG's annually renewed *Business Plan 2024-25* underpins the operational achievement of our five-year Strategic Plan, outlining the practical steps to achieving our organisational goals, our program of work, and performance monitoring.

Our operating environment

Key policy developments this year which are relevant to the operational achievements outlined in this Annual Report include reforms relating to older people, child safety, and youth justice, at both a Federal and State level. Additionally, there is a continued focus on aligning operations with recommendations from the Disability Royal Commission which impact OPG services. Amid changes in our operating environment, OPG's core roles and responsibilities remain steadfastly focussed on protecting and advocating for our clients' rights and interests.

Reforms for older people

There were significant reforms and initiatives relating to older people during 2024-25. The new Commonwealth *Aged Care Act 2024* received assent in December 2024 and introduces a rights-based framework for the delivery of funded aged care services to individuals in the aged care system. This is underpinned by the *Aged Care Rules 2025* which direct how the law is put into practice. OPG made submissions raising concerns about the use of a substitute consent-based model rather than authorisation for decisions about restrictive practices in aged care, and the need to distinguish the role of supporters from formally appointed decision makers. The *Aged Care Act 2024* and *Aged Care Rules 2025* will commence on 1 November 2025.

In December 2024, the Queensland Parliament Education, Arts and Communities Committee commenced an inquiry into elder abuse in Queensland. This inquiry is of particular importance to OPG, given our significant role in adult safeguarding through our investigations, guardianship, and adult community visiting functions. Over the course of the inquiry, we provided feedback on the terms of reference, we contributed to DoJ's briefing to the Committee, the Public Guardian appeared as a witness at a public hearing, and we lodged an independent formal submission. The Committee's final report is due in December 2025.

In August 2024, the Queensland Government released its new strategy for older people, *An Age-friendly Queensland: The Queensland Seniors Strategy 2024–2029*. OPG has two specific actions in the *Seniors Action Plan 2024–2026* to support implementation of the Strategy: community education about our role in preventing and responding to the abuse and mistreatment of older people with impaired decision-making ability, and partnering with Queensland Health to continue to provide inpatient guardians in Hospital and Health Services to promote the rights of hospital inpatients with impaired decision-making ability.

The Australian Government is developing a new *National Plan to End the Abuse and Mistreatment of Older People 2024-2034*, which will replace the first *National Plan to Respond to the Abuse of Older Australians (Elder Abuse) 2019-2023*. A draft of the new National Plan was released for public consultation between December 2024 and February 2025. Key principles include taking a human rights approach and supporting individual decision-making autonomy and dignity.

Child Safety

OPG has responsibilities to visit and protect the rights and interests of children and young people in the child safety system. There were several important policy developments in 2024-25.

We welcome the Commission of Inquiry into the Child Safety System which was announced by the Queensland Government in May 2025. We recognise its potential to enhance the safety and wellbeing of Queensland's children, families and communities and the possibility of future practical, evidence-based reforms. We look forward to the opportunity to contribute as the inquiry progresses with its examination of systemic issues. The inquiry formally commenced on 1 July 2025 and is due to report to the Queensland Government by 30 November 2026.

The *Child Safe Organisations Act 2024* received assent in September 2024, establishing an integrated child safe organisations system that includes mandatory child safe standards and a nationally consistent reportable conduct scheme for in-scope organisations. This implements key recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse and nominates the Queensland Family and Child Commission as the independent oversight body responsible for monitoring implementation of the system. OPG welcome this important reform which builds on our work in previous years to proactively implement the National Principles for Child Safe Organisations. This year, OPG progressed work in relation to safeguarding policies and governance frameworks in compliance with Child Safe Standards, the Universal Principle, and the Reportable Conduct Scheme.

Youth justice legislative reform

OPG's functions include promoting and protecting the rights and interests of children staying at visitable sites. Visitable sites include youth detention centres and police watch-houses. There has been significant legislative reform impacting the rights of children in the youth justice system in 2024-25. In August 2024, the *Queensland Community Safety Act 2024* received assent, removing detention as a last resort, expanding the electronic monitoring trial, and increasing media access to Childrens Court proceedings.

In December 2024, the *Making Queensland Safer Act 2024* received assent, amending the *Youth Justice Act 1992*, *Childrens Court Act 1992*, *Criminal Code* and other legislation. Amendments introduced significant reforms to child sentencing including an 'adult crime, adult time' framework for 13 offences, and removal of the principle of detention as a last resort.

OPG made a submission to the Justice, Integrity and Community Safety Committee in relation to the proposed legislation. Further reforms have since been introduced, including the *Youth Justice (Monitoring Devices) Amendment Act 2025* in April 2025, extending the trial of electronic monitoring as a bail condition for children by one year and the *Making Queensland Safer (Adult Crime, Adult Time) Amendment Act 2025* in May 2025, expanding the 'adult crime, adult time' sentencing framework for children by introducing a further 20 criminal offences.

We will continue to advocate for the voices of children in detention and identify opportunities to help shape a youth justice system that recognises, respects, and promotes their rights.

Police watch-houses and children on remand

In March 2025, the Wacol Youth Remand Centre was opened by the Queensland Government. The 76-bed temporary facility is legally designated as a youth detention centre; however, its operating model and infrastructure more closely aligns with a police watch-house. This has expanded the number of visitable sites where we provide visiting services to children and young people. Since the

opening of the Wacol Youth Remand Centre, a smaller number of children continue to be detained in police watch-houses and our visiting services in these facilities continue to be provided.

In August 2024, the Queensland Police Service commenced a review into police watch-house operations, in response to an increase in complaints and occupancy rates across the state. Our office made a submission to the review in December 2024 which raised issues relating to both children and adults with impaired decision-making ability who may be detained in a police watch-house. The final report, *Queensland Police Service: Watch-house Review* was released in July 2025. The report made 34 recommendations which we hope will result in a further decrease in the number of children detained in police watch-houses, a decrease in duration of detention in a police watch-house, and improved quality of environment and services during detention in a police watch-house.

Senate inquiry into Australia’s youth justice and incarceration system

In September 2024, the Senate Legal and Constitutional Affairs Committee commenced an inquiry into Australia’s youth justice and incarceration system. Our office welcomed the inquiry for its focus on the human rights of children in detention, and its potential to instigate the introduction of national minimum standards for youth justice, consistent with Australia’s international obligations. We made a submission to the inquiry in October 2024 that identified common issues in the youth justice sector across Australia. The Public Guardian was also a signatory to the joint submission of the Australian and New Zealand Children’s Commissioners, Guardians and Advocates, which called for the introduction of an early intervention model to replace the current justice response for children under 14. The Committee tabled a substantive interim report in February 2025 and its final report in June 2025. In both reports, the Committee urged the Senate to continue pursuing an inquiry into the incarceration of children in Australia, given the evidence received by the Committee and the issues raised in the report of the National Children’s Commissioner, *‘Help way earlier!’: How Australia can transform child justice to improve safety and wellbeing*.

Service Delivery Standards

We contributed to the DoJ Service Delivery Statements in 2024-25 through two service standards. We are committed to effective and efficient service delivery and are proud that our ongoing efforts meant that OPG exceeded the performance targets for both service standards.

In line with the requirement that guardianship decisions must consider the adult’s views, wishes and preferences to the greatest extent practicable and take them into account in decisions that affect their life, 96% of guardianship decisions covered by the service standard were made in consultation with our clients. This exceeds our service standard target and demonstrates high rates of engagement with guardianship clients when providing structured decision-making services. The average cost per hour of OPG operations for the 2024-25 financial year was \$71 per hour, which was below the target cost of \$75 per hour. OPG is committed to effective use of resources in the provision of guardianship, investigation, community visitor and advocacy services throughout Queensland.

Table 1: Service Standards 2024-25

Service standards	2024-25 Target	2024-25 Actual
Percentage of guardianship decisions made in consultation with the client	80%	96%
Average cost per hour of Office of the Public Guardian operations	\$75	\$71

Guardianship

If a person is unable to make their own decisions, a formal decision maker may be needed, to provide decision-making services for personal matters such as for healthcare, where they live, or deciding which services and service providers to access. The Public Guardian does not make financial decisions or decisions relating to property.

If an attorney has been appointed under an enduring power of attorney, this person is the formal decision maker. If there is no attorney, an application may be made to QCAT to appoint a formal decision maker for personal matters, known as a guardian.

A guardian may be a trusted family member or friend, who ideally knows and understands the person's views, wishes and preferences. The Public Guardian may be appointed by QCAT, or the Supreme Court, under the *Guardianship and Administration Act 2000* as a last resort if there is no other appropriate person available.

The Public Guardian's objective is to promote and protect the adult's rights and interests when a decision is needed. We will engage a person with impaired decision-making capacity before making personal decisions such as where they live, who they have contact with and what services they receive. An order appointing the Public Guardian will specify what type of decisions we can make.

