

Submission to the Tasmanian Government on the *Change for Children Strategy and Action Plan*

“There needs to be stable supports for young people in out-of-home care because there isn't really any at the moment. I think being supported is a really big part of a child's life. If they're not constantly, consistently supported, then that is going to negatively affect them.” (Young person, Tas) (CREATE Foundation, 2024a)

“The department should use a youth advisory group to make sure young people can have a say on changes like this.” (Young person, Tas) (CREATE Foundation, 2023b)

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About CREATE Foundation

The CREATE Foundation is the national consumer peak body for children and young people with an out-of-home care experience. We represent the voices of over 45,000 children and young people currently in care, and those who have transitioned from care, up to the age of 25. Our vision is that all children and young people with a care experience reach their full potential. Our mission is to create a better life for children and young people in care.

To do this we:

- **CONNECT** children and young people to each other, CREATE and their community to
- **EMPOWER** children and young people to build self-confidence, self-esteem, and skills that enable them to have a voice and be heard to
- **CHANGE** the care system, in consultation with children and young people, through advocacy to improve policies, practices and services and increase community awareness.

We achieve our mission by facilitating a variety of programs and services for children and young people with a statutory care experience and developing policy and research to advocate for a better care system.

Introduction

CREATE Foundation welcomes the opportunity to provide feedback to the Tasmanian Government on *Change for Children Strategy and Action Plan* ('the Consultation Draft'). We are pleased to see that both *Change for Children* and its first two-year Action Plan, *Collaborating for Change*, hinges on the transformation of Tasmanian Government institutions in delivering on the recommendations of the Commission of Inquiry. We know however that changes and/or periods of transition can profoundly disrupt the level and quality of support a child or young person in care receives. Continuity is a key factor impacting the quality of support for children and young people in care, providing a sense of permanency or stability over time. CREATE underscores the need for this period of change to well-balanced future focused reforms with the need to provide children and young people already in contact with the child protection and out-of-home care systems with access to timely support as and when they need it.


Overall, CREATE is pleased to see that the Tasmanian Government will engage in continuous consultation with the Commissioner for Children and Young People's Children's Panel and that the Laurel House Lived Experience Advisory Panel for Young People (LEAPY) has also been involved and will continue to be engaged. However, we note here and throughout our submission that focused consultation needs to occur with cohorts of children and young people with lived and living experience of the child protection and out-of-home care systems. As such CREATE urges the Tasmanian Government to directly engage with and capture the insights of young people in the older cohorts aged 18-25 years that are not currently captured through consultation processes with the Commissioner for Children and Young People's Children's Panel.

CREATE's substantive response attempts to break the gap between policy and practice to fully embed child-centred approaches proposed in the Consultation Draft. Our response is grounded in the voices of children and young people with a care experience and their resounding desire for such values to be genuinely translated into practice and for their voices to be heard as **experts by experience**.



Summary of CREATE's recommendations:

1. That the Tasmanian Government stand up multiple youth advisory panels to co-design (in partnership with the dedicated Out-of-Home Care Implementation Reform Unit) the detailed business plan to build capacity within the out-of-home care system to ensure successful reform.
2. Genuinely hand over decision-making and resources to the Aboriginal sector to enable Aboriginal-led and self-determined approaches to keeping Aboriginal children safe, well and connected to culture.
 - a. As a key first step CREATE urges the Tasmanian Government to consult with Aboriginal Community and the Aboriginal Community Controlled sector to determine the role that formalised truth telling processes can play to establish a robust foundation for genuine partnership.
3. Consider Lived Experience workforce models developed by the [National Mental Health Commission](#).
4. Embed within service agreements for out-of-home care providers an expectation that children and young people are consulted as part of the development of service design and delivery.
5. Consider establishing a mechanism to support young people with a care experience to sit on the Secretaries Board meetings to hold leaders accountable for driving child-centred reforms and to show genuine commitment to the new mindset.
6. Embed within service agreements for out-of-home care providers an expectation that children and young people sit on recruitment screening boards.
7. Establish recruitment screening mechanisms within DECYP that support children and young people with a care experience to sit on recruitment boards for the child safety workforce.
8. To complement actions that focus on youth employment, establish scholarship programs to support young people with a care experience to attain necessary qualifications to enter the child safety, allied health professional, teaching, and specialist practitioner workforce.
9. To aide with attraction strategies and to better equip the graduate workforce, fund CREATE to co-design and co-deliver with children and young people, a bespoke trauma-informed practice and child rights workshop for university/TAFE students in social work, youth work, law and other related fields.
10. State Service Management Office (SSMO) commission CREATE to support young people to conduct a youth-led forum focused on exploring ways adults can effectively support them through trauma-informed practices. Children and young people with a care experience are consulted to better understand their experiences of accessing to their records and critical information in the context of information sharing at key transition points.
11. Better digital information systems should be considered as part of the whole-of-government policy on information sharing. Such systems would help to share information across agencies, especially between the DECYP and Housing Connect, to support young people leaving care to access social housing.
12. Commissioning a co-design process to ensure complaints management processes are designed by and for children and young people.
13. Any future complaints mechanism developed follows the principles set out in CREATE's [Child-Centred Best Practice Guide](#), which was informed by the voices of young people and outlines steps to ensure that children and young people are informed and encouraged to make complaints, are listened to and believed, are involved in decision-making, feel confident that they will be safe, and receive regular updates and timely resolutions.