Decision-making framework

When the Public Guardian has been appointed as guardian or attorney for adults with impaired decision-making capacity we apply a Structured Decision-Making Framework to our decision-making. This framework is an extension of the General Principles contained in the *Guardianship and Administration Act 2000* and prioritises and promotes a least restrictive, human rights based decision-making model. We also apply a Human Rights Decision-Making Framework to assist our decision makers to consider, understand and recognise a person's human rights under the *Human Rights Act 2019* in every decision they make. This year we continued to proactively identify opportunities to improve our service delivery, supported by our updated formal guardianship practice review framework.

Under the Structured Decision-Making Framework, guardians must recognise and take into account the adult's views, wishes and preferences, however expressed or demonstrated. If the adult's views, wishes and preferences cannot be determined, guardians apply the principle of substituted judgement, taking into account, if known, any views, wishes and preferences expressed or demonstrated when the adult had capacity.

When appointed to make decisions for adults, our guardians apply:

- the General Principles in the *Guardianship and Administration Act 2000* and *Powers of Attorney Act 1998*. We acknowledge an adult's inherent dignity and worth, and equal and inalienable rights, and the rights of all adults to the same human rights and fundamental freedoms, regardless of decision-making capacity, and
- the *Human Rights Act 2019*, by making decisions in a way that is compatible with human rights and ensuring human rights are only limited in certain circumstances, when reasonable and demonstrably justifiable.

Guardianship appointments

In 2024-25, the Public Guardian provided decision-making services to 4,510 people with impaired decision-making capacity, as a guardian of last resort, with over 24,000 decisions made.

There were 2,557 QCAT orders appointing the Public Guardian for decision making services this year, representing a 16% increase from the previous year. This included 1,051 new appointments and 1,506 reappointments. There were 580 interim orders (where QCAT determines there is an imminent risk of harm) to act as guardian of last resort for three months, continuing the trend of increasing interim orders in previous years. As at 30 June 2025, 72% of guardianship clients were NDIS participants, and 28% of guardianship clients were over 65 years old.

In 2024-25, there was a 9% increase in the number of guardianship appointments that ended, with 572 appointments ending in the financial year, compared with 526 in the previous year. Of these, 75 appointments of the Public Guardian were revoked due to proactive applications made by OPG seeking leave to withdraw as the adult’s formally appointed guardian. Such applications ensure that the Public Guardian only remains appointed only for as long as is required.

The profile of QCAT applicants seeking appointment of the Public Guardian remained largely consistent when compared with 2023-24 and is summarised in the table below. As in previous years, applicants were most commonly social workers or hospital staff (36%), family and/or friends of the adult who was the subject of the application (15%), mental health professionals (11%), or the Department of Families, Seniors, Disability Services and Child Safety for young people turning 18 and transitioning out of care (10%).

Table 2: Types of initiators for QCAT applications where the Public Guardian was appointed

Type of applicant	Percent
Social worker/hospital staff	36%
Family and/or friends of the adult who was the subject of the application	15%
Mental health professionals	11%
Department of Families, Seniors, Disability Services and Child Safety	10%
Community-based service provider	8%
Residential aged care facility	8%
NDIS Support Coordinator	6%
Other/unknown applicant	6%

Pre-appointment advocacy

Everyone has the right to make decisions about how they live their life. OPG upholds the rights of people with impaired decision-making capacity by advocating in QCAT. Where there is a proposal to appoint the Public Guardian, we provide education and information before and during QCAT hearings through pre-appointment advocacy services, to advocate for the least restrictive option. We also undertake pre-appointment advocacy where an interim (urgent) appointment of the Public Guardian is sought. Less restrictive alternatives include using existing support networks to help the person make decisions, or using informal decision makers, or time or decision area limited orders.

We are proud of the outcomes our pre-appointment advocacy achieved in 2024-25. This year, OPG received 775 notices of hearing for new QCAT applications seeking appointment of the Public Guardian and undertook pre-appointment advocacy for all those hearings. Of these hearings, our pre-appointment advocacy team participated in 500 QCAT hearings, inpatient guardians participated in 209 QCAT hearings, and we provided 66 written submissions. Additionally, OPG provided interim comments for 5 QCAT applications at the request of the Tribunal.

Outcomes of the QCAT hearings where OPG’s pre-appointment advocacy team attended are summarised in the table below. These outcomes include 55% of applications resulting in OPG being appointed as guardian, 24% of applications were dismissed, and in 8% of applications, a member of the person’s support network was appointed as a decision maker instead of the Public Guardian.

Table 3: Hearings where the pre-advocacy team attended in 2024-25

Hearing outcome	Percent
Public Guardian was appointed	55%
Application was dismissed	24%
Hearing was adjourned	8%
Member of the person’s support network was appointed	8%
Application for guardianship was withdrawn	3%
Tribunal issued directions or there was another outcome	2%

Note: tribunal outcomes are influenced by many factors other than OPG pre-appointment advocacy.

Proactive work

In support of the rights of our clients, we continued to proactively identify clients who may no longer require the Public Guardian to be appointed, and proactively lodged applications to QCAT seeking to be removed as a person’s guardian. We dedicate resources to identify guardianship clients who may have someone in their life who could act as a decision maker instead of the Public Guardian. We provide education to help build the capacity of potential decision makers to be a guardian, attorney, or informal decision maker. Where it is identified that OPG guardianship services may no longer be

required, we apply to QCAT to review the Public Guardian's appointment and consider less restrictive alternatives, including removal of the Public Guardian as guardian.

In 2024-25, we made 59 submissions to QCAT seeking to be revoked as an adult's appointed guardian, where there was no longer a need for a formal decision-maker. Some of these submissions remain pending a decision by QCAT, but over the year, the Public Guardian was revoked for 75 adults due to proactive applications made by OPG seeking leave to withdraw as the adult's formally appointed guardian. This figure is higher than the total number of submissions made in the financial year, as some submissions lodged in 2023-24 were heard in the 2024-25 financial year.

Inpatient guardians

We partner with individual Queensland Hospital and Health Services through our inpatient guardian program, with one or more guardians co-located in hospitals across seven hospital and health services. We provide critical education to social workers and healthcare professionals on human rights, structured, supported and substituted decision-making, and the guardianship system. Inpatient guardians also meet inpatients with impaired decision-making capacity for whom the Public Guardian has been appointed to seek their views, wishes and preferences about decisions needed to be made for them, with a view to upholding their rights and interests.

Views, wishes, and preferences pilot

When making decisions, a guardian must ensure that the adult is involved in the decision-making process and their views, wishes, and preferences (however communicated) are sought and taken into account to the greatest extent practicable. In the past, guardians have generally engaged with a client on a decision-by-decision basis. It was considered that this approach could be strengthened by engaging with clients in a more holistic way. In 2024–25, a pilot project was commenced to strengthen engagement with guardianship clients by initiating conversations about their views, wishes and preferences regarding all kinds of decisions impacting their lives as soon as possible after the Public Guardian was appointed. To achieve this, our Guardianship Intake Team travelled across Queensland to have detailed and meaningful conversations with our new clients regarding their views and wishes.

Between March and June 2025, as part of the Views, Wishes and Preferences pilot, we had 194 conversations with guardianship clients at a range of locations, including supported living, private homes, hospital, justice and mental health services, residential aged care facilities, and other community-based locations, to discuss their views, wishes and preferences regarding decisions impacting their lives. This aligns with our Structured Decision-making Framework and ensures a person-centred, human rights-focussed approach, gaining detailed and contextual information up front to inform our decision-making as a person's guardian or attorney.

In 2025-26, we look forward to continuing this project, enhancing our engagement with guardianship clients by having focused conversations to gain a wider understanding of what is important to them. We welcome and will incorporate client feedback and lived experiences to enrich these discussions, striving to provide optimal service delivery to the people OPG serves, meeting their communication, cultural, and support needs.

Aboriginal and Torres-Strait Islander Peoples

In 2024-25, there were 762 guardianship clients who identified as Aboriginal and/or Torres Strait Islander. The Public Guardian acknowledges the rich culture and history of Aboriginal and Torres Strait Islander peoples. We also acknowledge the significance of limiting an adult's right to make their own decision and that guardianship has the potential to perpetuate long-standing impacts of government intervention in the lives of Aboriginal and Torres Strait Islander peoples.

When a guardianship decision is required, clients who identify as Aboriginal and/or Torres Strait Islander are provided with the opportunity to engage with their community. Guardians also consider the adult's cultural and linguistic environment and values and ensure that proper consideration is given to cultural rights for Aboriginal and Torres Strait Islander clients when making decisions.

Where another culturally appropriate person may be willing and able to act as guardian for an Aboriginal or Torres Strait Islander client or supported decision-making arrangements have been identified as a possible alternative, guardians may advocate for a review of the guardianship appointment.

Decision-making about healthcare

The Public Guardian can make a decision for health care matters when appointed by QCAT, appointed as an attorney under an active enduring power of attorney, or as the Statutory Health Attorney of last resort.

When acting as a guardian or attorney for health care matters, we act in accordance with the Health Care Principles in the *Guardianship and Administration Act 2000*. This includes taking into account the principles of respect for a person's inherent dignity and worth, individual autonomy, and independence.

In 2024-25, we received 1,121 requests for health care decisions and consented to 1,106 health care requests for guardianship clients, with 50 decisions being given after hours. QCAT appointed the Public Guardian to represent an adult's views and wishes about health care on 18 occasions, an increase from 7 appointments in the previous year.

The most common type of health care request related to surgical and medical treatment. The reasons for health care requests are set out in the table below.

Table 4. Reason for health care request

Reason for request	Number
Surgical	489
Medical	439
Withdrawal or withholding of life sustaining measures	104
Dental	86
High level aged care	2
Participation in clinical trial	1
Total	1,121

Decision-making about withdrawal or withholding of life-sustaining measures

Under the *Guardianship and Administration Act 2000*, health care includes withholding or withdrawing life-sustaining measures. Life sustaining measures may be withdrawn or withheld for an adult if the commencement or continuation of the measure for the adult would be inconsistent with good medical practice. Good medical practice is having regard to the recognised medical standards, practices, and procedures, and the recognised ethical standards of the medical profession in Australia.

The Public Guardian’s consent may be sought to withdraw or withhold life sustaining measures, and for palliative care to be initiated. In making a decision, the Public Guardian and delegate decision makers apply the Withholding and Withdrawal of Life-Sustaining Measures Decision-Making Framework.

In 2024-25, we received 104 requests to withhold and/or withdraw life sustaining measures and consented to 102 of these requests.

Decision-making about restrictive practices

At times, people who live with mental illness or an intellectual or cognitive disability may engage in behaviours that place themselves, and/or others, at risk of harm. Restrictive practices may be used in some circumstances to respond to behaviour that causes harm or a serious risk of harm to the person, or others. These interventions may include chemical restraint, mechanical restraint, physical restraint, containment, seclusion, or restricted access to objects.

The Public Guardian is committed to reducing and where possible eliminating the use of restrictive practices, through seeking to understand the communication needs and driving needs of our clients and ensuring that all decisions relating to the use of restrictive practices are made in accordance with relevant legislation. We focus on the least restrictive option to respond to behaviours of harm.

We make decisions according to the law and using our Restrictive Practices Decision-making Framework.

As at 30 June 2025, we had 438 guardianship clients where the Public Guardian had been appointed for decision making about restrictive practices (not including containment or seclusion). In 2024-25, we made 267 decisions with respect to restrictive practices (including general and respite). Of these, 19 decisions related to the use of restrictive practices in residential aged care, with 8 consented to. We also received 37 applications for short-term approvals for the use of restrictive practices and consented to 11 of these.

Decision-making under an enduring document

The Public Guardian may make decisions for people under an enduring document. An enduring power of attorney and an advance health directive allows a person to appoint someone they trust to make decisions for them during their lifetime if capacity to make decisions is lost in the future. Ideally, this is someone who understands the person's views, wishes and preferences. The person may also choose to nominate the Public Guardian in an enduring document to be their decision maker if they lose decision-making capacity.

It is important that an enduring document clearly sets out the person's views, wishes and preferences, so that the Public Guardian, if nominated, can effectively make decisions on their behalf. If a form is not valid, or we are unable to confirm aspects of the form, the Public Guardian may not accept a nomination to be the person's attorney.

In 2024-25, we acted as attorney under an enduring document for 73 people. We held 2,473 inactive enduring power of attorney nominations which had not yet been activated as the person still had decision-making capacity as at 30 June 2025. These numbers remain consistent when compared with the previous year.

Guardianship program practice improvements

We continually strive to enhance accessibility, accountability, and coordination of services, and identify opportunities for improvement to adapt to changes in our operating environment. This ensures we maintain high-quality practices in an environment of increasing demand and complexity.

This year, we have continued to review and deliver improvements to guardianship practice quality by initiating new ways of working, aligning practice with the authorising legislation and contemporary environments, broadening our resource availability, and responding to external feedback. This includes:

- Undertaking in-depth practice quality reviews across a range of service delivery areas, supporting continuous quality improvement, practice excellence, and compliance with legislative obligations using our Quality Review Framework. This has supported reviews to evaluate our practice quality and compliance with policies and relevant legislation. Quality improvement reviews have been undertaken on a range of record keeping, decision-making and practice guidance topics. Through these reviews, we can proactively identify themes and trends in practice, assess risk in the context of OPG's statutory obligations, and make evidence-based practice improvements and training recommendations to support our staff having the tools they need.

- Strengthening our engagement with guardianship clients by initiating conversations about their views, wishes and preferences regarding decisions impacting their lives as soon as possible after the Public Guardian is appointed. This is in addition to OPG's continued delivery of existing practice initiatives to support continuing practice improvement, including pre-QCAT hearing advocacy to advocate for decisions that are least restrictive, and seeking leave to withdraw as guardian where it is identified that the OPG guardianship services may no longer be required.
- Establishing processes to link operational practice quality with professional development and external feedback about satisfaction with our services, including enhancing the analysis of our complaints data to inform our practice and training requirements and customising our learning and development offerings to staff so they reflect the data we receive from incoming complaints, internal auditing and staff feedback.

Investigations

The Public Guardian investigates allegations of neglect, exploitation, and abuse (including financial abuse) of people with impaired decision-making capacity, and inadequate or inappropriate decision-making arrangements. People with impaired decision-making capacity are at an increased risk of abuse, neglect, or exploitation and we take allegations seriously. The Public Guardian's investigative powers include the power to require production of financial records and accounts, access all information required to investigate, issue written notices requiring a person to provide information or answer questions and/or produce documents, and cross examine witnesses.

The investigative function of the Public Guardian does not replace the important role of the Queensland Police Service and if issues of domestic violence or criminal activity are suspected or identified, complaints should be made to the police.

This year, we received 508 requests for investigations, an increase from the previous year. We can only investigate, however, if the adult involved has impaired decision-making capacity. Resourcing levels mean we must prioritise investigations where our involvement can make a significant difference in protecting the rights and interests of the adults. Where appropriate, we explore alternative resolution of issues through education and referral to services if the issue is outside our remit.

We opened 69 investigations in 2024-25, the same number of investigations as in the previous year. This included a slightly decreased proportion of investigations relating to people over the age of 65, with 59% of investigations compared with 70% the previous year, and decreased proportion of investigations relating to Aboriginal and/or Torres Strait Islander peoples, with 7% of investigations compared with 12% the previous year.

As in previous years, the decision maker most commonly investigated was an attorney under an enduring power of attorney (45%) followed by informal decision makers (36%). Around one third of requests for investigations were by service providers. Family members, and members of the public were also common sources of requests. Once again, financial abuse or incompetence was the most common type of allegation investigated and was a factor in 80% of the investigations opened.

When an investigation is opened, evidence is gathered, such as reports and a medical opinion regarding the adult's decision-making capacity. The investigation may also involve contacting financial institutions and government agencies, speaking with friends, family, and service providers, and/or visiting a residence. We strive to resolve investigations as efficiently as possible. This year, we closed 70 investigations. 84% of investigations were completed within 12 months, of which 43% of investigations were completed within six months. Reasons for closure included protective action being taken, providing education to decision makers regarding the responsibilities of their role, and referring adults and decision makers to other services to better support decision makers.

In many cases, OPG refers matters to other agencies or organisations that are better positioned to advocate for the adult's rights and interests. These agencies can work collaboratively with decision-makers to educate and support them in fulfilling their roles effectively. This approach ensures that the adult's needs are addressed comprehensively, while also empowering decision-makers with appropriate knowledge and tools.

Of the 70 investigations which were closed in 2024-25, 21% of investigations were completed, and 79% of investigations were discontinued, with alternative action taken, or concerns having been adequately addressed.

The Public Guardian took protective action in 80% of the completed investigations by:

- suspending the financial powers of the adult's attorney(s) in five matters
- suspending the financial and personal/health powers of the attorney in one matter
- making applications to QCAT for the appointment of a guardian or administrator under an interim order during four matters, and
- issuing formal advice under legislation in two matters.

In the remaining 20% of the completed investigations, the allegations were substantiated but no further action was taken as concerns were adequately addressed.

Alternative action was taken in 80% of the discontinued investigations, where:

- the Public Guardian provided education to decision makers regarding the responsibilities of their role, referring adults and decision makers to other services to better support decision makers to continue in their role, or
- an application was made to QCAT by a third party (including family members and interested parties) for the appointment of an administrator and/or guardian including to have themselves appointed in this role.