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14. At a minimum any future complaints mechanisms must ensure:
 - a. When children and young people raise concerns or complaints, they are provided with timely updates on how this is being managed and what actions will arise from their concerns or complaints.
 - b. Where it is decided that there is to be no response to the concern or complaint, children and young people should be notified of this and provided with a reason as to why this course of action was chosen.
 - c. Include considerations relating to monitoring and evaluation of complaints systems over time.
 15. The Steering Committee (Government Funded Service Commissioning Priority Area) reflect on work done by the ACT Government (see [Guide to Lived Experience in Commissioning](#)) and consider embedding consultation processes with relevant lived experience groups to inform the commissioning process from the outset.
 16. As recommended above, the Tasmanian Government must consider the development of a Lived Experience workforce within the child safety system. Such a workforce can play an instrumental role in designing a service plan that initiates once in a generation change for children and young people entering the care system in Tasmania.

Detailed recommendations

Youth Justice Priority Area

CREATE welcomes the significant body of work underway aimed at reforming youth justice practice in Tasmania. We also acknowledge the *Youth Justice Model of Care* that is being designed to support a therapeutic approach to youth justice and have appreciated being involved in the consultation process thus far. We await the release of the comprehensive plan of action from the whole-of-government taskforce and hope to see the plan centre on –

- **Principles-based approach:** That takes accountability for using detention as a ‘last resort’ as part of a broader rehabilitative, trauma-informed and culturally appropriate response to children and young people who engage in behaviours that are considered criminal, and engage other state and territory governments in a knowledge sharing exchange to better understand models trialled and any evaluation of community-led alternative youth justice interventions.
- **Elevate priority cohorts:** Including children and young people with a care experience (including sub-groups of young people in residential care and young people who identify as female in recognition of their unique needs). This should be done in an effort to interrupt cycles of contact with the youth justice system for this cohort and to ensure that if/where contact occurs the youth justice system addresses their need for support in a meaningful way.
- **Evidence based:** Wrap in the evidence-base developed by the [National Children’s Commissioner](#) on prevention and early intervention via the investigation into opportunities for reform of youth justice and related systems across Australia.
- **Valuing expertise by experience:** Involve the voices of children and young people through active and meaningful engagement/consultation with young people in contact with the youth justice system, especially those with a care experience.
- **A matrix to measure and report on change:** A robust and publicly available matrix must be in place to ensure the Tasmanian Government will hold agencies responsible for taking a child rights approach to youth justice.

Out Of Home Care Priority Area

CREATE keenly awaits the release of the detailed business plan to build capacity within the out-of-home care system to ensure successful reform. We hope to see as part of the development processes **open and transparent public consultation processes that prioritise the voices of those with lived and living experience of out-of-home care in Tasmania.**

Children and young people in Tasmania recently reflected on the role that a CREATE Young Consultant played in initiating the Commissioner for Children and Young People to launch an own-motion investigation the case management model:

“I think it’s really good that [Commissioner] Leanne took someone’s letter on board and did the research to find out a lot of people were impacted. That’s pretty big just from one letter.” (Young person, Tas) (CREATE Foundation, 2023b)

“The department should use a youth advisory group to make sure young people can have a say on changes like this.” (Young person, Tas) (CREATE Foundation, 2023b)

“It [the investigation] shows that if you’re not asking what problems there are you won’t find them.” (Young person, Tas) (CREATE Foundation, 2023b)

Their comments, in addition to the value that the Commissioner placed on a young people’s insights, speaks to the value children and young people with a care experience can play in determining a new out-of-home care system in Tasmania.