As at 30 June 2025, there were 45 active investigations, including 27 relating to people over the age of 65 years old, and four relating to people identifying as Aboriginal or Torres Strait Islander.

We are committed to proactively enhancing our investigations practice. This year we embedded an early intervention approach to our investigations framework. In practice, this meant linking in earlier with an adult's decision maker to identify opportunities to provide education and referral to other agencies to support them in their role as decision maker. This enabled us to ensure appropriate support was provided and the adult clients' views and wishes were prioritised.

Community visiting and advocacy

Our community visitor program is established under the *Public Guardian Act 2014*. Community visitors protect the rights and interests of adults with impaired decision-making capacity living in visitable sites. Community visitors also protect the rights and interests of children and young people in the child protection system or staying at visitable sites across the state (including youth detention centres, police watch-houses, corrective services facilities, and AMHS sites).

Powers and responsibilities of community visitors include:

- regularly visiting adults at visitable sites and children at visitable locations
- requiring staff members to answer questions, and produce relevant documents
- inspecting, taking extracts from, or making copies of relevant documents
- requesting information from a NDIS agency or NDIS Commissioner
- seeking and taking into account the views and wishes of an adult at a visitable sites and children at relevant locations and
- preparing and providing reports on visits.

Visiting and advocacy for adults

Community visitors protect the rights and interests of adults living in visitable sites, which include AMHS, the Forensic Disability Service, Level 3 accredited residential services, live-in facilities funded or delivered by Health or Disability Services departments, and places where NDIS adult participants live and receive particular services or supports.

The functions of community visitors in relation to adults include:

- inquiring into and reporting on the adequacy and appropriateness of services, adequacy of information, and accessibility and effectiveness of procedures
- inquiring into and seeking to resolve complaints, and
- identifying and referring unresolved complaints to the appropriate entity.

In 2024-25, there were 2,295 adult visitable sites, housing 7,565 adults. Of these visitable sites, 90% were non-government organisations providing disability, mental health, or supported accommodation services. 77% of adults in the community visitor system were housed at these non-government organisation sites. The remaining adult visitable sites were Department of Families, Seniors and Disability Services and Child Safety sites (6%), and Queensland Health sites (4%). The number of adult visitable sites per sector is set out in the table below.

Table 5: Number of adult visitable sites by sector

Sector	Number of visitable sites
Non-government organisation (disability, mental health, and supported accommodation)	2,060
Department of Families, Seniors, Disability Services and Child Safety (disability)	145
Queensland Health (disability and mental health)	90
Total	2,295

The number of community visits to adult visitable sites this year was similar to the previous year, with 3,393 visits to 2,255 visitable sites. In addition to the scheduled visits undertaken by OPG, a person housed at a visitable site, or a person acting on their behalf, can request a community visitor visit. In 2024-25, 300 visits were conducted by community visitors at the request of an adult or person acting on the adult’s behalf, and 233 visits were conducted by community visitors at the request of QCAT for the purpose of providing a report about the use of restrictive practices. There were only two visits made outside normal hours (8am to 6pm), down from 16 in the previous year, and only one visit made on a weekend.

The Forensic Disability Service is a purpose built, medium security facility located at Wacol. The service cares for and supports adults with an intellectual disability or cognitive impairment who have been detained to the service on forensic orders (disability). In 2024-25, community visitors raised 10 issues in relation to adults within the Forensic Disability Service.

Authorised Mental Health Services (AMHS) are health services authorised under the *Mental Health Act 2016* to provide involuntary examination, assessment, and treatment to persons with mental illness. Community visitors for adults:

- are responsible for oversight and advocacy of adults being treated in an AMHS
- ensure that adults in an AMHS are provided with appropriate information about their rights and are supported to exercise them
- ensure that an adult’s care and treatment is promoting and maintaining their health and wellbeing, oriented towards improving their mental health condition, and regularly reviewed, and
- consider whether services are adequate and appropriate, and provided in a way that is least restrictive of their rights. This includes reducing and, where possible, eliminating the use of seclusion and restraint (including chemical, mechanical, and physical restraints) and documenting decisions.

This year, there were 232 visits to 95 AMHS sites, with 393 issues raised at AMHS sites.

2,195 issues were raised by community visitors on behalf of adults staying at visitable sites and 2,280 issues were closed this year. This included some issues carried over from the previous financial year. As set out in the table below, of the issues raised, 25% related to support needs, 18% related to well-

being, 16% related to least restrictive services and 14% related to accommodation. The remainder of issues related to other matters including assessment, treatment, health, and access to information.

Table 6: Types of issues raised by community visitors on behalf of adults at visitable sites

Type of issue	Percentage
Support needs	25%
Wellbeing	18%
Least restrictive services	16%
Accommodation	14%
Assessment	8%
Treatment	8%
Health	7%
Access to information	1%
Other	1%

Visiting and advocacy for children and young people

Community visitors provide visiting services and advocacy support to children and young people at visitable locations, which include foster homes, kinship carer homes, residential care facilities, disability service facilities, mental health facilities, youth detention centres and police watch-houses.

The functions of community visitors for children include:

- advocating on behalf of a child to facilitate resolution of their concerns and grievances
- seeking information relating to, and facilitating, a child's access to support services
- inquiring into and reporting on the adequacy of information
- inquiring into and reporting on the physical and emotional wellbeing of the child
- inspecting and reporting on the appropriateness of accommodation of the child, and
- ensure the child's needs are being met.

As at 30 June 2025, 10,536 children and young people were eligible to be visited by community visitors. 5,025 of these children and young people identify as Aboriginal and/or Torres Strait Islander, representing almost half of those eligible to be visited.

When visiting and advocating for children and young people, community visitors apply the standards of care and charter of rights under the *Child Protection Act 1999* and the principles in the *Public Guardian Act 2014*, with the best interests of the child being paramount. We uphold the *Human Rights Act 2019* by ensuring our decisions and actions are consistent with the rights it protects.

In 2024-25:

- 15,210 community visits were provided to 10,566 children at visitable locations
- 309 children requested an unscheduled community visit
- 113 visits were undertaken outside normal hours
- 15,136 issues were raised by community visitors on behalf of children and young people, and
- 15,392 issues were closed by community visitors.

As each entry to a visitable site is recorded as one community visit, multiple children may meet with a community visitor during one community visit. There was an increase in the number of children visited this year across visitable locations, and the number of issues raised across visitable locations remained similar to the previous year. As set out in the table below, the most common issues raised by children and young people at visitable locations were in relation to youth detention centres (14%), children at risk of detention (13%), contact arrangements (13%), placements (11%), transition from care (10%) and health needs (9%). Other issues related to education needs, social needs, safety, disability needs, high risk behaviours, case plans, and interventions.

Table 7: Types of issues raised on behalf of children and young people at visitable locations

Type of issue	Percentage
Youth detention centres	14%
Children at risk of detention	13%
Contact arrangements	13%
Placements	11%
Transition from care	10%
Health needs	9%
Education needs	6%
Safety	4%
Social needs	4%
Disability needs	3%
Aboriginal and Torres Strait Islander needs	2%
Other	13%

Children in Authorised Mental Health Services

OPG provides community visiting services to children who are housed in an AMHS. This year, we received a total of 115 notifications under the *Mental Health Act 2016* from Queensland Health

about the admission of minors to an AMHS which is not a child or adolescent unit. This is a small increase from the 105 notifications in the previous year. We conducted 36 visits to children and young people residing in an adult AMHS and 22 issues were raised. As many children and young people are only admitted to an adult AMHS for short periods of time, some are discharged before a visit can be executed. The most common issue raised on behalf of the children and young people in an AMHS was in relation to health needs, with other issues relating to interventions, placement, safety, and transition from care.

Youth detention

OPG provides community visiting services to children and young people in youth detention centres, providing independent oversight and advocacy. In 2024-25, there were 1,312 community visits to 221 children and young people in youth detention centres. This represents a 7% increase in the number of visits, and a 12% increase in the number of children and young people receiving a community visit, compared with the previous year.

Visits to children and young people in youth detention centres are prioritised in accordance with those most vulnerable, including those:

- held on remand for longer than four weeks
- under the age of 14 and held longer than four weeks
- known to be at high risk of self-harm and/or suicide
- requesting to see a community visitor and/or identified by a stakeholder as needing a visit
- identified as vulnerable (including being pregnant, having a disability or mental health diagnosis, speaking English as a second language, having a culturally diverse background, or identifying as Aboriginal and/or Torres Strait Islander)
- subject to both child protection and youth justice orders
- who would like to make a complaint
- who have been sentenced and are due for release within three months, or
- who have spent a longer period of time in a police watch-house.