CREATE recommends:

- The Tasmanian Government stand up multiple youth advisory panels to consult on and help to co-design (in partnership with the dedicated Out-of-Home Care Implementation Reform Unit) the dedicated out-of-home care therapy team; implementation of key elements of out-of-home care reform, including the model of care, Out-of-Home Care System Strategy and the Out-of-Home Care Outsourcing Strategy; and longer-term vision for the broader child safety system.
- The multiple youth advisory panels should span across a range of age cohorts including:
 - Children and young people who have recently entered (with developmentally appropriate support provided to ensure children and young people are able to actively and meaningfully participate in discussion);
 - Children and young people who have experienced multiple placements;
 - Young people preparing to transition from care; and
 - Young people who are in the post care age cohort.

Hand back authority and adequately resource Aboriginal Sector

Partnering with Tasmanian Aboriginal People Priority Area

CREATE welcomes the inclusion of the ‘Talk with good spirit’ Commitment to Tasmanian Aboriginal People within the Consultation Draft. We also eagerly await the appointment of the new statutory role of Commissioner for Aboriginal Children and Young People. However, we urge the Tasmanian Government to be courageous in its reforms and ensure all voices of the Tasmanian Aboriginal Community are heard. In this context, major steps must be taken to enable and fully resource the Aboriginal Community Controlled Sector to respond to the diverse needs of Aboriginal children, families and communities in culturally rich and self-determined ways.



In the spirit of self-determination and honouring Aboriginal ways of knowing, being and caring for children, the Tasmanian Government must:

- Genuinely hand over decision-making and resources to the Aboriginal Sector to enable Aboriginal-led and self-determined approaches to keeping Aboriginal children safe, well and connected to culture.
- As a key first step, CREATE urges the Tasmanian Government to consult with Aboriginal Community and the Aboriginal Community Controlled Sector to determine the role that formalised truth telling processes can play to establish a robust foundation for genuine partnership. CREATE recognises the value and power that truth-telling processes led by Aboriginal Communities have had in the Victorian context, via the [Yoorrook Justice Commission](#) (Yoorrook). Yoorrook is a time-limited truth-telling Commission tasked with establishing an official public record of past and current systemic injustices experienced by First Peoples in Victoria, as an important step towards Treaty. It's [first area of investigation](#) into Victoria's criminal justice and child protection systems explored the unbroken line between the removal of Aboriginal children from their families and the criminalisation of resistance to dispossession as part of state-sanctioned colonial practices. The importance of this process lies in Yoorrook's role in establishing an official record of the impact of colonisation, as well as having the power to make recommendations for practical actions and reform needed in Victoria to acknowledge historical injustices and address ongoing injustices.

Valuing children and young people with lived experience as [experts by experience](#)

Child Safe Cultures Priority Area & Child and Community Voice Priority Area

CREATE welcomes the thoughtful analysis provided under the 'Child Safe Cultures Priority Area' and 'Child and Community Voice Priority Area' that attempts to document how a mindset shift and belief changes will be embedded within Government agencies, institutions and the wider community (Tasmanian Government, 2024, pp. 45). CREATE is concerned that without concrete actions that deliver on the values espoused; the Consultation Draft will be another document which centres children without being genuinely child-centred.

One of the key enabling factors that can help to build and foster a child-centred culture is listening to the voices of children and young people. Young people in Tasmania have also told CREATE about the importance of not just having their voices heard but actually being listened to, having their solutions considered in honour of their [expertise by experience](#):


"The department should have a regular way to consult with young people. If they are not checking in they won't know what the systemic issues are for young people." (Young person, Tas) (CREATE Foundation, 2023b)

"It's important for young people to have a say both collectively and individually." (Young person, Tas) (CREATE Foundation, 2023b)

"The CSO [Child Safety Officers] could learn something really important that could help with their (the young persons) safety and planning." (Young person, Tas) (CREATE Foundation, 2024a)

"I think that's really important because part of the way that you get things to change is by showing the lived experience, the examples and how much it affects young people." (Young person, Tas) (CREATE Foundation, 2023a)