Following the opening of the 76-bed Wacol Youth Remand Centre in March 2025, OPG commenced visiting services for children and young people in the centre. Community visitors complete weekly face-to-face visits at the Wacol Youth Remand Centre and are able to access the children in their accommodation pods and sight conditions of the accommodation cells. Webex and phone visits with priority children (children under 14 years old, who have been at the centre for more than 24 hours and other children identified as significantly vulnerable) are also conducted.

This year, there was an increase to 2,116 issues raised by community visitors on behalf of children and young people in youth detention, compared with the previous year. Similar to last year, the most common issues raised in youth detention centres related to behaviour management and security at the detention centre (22%), high-risk behaviours of other detainees (19%) and the living conditions at the detention centre (7%).

Police-watchhouses

OPG provides community visiting services to children and young people in police watch-houses as part of its independent oversight and advocacy function.

Visits to children and young people in police watch-houses are prioritised in accordance with the most vulnerable, including those:

- detained for more than four consecutive days
- under the age of 14 years and held longer than overnight
- known to OPG to be at high risk of self-harm and/or suicide
- requesting to see a community visitor and/or identified as needing a visit, or
- identified as being particularly vulnerable in a police watch-house (including being pregnant, having a disability or mental health diagnosis, speaking English as a second language, having a culturally diverse background, or identifying as Aboriginal and/or Torres Strait Islander).

As set out in the table below, there was an overall decrease in the number of children identified as having a prolonged stay in a police watch-house compared with the previous year, with 179 children under the age of 14 having spent one night in a police watch-house and 447 children aged between 10-17 years of age spending more than four nights in a police watch-house. This is likely due to the opening of the Wacol Youth Remand Centre in March 2025, which is officially designated as a youth detention centre, despite its built environment being a police watch-house.

Table 8: Prolonged stays of children and young people in police watch-houses

	Number
Children aged 10-13 years who have spent a night in a police watch-house	179
Children and young people aged 10-17 who have spent more than four consecutive nights in a police watch-house	447

Since the opening of Wacol Youth Remand Centre, a smaller number of children continue to be detained in police watch-houses. In 2024-25, there were 701 community visits to 447 children and young people in police watch-houses. This represents a decrease in the number of visits compared with the previous year. Likewise, there was a decrease in issues raised by community visitors on behalf of children and young people in police watch-houses to 1,658.

The most common issues raised in police watch-houses related to extended stays in police watch-houses, and legal support. The decrease in number of visits and issues raised is consistent with a decrease in the number of children and young people experiencing prolonged stays in police watch-houses and is contrasted with an increase in the number of children visited and issues raised in youth detention centres.

Community Visiting program practice improvements

We are committed to ongoing improvements to service delivery in the community visiting program and implemented key practice changes this year, including:

- Completion of our Child Sector Enhancement ICT Project, which provides staff with a single, contemporary client management system through organisation-wide integration of two client management systems into one application.
- Realignment of the Community Visiting team to introduce a Director for the Northern region, recognising growth in the region and strengthening community connections to maximise our impact in regional Queensland through strategic partnerships, and
- Introduction of a Specialist Services Team of community visitors, which is a statewide, standardised community visiting approach that has improved OPG's advocacy and service delivery for adults living in supported accommodation, mental health, and forensic disability sites. The Specialist Services Team project encompasses key actions such as gap analysis, issue identification, research, guidance development, policy and practice reviews, stakeholder engagement, and the implementation of human rights education and advocacy strategies in adult visiting. The team uses a formalised process to monitor, assess and provide advocacy to adults in visitable sites in a methodical, consistent, and equitable way that aligns with the requirements of the *Public Guardian Act 2014*. The innovative efforts of the team have resulted in equitable, client-focused support in a complex and changing landscape.

In the coming year, our practice uplift efforts will include inter-jurisdictional participation in a Commonwealth-led project to devise principles for nationally consistent adult community visitor schemes in response to the Disability Royal Commission and Independent Review of the NDIS recommendations. Collaboration with interstate community visitor programs will allow sharing of learnings, identification of common goals and opportunities to partner in delivering quality service delivery to NDIS participants. Other opportunities include implementing the Child Safe Standards and Reportable Conduct Scheme, developing further community visitor service delivery practice guidance, and increasing cultural responsiveness and capability in our work. We will also engage with the Child Safety Commission of Inquiry that is underway and consider any interim recommendations that may be made during the year.

Child Advocates

Child advocates work with children and young people who are subject to a care agreement or Child Safety order such as an assessment order, custody order, or child protection order. Child advocates can ask for information, talk to Child Safety and other stakeholders, and meet with children and young people to discuss and explain legal matters, as well as their views and preferences. They may also provide support if the child is involved in the youth justice system.

Child advocates support children to navigate and understand complex legal processes, often in court and tribunal settings, ensuring their rights and interests are upheld. Child advocates do not act as legal representatives but can assist the court to understand matters relevant to the child's involvement and experiences, as well as their decision-making capacity.

Our child advocates provide support to children and young people by:

- Providing information about legal issues a child or young person may be concerned with
- Helping to resolve disputes and make complaints regarding a decision made about their time in the child protection system
- Supporting, and if desired, speaking for, a child or young person in meetings with Child Safety to express their needs, views and wishes, and
- Supporting a child or young person to attend and speak for themselves in a court or tribunal, or if desired, speaking for them, and
- Providing a child or young person with advocacy support relating to decisions about their education.

Child advocates receive referrals for advocacy assistance from our community visitors, government departments, non-government organisations, or directly from the children or young people themselves. This year, we experienced another increase in referrals, with 490 new internal and external referrals. This represented an increase compared with the previous year, largely driven by an increase in external referrals. A single referral may relate to multiple children where siblings are involved. Child advocates supported a total of 545 children this year, with 1,203 separate supportive interactions.

In 2024-25, child advocates provided advocacy support relating to decisions about a child or young person's education in three matters. Child advocates attended 291 stakeholder meetings, with the most common type of meeting being court ordered conferences and family group meetings, which are used to support development of case plans. Child advocates also attended 978 court and tribunal mentions.

Our contributions to reform

In addition to advocating for the rights and interests of individual clients, we give voice to collective experiences of our clients by contributing to discussion about the policy, legislative, and service reforms that impact them. We do this by speaking about, and making submissions on, public and internal government matters which may impact our clients and our services.

In 2024-25, we continued to work closely with the Queensland and Australian governments and key external stakeholders on policy and legislative issues impacting our clients. We promoted the rights and interests of older people with impaired decision-making ability through submissions to the *Inquiry into Elder Abuse in Queensland*, the *Aged Care Bill 2024*, and the *Aged Care Rules*. We contributed to the *Independent Review of the Human Rights Act* and the Queensland Sentencing Advisory Council review of domestic and family violence sentencing reforms. We advocated for the rights and interests of children in the youth justice system through submissions to the Inquiry into Australia's youth justice and incarceration system, the *Making Queensland Safer Bill 2024*, and the *Queensland Police Service Watch-house Review*.

We made 7 publicly available submissions in 2024-25 (see Appendix 1 on page 41). We actively contributed to 17 other matters in the public domain, providing feedback on matters affecting our clients (see Appendix 2 on page 42).

We continued to participate in a range of working and advisory groups to represent the views and experiences of our clients and office, and effect positive change. This includes the Office of the Chief Psychiatrist subject matter expert groups who support the review of Chief Psychiatrist policies and resources. We also participated in the Queensland Carers Advisory Council to promote the interests of carers and make recommendations to support carer recognition and the Queensland Family and Child Commission Advisory Council, which provides insight into the issues affecting children, young people, families and the sector. These working and advisory groups provided opportunity to discuss current and emerging issues with a view to identifying strategies and future actions.

Specific detail regarding contributions to reform in 2024-25 in key service areas are described below.

Australian and New Zealand Children's Commissioners, Guardians and Advocates

In October 2024, the Australian Children's Commissioners, Guardians and Advocates, including the Queensland Public Guardian, issued a joint statement calling for Australian Governments to take action to address child poverty during Anti-Poverty Week. In their statement, the Commissioners, Guardians and Advocates highlighted the prevalence of child poverty in Australia due to systemic entrenchment and chronic intergenerational disadvantage. The group identified four actions for government, including the establishment of a national child poverty taskforce and strategy, commitment to end child poverty through national law, increase of income support payments, and establishment of a minimum national poverty line.

In September 2024, the Senate referred the issue of Australia's youth justice and incarceration system to the Legal and Constitutional Affairs Committee for inquiry. The Australian and New Zealand Children's Commissioners, Guardians and Advocates, including the Queensland Public Guardian, made a joint submission to the Committee in October 2024. The recommendations made

in the submission reflect those made in an open letter to the Attorneys-General of each Australian jurisdiction in November 2023, calling for the age of criminal responsibility in all states and territories to be raised to 14 years without exception. The group also recommend the development of enforceable minimum youth justice standards that are agreed and endorsed federally or, at minimum, at the state and territory government level.