"I think that making sure that those [lived experience] voices are actually heard and taken on board and they are not just tokenistic." (Young person, Tas) (CREATE Foundation, 2023a)



Young people have also explored the value that peer support and learning has played in their lives including making sure they feel seen and heard:

“You’re not looking to peers as an authority figure, their opinion can be very valuable to help shape your own thoughts.” (Young person, Tas) (CREATE Foundation, 2024a)

“Sometimes it’s easier to open up to peers about home life. By opening up to peers you can understand what’s normal or not.” (Young person, Tas) (CREATE Foundation, 2024a)

“Conversations with peers can help reduce stigma about kids in care.” (Young person, Tas) (CREATE Foundation, 2024a)

Young people’s comments speak to the value that a Lived Experience or ‘peer’ workforce could add to the child safety workforce in Tasmania. The [National Mental Health Commission](#) have developed extensive guidance on the role that a Lived Experience workforce plays within the mental health sector. There are considerable learnings that can be drawn on to develop a similar approach within child protection systems. Importantly, the [National Mental Health Commission](#) reinforces the value that the Lived Experience workforce add in terms of relational support – *“Lived experience also includes experiences and an understanding of losing and regaining hope, and emancipation. People’s paths to healing, hope, and recovery are also different”* (Byrne et al., 2021, pp. 5).

Young people in Tasmania also deeply reflected on the role that relational support plays in building stability and a sense of security while in out-of-home care:

“There needs to be stable supports for young people in out-of-home care because there isn't really any at the moment. I think being supported is a really big part of a child's life. If they're not constantly, consistently supported, then that is going to negatively affect them.” (Young person, Tas) (CREATE Foundation, 2024a)

CREATE understands that there are existing recruitment and retention pressures on the child safety workforce in Tasmania (see Commissioner for Children and Young People [Tas], 2023). These pressures diminish the capacity of child safety officers to build relationships of trust between child safety officers and children and young people. Sadly, these systemic issues have real life consequences for the children and young people who come into the care of the Secretary, who essentially has “the same rights, powers, duties, obligations and liabilities as a natural parent of the child would have” (s 5(b) [Children, Young Persons and Their Families Act 1997](#)). Children and young people should not have to bear the consequences of these workforce pressures.

To embed a cultural change and shift mindsets to genuinely adopt child-centred approaches (under ‘Child Safe Cultures Priority Area & Child and Community Voice Priority Area’), CREATE recommends the Tasmanian Government:

- Consider Lived Experience workforce models developed by the [National Mental Health Commission](#). Development of a Lived Experience workforce has the potential to offset some of the known pressures on the existing workforce. Additionally, a Lived Experience workforce could add a depth of understanding to roles situated with the Department of Education, Children and Young People (DECYP) including Strategic Policy and Projects; Strategic Systems Development; and Evaluation.
- Embed within service agreements for out-of-home care providers an expectation that children and young people are consulted as part of the development of service design and delivery. Children and young people should also be wrapped into service monitoring and evaluation processes as key end-user who can speak to their experiences and any gaps in meeting their needs.

- Consider establishing a mechanism to support young people with a care experience to sit on the Secretaries Board meetings to hold leaders accountable for driving child-centred reforms and to show genuine commitment to the new mindset. CREATE is well placed to support young people to actively take part in such meetings having considerable experience across jurisdictions of delivering child and young person voice-centred projects including [Victoria's Youth Expert Advisory Group](#); [Queensland's first Ministerial Youth Advisory Group, SHIFT on residential care](#); [Queensland's Extended Post Care Support \(EPCS\) Oversight Group](#); and [CREATE's own National Experience to Action Board \(Youth\) \[NEABY\]](#).

Workforce Priority Area

CREATE whole-heartedly supports the inclusion by the Tasmanian Government of the position statement that “Child-centred systems require empowered, fully staffed workforces who understand the rights of children, and will act as champions to meet the needs of children” (Tasmanian Government, 2024, pp. 49). However, the actions contained under the ‘Workforce Priority Area’ fail to capture the role that children and young people with lived experience can play in recruiting appropriate and safe workers.