Inquiry into Elder Abuse in Queensland

We welcomed the commencement of the Education, Arts and Communities Committee’s inquiry into elder abuse in Queensland in December 2024. The Public Guardian provided feedback on the inquiry draft terms of reference, and input into the DoJ briefing to the Committee in December 2024. The Public Guardian appeared as a witness at a public hearing for the inquiry in February 2025 and subsequently provided a written submission which outlined OPG’s role in responding to elder abuse and made recommendations to enhance system safeguards. The inquiry is ongoing, and the Committee is due to table its report on 12 December 2025. We look forward to the Committee’s final report and their recommendations for reform.

National Disability Sector Reforms

A number of recommendations arose from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the Independent Review into the NDIS which are relevant to the operations of OPG and the people who receive our services. In response to Disability Royal Commission recommendation 6.15, this year we worked with our state and territory guardianship colleagues to update the Australian Guardianship and Administration Council’s *National Guidelines for Public Guardianship 2025*. Additionally, OPG is participating in consultation regarding principles for nationally consistent approaches to community visitor schemes, another Disability Royal Commission recommendation. There is also consultation on the review of the *Disability Discrimination Act 1992*. While we await Queensland Government decisions about implementing these reforms in the disability sector, we continue to identify opportunities to refine our practice consistent with Disability Royal Commission recommendations.

Restrictive Practices Reform

In September 2024, OPG made a submission to the public consultation on implementation of the proposed new restrictive practices authorisation framework under the *Disability Services (Restrictive Practices) and Other Legislation Amendment Bill 2024*. The Bill proposed a reformed authorisation framework for the use of regulated restrictive practices on adults and children with disability receiving NDIS or state disability services. It also proposed transferring responsibility for decisions about the use of restrictive practices from the guardianship system to a clinical Senior Practitioner model. Although the Bill has now lapsed, our office understands the restrictive practices authorisation framework is subject to further review and looks forward to further updates in due course.

Cultural capability

Cultural awareness and safety are central to building respectful and meaningful relationships with First Nations peoples. By understanding the rich heritage, unique languages, beliefs, and lived experiences of Aboriginal and Torres Strait Islander communities—and by actively applying this understanding in our work—we contribute to a workplace and society where dignity, respect, and cultural identity are upheld. We are committed to building our cultural capability and reframing our relationship with Aboriginal and Torres Strait Islander peoples as a reframing entity pursuant to the *Public Sector Act 2022*.

OPG is embedding opportunities for staff to enhance their cultural awareness and competence as part of our commitment to Aboriginal and Torres Strait Islander peoples and cultures, including:

- A dedicated Principal Frontline Operations and Practice Leader (First Nations) role which is responsible for leading the development of practice guidance and tools to support the delivery of high-level services to OPG’s First Nations clients. The role also leads projects that contribute to the development of OPG staff cultural capability so that First Nations Queenslanders receive services that are culturally safe and responsive.
- Launch of an organisation-wide online First Nations Practice Guide to strengthen cultural capability, awareness and confidence of staff when working with Aboriginal and Torres Strait Islander peoples and their communities.
- Delivery of an OPG workshop to demonstrate foundational and practical tools to increase awareness, advocacy and cultural competence when working with First Nations clients.
- Support for staff to expand their cultural competency by engaging with a diverse range of resources that promote truth-telling about the shared history of all Queenslanders.

Our cultural journey is supported through the ongoing work of the Principal Frontline Operations and Practice Leader (First Nations), and the OPG First Nations Yarning Circle. This year, we celebrated our inaugural Deadly award as a new category in the 2025 OPG Staff Excellence Awards, recognising staff who have gone above and beyond in their work, attitude or actions and demonstrate a deep respect for First Nations culture, histories, and perspectives. Deadly is a term used by Aboriginal and Torres Strait Islander peoples in Australia, meaning ‘excellent’, ‘great’ or ‘awesome’. Nominations were assessed and winners chosen directly by our OPG First Nations Elders.

Communication and community engagement

We provide a continuous uplift of services for vulnerable Queenslanders through community education and engagement. We do this by educating the community and stakeholders about the guardianship, investigations, community visitor and child advocacy services. This approach recognises that a person with impaired decision-making ability or a vulnerable child is best supported through a network of people and organisations working together to ensure their needs are met while respecting their views and wishes.

This year, we commenced the development of a new Community Education Strategy focussed on exploring innovative, digital approaches to delivering community education to build and maintain key stakeholder relationships, particularly in regional areas.

Through our communications and community education activities, we provide information to government and non-government organisations, service providers, health professionals, advocates, and the public. Digital delivery methods, such as online webinars and videos are designed to significantly expand our reach, promoting equitable access to information for all Queenslanders. We have undertaken significant work to increase engagement with clients with disability or impairment through enhanced accessible digital educational resources, easy-read materials, delivery of programs, and engagement with diverse forums. In 2024-25 there were 79,796 visits to our website to access information, resources, and advice, 984 downloads of Easy English booklets from our website and 4,242 views of OPG educational YouTube videos.

Coinciding with the launch of its new Strategic Plan, OPG also launched a refreshed brand in June 2025 with imagery that represents our vision, purpose, values and connections with clients and stakeholders. This was designed with accessibility in mind and represents a new phase in the journey of our artwork “Birrang,” originally commissioned in 2016 and created by Wiradjuri artist Jordana Angus. We will apply this refreshed branding to external communications resources, including this Annual Report, our website, videos, and other digital resources.

This year, OPG attended events in regional Queensland to connect with local communities and disability service providers. We talked about important topics such as the Public Guardian’s role within the NDIS, restrictive practices, and positive behaviour support plans. These efforts have strengthened our connections with regional stakeholders and enhanced awareness about how we support people with impaired decision-making capacity. Work has also commenced to launch an enhanced website in 2025-26 which will ensure OPG is well positioned to increase accessibility of our information and resources for diverse audiences. Accessibility is an important aspect of our engagement work, enabling autonomy and access to information and communications for people with a disability in line with Disability Royal Commission recommendations.

This year, we participated in 29 community education events with stakeholders including Queensland Health, Legal Aid, Child Safety and the Queensland Police Service. Some examples of events include:

- NAIDOC Week - OPG joined celebrations under the theme “Keep the Fire Burning! Blak, Loud and Proud”. We hosted stalls in Toowoomba, Ipswich, Cairns, Townsville, and Brisbane’s Musgrave Park. These events were a great way to connect with First Nations communities, celebrate their cultures, and share information about OPG services.

- OPG took part in Queensland Child Protection Week, conducted information sessions for Child Safety Officers, and spoke with foster and kinship carers about OPG support for children and young people in the child protection system.
- At “Transition to Adulthood” events in Ipswich and Cairns, we provided information about helping young people with impaired decision-making capacity transition to the adult guardianship system when they turn 18 years old.
- In September and December 2024, OPG staff reinforced the importance of ensuring vulnerable adults have access to independent advocates by engaging with members of the Queensland Independent Disability Advocacy Network. By fostering stronger collaboration with independent advocates, these sessions aim to drive systemic improvements and enhance the quality of support available to those who need it most.
- In October 2024, the Public Guardian participated in the Australian Guardianship and Administration Council forum, discussing national priorities such as the implementation of NDIS review recommendations and adult safeguarding initiatives.
- In November 2024, the Public Guardian participated in a panel at the Queensland Law Society Succession and Elder Law Conference, sharing insights on client-centric approaches to guardianship and financial administration.
- The Public Guardian attended the Australian and New Zealand Children’s Commissioners, Guardians and Advocates meeting in November 2024, February 2025, and May 2025, to share ideas on child protection and youth justice systems.
- OPG played an active role in the Unite for Action: Queensland Elder Abuse Prevention Forum 2025 in June, marking World Elder Abuse Awareness Day and working with organisations across the state.

In the coming year, our community education priorities will include increasing awareness regarding supported decision-making, reviewing recommendations from the Disability Royal Commission, education of attorneys appointed under an enduring power of attorney, and education of foster and kinship carers around OPG’s community visiting function and the important role it plays in protecting and advocating for children and young people.