In an effort to fully embed child-centred practices within the ‘Workforce Priority Area’ and meet young people’s calls for active and genuine listening from the adults in their lives, CREATE recommends:

- Embed within service agreements for out-of-home care providers an expectation that children and young people sit on recruitment screening boards.
- Establish recruitment screening mechanisms within DECYP that support children and young people with a care experience to sit on recruitment boards for the child safety workforce.
- To complement actions that focus on youth employment, establish scholarship programs to support young people with a care experience to attain necessary qualifications to enter the child safety, allied health professional, teaching, and specialist practitioner workforce.
- To aide with attraction strategies and to better equip the graduate workforce fund CREATE to co-design and co-deliver with children and young people, a bespoke trauma-informed practice and child rights workshop for university/TAFE students in social work, youth work, law and other related fields.

Professional Development and Training Priority Area

CREATE welcomes the prioritisation of child safeguarding practices through ongoing professional development to ensure staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training. Young people in Tasmania have reflected on the relationships they have with child safety officers and what it would take to improve these relationships:

“It can help the workers understand information from the young person’s point of view.” (Young person, Tas) (CREATE Foundation, 2024b)

“The more information we (young people) have to give, the more impact it (the training) will have for workers.” (Young person, Tas) (CREATE Foundation, 2024b)

“It gives workers a more personal approach after talking with young people.” (Young person, Tas) (CREATE Foundation, 2024b)

“To understand the young people’s wants and needs from the care system.” (Young person, Tas) (CREATE Foundation, 2024b)

“The workers can learn how to support/look after the young people.” (Young person, Tas) (CREATE Foundation, 2024b)



“Create change to better the workers role.” (Young person, Tas) (CREATE Foundation, 2024b)

“So young people can have their voices and opinions heard, because whatever happens will affect the young people.” (Young person, Tas) (CREATE Foundation, 2024b)

Young peoples’ comments speak to the need for the adults in their life to understand their needs and more importantly how young people would like to see this translated into and act via the supports/services they access.

In the Victorian context, Young Consultants supported by CREATE recently led a full-day forum that explored how service providers can help to shape their future. Young Consultants designed the program and developed presentations that powerfully translate their lived experience into tangible practice advice for professionals across a range of services, including care providers, education, mental health, youth services and more. Adopting a young-person led approach left a lasting impression on those service providers in attendance as a compelling call to action on what needs to change in practice to truly meet the needs of young people.

As part of the procurement processes under the ‘Professional Development and Training Priority Area’, CREATE recommends:

- State Service Management Office (SSMO) commission CREATE to support young people to conduct a youth-led forum focused exploring the ways adults can effectively support them through trauma-informed practices. This should include –
 - exploring positive experiences in which the adults in their life have supported them through trauma-informed practices
 - the impact of experiences where trauma-informed practice was not implemented and some of the ways such approaches positively impact their lives both now and in the future by helping them to come to terms with their past and understand trauma triggers, and
 - adopting youth-led approach to ensure young people can design the program and develop presentations to translate their lived experience into tangible practice advice for professionals.

Information Sharing Priority Area

CREATE is supportive of strengthening information sharing processes, particularly as this can help to reduce the number of times children and young people have to share their story as well as decreasing the administrative burden placed on children and young people when attempting to access supports (including financial entitlements) and services.

Young people leaving care are faced with multiple processes, application forms and bureaucratic systems as they navigate the supports delivered by both state and federal governments, often without support from an extended family network. This means they have to understand and find their way through multiple touch points, including: Services Australia to access Centrelink payments such as Youth Allowance or Rent Assistance; state-based agencies to access the Commonwealth’s Transition to Independent Living Allowance (TILA); and the Tasmanian Government and/or non-government agencies to access the T2i Program, After Care Support Program or Y2I. Ultimately, the onus is put on young people leaving care to ensure they access the supports, if and where they are available. More concerning, is young people leaving care may not even be aware that such supports are available for them and often miss out because of this.

To ensure the voices and needs of children are considered in the development of the whole-of-government policy on information sharing, CREATE recommends:

- Children and young people with a care experience are consulted to better understand their experiences of access to their records and critical information in the context of information sharing at key transition points, specifically:
 - Entry into care,
 - After placement changes or breakdowns,
 - Transitioning from care; and
 - Post care years for example, the 20-25 years age group.
- Better digital information systems should be considered as part of the whole-of-government policy on information sharing. Such systems would help to share information across agencies, especially between the DECYP and Housing Connect, to support young people leaving care to access social housing. This would help reduce the need for young people to continuously repeat their stories and explain their situation to multiple people/service providers and would create efficiencies for government.