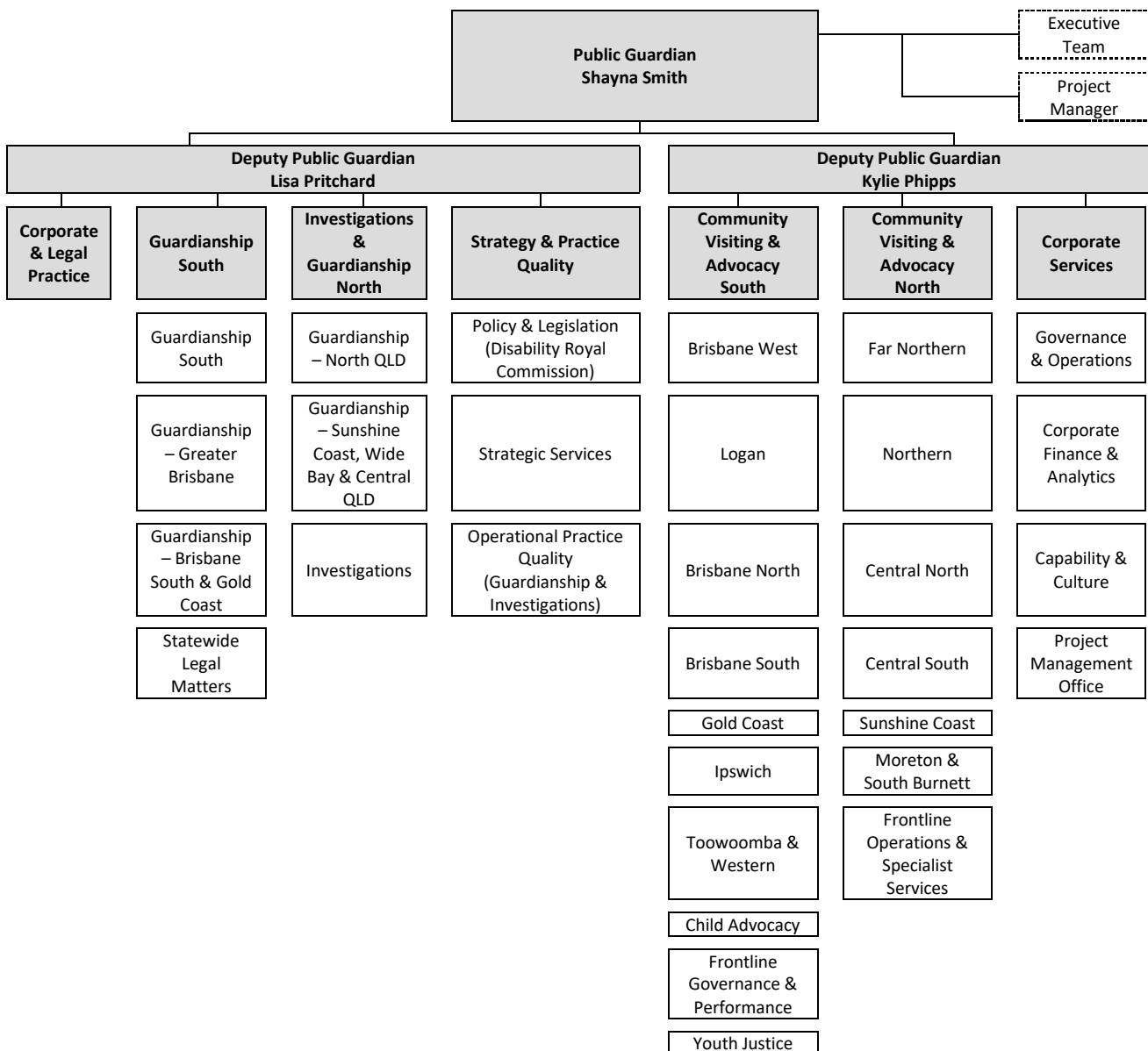
Our people

Our values

Our Strategic Plan, unveiled on our 10-year anniversary, outlines five core values which guide our organisational culture and operations:



Our leadership and structure



Our staff

We are proud of our staff and the work they do to deliver support and improve services for Queenslanders in their most vulnerable times. Across Queensland, OPG staff provide guardianship, investigations, community visiting and child advocacy services, as well as operational and policy support.

On 30 June 2025, OPG had a core establishment of 337.9 full-time equivalent positions and employed a total of 372 people. In addition, OPG had one statutory appointment. The majority of OPG staff are employed under the *Public Sector Act 2022*, except for community visitors, who are appointed under the *Public Guardian Act 2014*. The *Queensland Public Service Officers and Other Employees Award – State 2015* and the *Industrial Relations Act 2016* apply to all OPG staff.

A resilient and empowered workforce is a key pillar of our Strategic Plan. This financial year the following initiatives were progressed under the plan:

- Ongoing implementation of our *Workforce Management Strategy 2024-29* and Action Plan
- Development of an OPG-specific Action Plan to support the *DoJ Workplace Psychological Health and Safety Strategy*, and
- Ongoing investment in the skills and knowledge of our workforce, in particular through the delivery of an agency-wide Leadership Development Program for all current and aspiring people leaders.

Workforce Management Strategy 2024-29 and Action Plan

We are dedicated to harnessing the skills and passion of our workforce, and positioning OPG as an employer of choice so we can continue to deliver quality services to Queenslanders into the future. Our *Workforce Management Strategy 2024-29* and Action Plan are centred around four strategic levers; leadership capability, culture, new ways of working, and talent acquisition. These underpin our actions to promote a workforce that is future ready and capable to deliver against our organisational purpose.

Progress has been made in recruitment, training, psychological safety and operational improvements for staff this financial year, including:

- Staff participation in monthly People Leader Induction sessions, and toolbox sessions
- The introduction of improved data gathering about staff experiences from onboarding and induction through to separation this financial year, which will allow us to improve our processes and systems, and
- Strategic uplift of recruitment processes across a range of areas including creation of resources for managers and expansion of advertising methods.

Celebrating success

We are proud to celebrate outstanding staff contributions each year at our OPG Staff Excellence Awards. This year, staff were recognised in the categories of client focus, innovation, leadership, partnership, performance, workplace culture, and our inaugural Deadly Award.

Diverse and inclusive workspaces and services

We recognise the importance of diversity within our workforce and are committed to achieving greater representation of diverse groups including First Nations peoples and people with lived experience of disability or neurodiversity. In 2024-25 we commenced development of our Diversity Action Plan in conjunction with the commencement of the *Workforce Management Strategy 2024-29* and Action Plan.

OPG currently has 10 Identified First Nations positions and is aiming to grow this number over coming years. As at 30 June 2025, 3.75% of OPG staff identified as Aboriginal and/or Torres Strait Islander. 22% of our staff were born in countries other than Australia, according to the 2024 Working for Queensland survey. In 2025-26, we will be actively recruiting to increase our numbers of First Nations staff and people who have a disability, or neurodiversity, or who are from culturally and linguistically diverse backgrounds.

This financial year, OPG commenced four First Nations trainees under the Workforce Pathways Program, for the first time.

Safety, health and wellbeing

A safe workplace that promotes health and wellbeing is essential to maintaining a resilient and empowered workforce and is a pillar of our Strategic Plan. We deliver resources and procedures at OPG to ensure staff are supported and can safely deliver important services. This year, OPG progressed several new actions in relation to the *Managing Risks of Psychosocial Hazards at Work Code of Practice 2022* including:

- Review of processes to enhance injury management and psychological wellbeing through development of clear procedures, tools and knowledge sharing
- Development of a staff training module on workplace bullying and discrimination
- Roll out of Neurodiversity Training
- Education activities and resources for managers on reasonable adjustments
- Development of standardised supervision resources, and
- Webinars on wellbeing and emotional awareness when working with complex trauma.

Conduct and ethics

We are committed to maintaining a culture of ethical leadership and decision-making. Our staff adhere to the *Code of Conduct for the Queensland Public Service*. Mandatory ethics and Code of Conduct training is undertaken by all new employees, in addition to annual refresher training for existing employees.

Learning and development

Our Learning and Development Framework is designed to build the capability of our staff, with a focus on leadership development. Staff are provided with opportunities and resources to develop skills aligned with decision-making, human rights and cultural capability. This financial year we

launched new Workplace Violence and Aggression, Neurodiversity and Workplace Bullying and Discrimination training modules. As at 30 June 2025:

- 96% of staff had participated in cultural awareness training
- 83% of staff had completed their Ethics and Code of Conduct training, and
- 73% of staff completed workplace bullying and discrimination training.

OPG is committed to providing staff with the skills and resources required to carry out their roles in a supportive environment. In the past year:

- 335 staff participated in learning and development activities
- 29 OPG designed in-person training sessions were delivered
- In addition to mandatory training, staff attended an average of 3 learning and development activities, completing 19 hours of learning and development
- 290 staff participated in leadership development training, and
- Staff completed scheduled training 95% of the time.

These achievements highlight the value we place on continuous learning and on ensuring our workforce is equipped to meet both current and future challenges. Learning and development opportunities are available to all staff throughout the year, including external training, workshops, and professional development events. This year, a variety of learning resources were delivered, including:

- A targeted two-day guardianship induction program to strengthen capability and consistency in decision-making for our clients. The program develops skills focussing on structured decision-making, complex decision reviews and extended training in health care decision-making
- A dedicated workshop was held to shape the mentoring framework for Principal Guardians, acknowledging the critical role these staff play in learning and development
- In June 2025, a new OPG Leadership Development Program was launched with 98 participants, consisting of both experienced and emerging leaders. The program focused on enhancing strategic leadership skills through a series of workshops, tutorials, and coaching sessions
- The valuable resources available through OPG's First Nations Yarning Circle SharePoint site were promoted, which led to a notable increase in staff interaction with the site within the first month, reflecting a growing interest and awareness across the organisation, and
- Three emerging leaders were sponsored to undertake a Public Service Management Program as part of ongoing leadership development opportunities provided to support leadership into the future.

In the year ahead, we will be focussing on increasing staff engagement with First Nations training and development opportunities and designing and delivering OPG-specific training to support our staff in their frontline roles.

Flexible working

Flexible working arrangements are available to OPG employees, consistent with the Queensland Government Flex-connect framework. These include part-time arrangements, telecommuting, work from home, distributed work centres, accrued time, compressed hours and purchased leave.

Working for Queensland survey results indicated that 83% of OPG staff felt they had the flexibility they needed in 2024-25.

Employee Assistance Program

All OPG staff and their immediate families have access to a confidential, free-of-charge Employee Assistance Program which can be accessed 24 hours a day, seven days a week. A variety of supports are available through the program, including counselling sessions, resources to manage significant life events with financial and legal assistance and nutritional counselling and staff can generally access four counselling sessions per year. A dedicated Aboriginal and Torres Strait Islander peoples support line ensures staff have access to support from clinicians who either identify as Aboriginal and Torres Strait Islander or have in-depth cultural awareness and experience in providing professional support to Aboriginal and Torres Strait Islander peoples. Additionally, staff have access to a dedicated manager support hotline.

Our governance

OPG promotes transparency and accountability in information management, risk management and regulatory compliance through strong planning and governance frameworks.

Enhanced information management

A key achievement this year was the successful delivery of the Child Sector Enhancement ICT Project, achieving organisation-wide integration of two client management systems into one application, Resolve. This is a milestone under our Strategic Plan and integrates our adult and child client management systems into one updated system with increased functionality and efficiencies. The initial release occurred in early April 2025 and a further major update occurred in June 2025. Extensive state-wide training was delivered to support the transition. The Child Sector Enhancement ICT Project team has also continued work with the Department of Families, Seniors, Disability Services and Child Safety to re-establish integrations with their newly released client management system.

This year we introduced a suite of improvements to our newly integrated client management system including:

- Fit for purpose functionality for child-related services
- Streamlined responses to information requests from external stakeholders
- Streamlined complaint management processes and improved oversight, and
- Newly developed reporting functionality for child-related services to ensure operational oversight and efficient service delivery.

The project will now transition to the Resolve Enhancement Project which will focus on further planned enhancements to achieve a whole-of-organisation, fit for purpose client management system in 2025-26.

Data analytics

We use data to drive development of transformational improvements in service delivery. This year, we progressed development of performance dashboards for each main service delivery function as well as partnering with DoJ to progress a Data Analytics Platform project. This work will continue in 2025-26 and will improve timeliness and responsiveness of available data to support operational and corporate data-driven decision-making.

Risk management

Effective risk management plays a vital role in supporting OPG's vision and strategic objectives. It is embedded across all areas of the organisation, including strategic and operational planning, key decision-making, fraud and corruption prevention, and health and safety in the workplace. By taking a comprehensive approach to identifying and addressing risks, OPG is better positioned to deliver positive outcomes for employees, the community, and stakeholders. In 2024-25, the management team actively assessed and maintained oversight of their critical risks to reinforce accountability and provide confidence that these risks were being effectively handled. These risk insights were incorporated into regular management reports to support informed decision-making.

As part of OPG's commitment to strengthening risk practices, in 2024-25 we participated in a series of risk workshops as part of the departmental Risk Management Maturity Uplift Project. This initiative includes coordinating Divisional Risk Workshops to support comprehensive risk registers, enhancing our overall risk visibility and management capability.

Business continuity

The OPG Business Continuity Plan is reviewed annually and outlines steps for ensuring staff and client safety and the restoration of critical services in the event of a natural disaster or other incident. To support preparedness and business continuity, onsite copies of Business Continuity Plans are made available at each office location.

The Ex-Tropical Cyclone Alfred event in March 2025 was a significant weather event this year, involving severe weather across multiple locations over several days. The effectiveness of our Business Continuity Plans was demonstrated during this event, where they supported a coordinated and efficient response.

Business Continuity Plans were also used in the lead up to the release of our recently upgraded client management system and ensured OPG continued service delivery during this period.

Our financial performance

OPG is not a statutory body for the purposes of the *Statutory Bodies Financial Arrangements Act 1982* and the *Financial Accountability Act 2009*. Funding for OPG is appropriated from Queensland Government as part of the appropriation for DoJ, with the Director-General of DoJ being the accountable officer pursuant to the *Financial Accountability Act 2009*. Additionally, the Public Trustee of Queensland makes an annual grant towards OPG’s operating costs under section 62A of the *Public Trustee Act 1987*.

The *DoJ Annual Report 2024-25* contains financial details about OPG operations and reporting. An overview of our financial performance in 2024-25 is summarised below. In 2024-25 our office incurred:

- \$1,220.39 in overseas travel expenditure.
- \$2,353.90 on engagement of interpreters on 14 occasions.

No consultancies were engaged in 2024-25FY.

Table 7: Income from continuing operations

Source of income	\$'000
DoJ appropriation	47,464
Public Trustee of Queensland grant	1,453
Total income from continuing operations	48,917

Table 8: Expenditure from continuing operations by type

Type of expenditure	\$'000
Employee expenses	41,430
Supplies and services	7,425
Depreciation and amortisation	64
Total expenditure from continuing operations	48,919

Table 9: Expenditure from continuing operations by service area

Expenditure service areas	\$'000
Community visiting and advocacy services	15,368
Guardianship services	16,574
Corporate and strategic services	14,268
Legal/investigations services	2,709
Total expenditure from continuing operations	48,919

Note: 2024-25 deficit of \$1,443.07 (shows as rounded \$2,000 difference) due to no Appropriation for non-cash items.

Appendix 1 – Publicly available submissions

Subject	Submitted to
Aged Care Bill 2024 (October 2024)	Community Affairs Legislation Committee
Inquiry into Australia's youth justice and incarceration system – OPG submission (October 2024)	Legal and Constitutional Affairs References Committee
Inquiry into Australia's youth justice and incarceration system – ANZCCGA submission (October 2024)	Legal and Constitutional Affairs References Committee
ACCGA Joint Statement on Poverty: Anti-Poverty Campaign 13-19 October 2024 (October 2024)	Australian Children's Commissioners, Guardians and Advocates self-publication
Making Queensland Safer Bill 2024 (December 2024)	Justice, Integrity and Community Safety Committee
Inquiry into Elder Abuse in Queensland (April 2025)	Education, Arts and Communities Committee
Assessing the impacts of domestic and family violence sentencing reforms in Queensland – Consultation Paper (May 2025)	Queensland Sentencing Advisory Council

Appendix 2 – Other contributions to reform

Subject	Submitted to
Independent Review of the Human Rights Act	Independent Review of the Human Rights Act
Engagement Paper: Reforming Queensland's Restrictive Practices Authorisation Framework	Department of Child Safety, Seniors and Disability Services (former)
Queensland Police Service Watch-house Review	Queensland Police Service
Aged Care Rules – Release 3 Relating to Provider Obligations	Department of Health and Aged Care (former)
Adults with cognitive disability in the Queensland criminal justice system – Discussion Paper 1: Policing – consultation workshop	Public Advocate
An Age-friendly Queensland: The Queensland Seniors Strategy 2024-2029 and Queensland Seniors Action Plan 2024-2026: Supporting the Queensland Seniors Strategy	Department of Families, Seniors, Disability Services and Child Safety
Chief Psychiatrist policy review project	Office of the Chief Psychiatrist
Chief Psychiatrist project on responding to the needs of classified patients	Office of the Chief Psychiatrist
Queensland Child Protection Litigation Model project	Department of Families, Seniors, Disability Services and Child Safety
Child Death Review Board Annual Report 2023-24	Queensland Family and Child Commission
Inquiry into Elder Abuse in Queensland – terms of reference, witness at public hearing, input to Department of Justice briefing paper	Education, Arts and Communities Committee
Queensland Trauma Strategy 2024-2029 implementation activities	Queensland Mental Health Commission
Royal Commission into Aged Care Quality and Safety – Progress Report 2025	Office of the Inspector-General of Aged Care
Review of the My Aged Care Service and Support Portal	Office of the Inspector-General of Aged Care

Child Safe Organisations Sector Readiness Progress Update	QFCC
Update on legislative processes	Disability Services (Restrictive Practices) and Other Legislation Amendment Bill 2024
Update on legislative processes	Youth Justice (Conduct of Searches and Other Matters) Amendment Regulation 2024



public guardian
Queensland



Queensland
Government