Complaints Priority Area

CREATE welcomes the sentiments contained within the Consultation Draft that children, young people and victim-survivors will be at the centre of all complaint's management processes (see Tasmanian Government, 2024). Children and young people in Tasmania have told us:

"I think young people would be worried about making complaints. There's a very big, obvious kind of power imbalance between a caseworker, a carer and a young person. You're sort of the child in the situation. I also think that a lot of the time making the complaint, if it is about your situation, could end up making your situation worse, which is a very big concern when you're the one who has to deal with the brunt of that after you make a complaint." (Young person, Tas) (CREATE Foundation, 2023c)

"I'm scared to make any more complaints because what happens if they just lie? And would they actually take us seriously?" (Young person, Tas) (CREATE Foundation, 2023c)


"I think it should be the caseworker that is 100% for the child, but unless the mind set shifts to that I think that caseworkers are still continuously going to [have to] be making sure that their jobs aren't looking bad or making sure that the reports don't look bad. That's just the way that the Department is I found" (Young person, Tas) (CREATE Foundation, 2023c)

"I have had complaints, I just I would not know where to go for that, or who would even bother listening. Because you know there are not enough people working. It probably won't come to fruition in any way that I would be happy with." (Young person, Tas)(CREATE Foundation, 2023c)

It's clear from their comments that young people can be fearful about the impact of raising a complaint. As such, the Consultation Draft must include more thoughtful considerations of what it is like to raise a complaint in practice for children and young people and what/how the adults in their life can support them to ensure their concerns are not only heard but addressed.

CREATE recommends:

- Commissioning a co-design process to ensure complaints management processes are designed by and for children and young people.
- Any future complaints mechanism developed follows the principles set out in CREATE's [Child-Centred Best Practice Guide](#), which was informed by the voices of young people and outlines steps to ensure that children and young people are informed and encouraged to make complaints, are listened to and believed, are involved in decision-making, feel confident that they will be safe, and receive regular updates and timely resolutions.

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- At a minimum, any future complaints mechanisms must ensure:
 - When children and young people raise concerns or complaints, they are provided with timely updates on how this is being managed and what actions will arise from their concerns or complaints. This could be done via a complaint tracking information system similar those already in place and used to in the context of tracking deliveries and parcels. Young people could then receive automatic notification delivered via this system.
 - Where it is decided that there is to be no response to the concern or complaint, children and young people should be notified of this and provided with a reason as to why this course of action was chosen.
 - Include considerations relating to monitoring and evaluation of complaints systems over time. This should be complemented with an evaluation matrix that establishes clear, specific, and measurable indicators assessing the experiences of young people and their level of satisfaction with complaint processes. Such measures would help to improve transparency and accountability of complaints mechanisms.

Government Funded Service Commissioning Priority Area

CREATE welcomes the establishment of the whole-of-government Steering Committee to deliver the Government Funded Service Commissioning Priority Area. We note that the work of this Committee will inform the development of tailored commissioning strategies for particular service types, including out-of-home care. As outlined throughout our submission, CREATE urges the Tasmanian Government to deliver on the value of being child-centred and ensure equality of voices including by giving children and young people with a care experience the opportunity to consult on the out-of-home care commissioning process.

CREATE recommends:

- The Steering Committee reflect on work done by the ACT Government (see [Guide to Lived Experience in Commissioning](#)) and consider embedding consultation processes with relevant lived experience groups to inform the commissioning process from the outset. This should start with problem definition and permeate the process from strategic planning for service, to service design, procurement, delivery and monitoring and evaluation. This will be critical to the commissioning of out-of-home care services.
- As recommend earlier in this submission, the Tasmanian Government must consider the development of a Lived Experience workforce within the child safety system. Such a workforce can play an instrumental role in designing a service plan that initiates once in a generation change for children and young people entering the care system in Tasmania.

Conclusion

Thank-you again for the opportunity to provide feedback on the *Change for Children Strategy and Action Plan*. CREATE acknowledges that it takes time to shift mindsets but following the Commission of Inquiry we know that Tasmanian children and young people need these changes to be safe and well. This is an opportunity to initiate and drive forward once-in-a-generation reform of the child safety system to improve the lives of our children.

Should you have any questions or require additional information, please contact Jazmin Ealden, National Advocacy and Influencing Manager, CREATE Foundation.

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