

2014

---

**ANNUAL  
REPORT**

---

2015



## Communication objective

The Department of Justice and Attorney-General's annual report summarises its financial and corporate performance for 2014–15. It has been prepared to meet the needs of stakeholders and the department's accountability requirements under the *Financial Accountability Act 2009*.

The full financial statements of the Department of Justice and Attorney-General for 2014–15 are contained on the CD attached to the inside the back cover of the report or online.

Our report including additional information not reported in the published version is available at: <http://www.justice.qld.gov.au/corporate/general-publications/annual-report/2014-15-djag-annual-report>.

Open Data reporting for additional information is available at: <https://data.qld.gov.au/>

### Contact details for additional hard copies:

Corporate Governance Unit  
Department of Justice and Attorney-General  
GPO Box 149, Brisbane QLD 4001  
Tel: + (617) 3109 9111  
[www.justice.qld.gov.au](http://www.justice.qld.gov.au)  
Email: [corpgov@justice.qld.gov.au](mailto:corpgov@justice.qld.gov.au)

### Contact details and location of feedback survey:

Feedback survey relating to the Department of Justice and Attorney-General's annual report is located on the *Get Involved* website at: [www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback)

ISSN 1838-1987

©The State of Queensland Department of Justice and Attorney-General 2015

### Licence:

This annual report is licensed by the State of Queensland Department of Justice and Attorney-General under a Creative Commons Attribution (CC BY) 3.0 Australia licence.



### CC BY Licence Summary Statement:

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland Department of Justice and Attorney-General.

To view a copy of this licence, visit <http://creativecommons.org/licenses/by/3.0/au/deed.en>

### Attribution:

Content from this annual report should be attributed as:

The State of Queensland Department of Justice and Attorney-General annual report 2014–15.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 13 QGOV (13 7468) and we will arrange an interpreter to effectively communicate the report to you.

# Contents

---

<b>Letter of compliance</b>	5
<b>Message from the Director-General</b>	6
<b>Our department</b>	9
<b>Our services</b>	10
<b>Organisational chart</b>	12
<b>Planning, performance and reporting</b>	13
<b>Our strategic risks</b>	14
<b>Queensland is safe</b>	15
<b>Queensland is fair and just</b>	35
<b>Queensland can get on with the job</b>	55
<b>Queensland gets great service</b>	61
<b>DJAG is responsive and high performing</b>	71
<b>Summary of financial performance</b>	87
<b>Service standards and other measures</b>	91
<b>Crown Law Report 2014–15</b>	105
<b>Glossary of terms</b>	121
<b>Appendices</b>	124



# Letter of compliance

11 September 2015

The Honourable Yvette D'Ath MP  
Attorney-General and Minister for  
Justice and Minister for Training and Skills  
Level 18, State Law Building  
50 Ann Street  
Brisbane Qld 4000

Dear Attorney-General,

I am pleased to present the annual report 2014–2015 and financial statements for the Department of Justice and Attorney-General.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be accessed at <http://www.justice.qld.gov.au/corporate/general-publications/annual-report/2014-15-djag-annual-report>.

Yours Sincerely,



David Mackie  
Director-General  
Department of Justice and Attorney-General

# Message from the DIRECTOR-GENERAL



I am pleased to present the Department of Justice and Attorney-General's annual report for 2014–15.

Our report shows the important work we've done over the past year towards our vision for a fair, safe and just Queensland, and our commitment to delivering on the Government's objectives for the community.

Our report also highlights the significant and diverse services we deliver to Queenslanders. Many people are surprised to hear that the Department of Justice and Attorney-General supports Queenslanders in so many parts of their lives. For example, we help keep Queenslanders safe in their homes, workplaces and communities; provide services that maintain law and order, avenues for people to resolve their personal and commercial disputes, and support to help people get their lives back on track when things go wrong; as well as safeguarding human rights and protecting and advocating for vulnerable members of our community.

We're also there for Queenslanders for many day-to-day services, including registering life events and issuing life event certificates, helping people get married, buy a property, start a business, return faulty goods, research their family history and find Justice of the Peace services.

## The past year

The Queensland State Election in January 2015 meant a review of our priorities to ensure that we continue to deliver the objectives of the Government and better services for Queenslanders.

During 2014–15, as part of an extensive crackdown on organised crime, we commenced a commission of inquiry into organised crime in Queensland and established a taskforce to review and focus laws on protecting Queenslanders from organised crime.

We contributed to the government's comprehensive plan to tackle alcohol-fuelled violence by implementing measures to reduce alcohol-fuelled violence in and around licensed premises in Queensland, particularly key entertainment precincts, so everyone can enjoy a night out free from harm.

To respond to recommendations from the Carmody Inquiry, we established the Office of the Public Guardian, to better support and protect the rights of children and young people in the child protection system, and appointed five additional specialist Childrens Court magistrates in key Queensland locations dealing with child protection matters.

We helped even more Queenslanders return home safe from work, achieving another year of significant reductions in workplace fatalities and severe injuries in high-risk industries.

We also continued to improve services to victims of crime by promoting services to young victims, improving services to victims of sexual violence, and making extra funding available for victim support services.

These are just some of our achievements for the year and you can read about more of our achievements in the performance chapters of this annual report on pages 15 to 90.

## The future

Our achievements during 2014–15 are just the beginning of delivering better services to Queenslanders.

Looking to 2015–16, we have set a clear agenda for the future to deliver on the government's objectives and commitments, and our vision for a fair, safe and just Queensland.

Some of our key focus areas for 2015–16 include:

- continuing to target organised crime
- toughening laws to deliver harsher penalties for the perpetrators of domestic violence, and looking for ways to better support victims of domestic violence
- continuing to tackle alcohol-fuelled violence in and around licensed premises in Queensland
- reintroducing diversionary processes that hold offenders accountable while addressing the causes of their offending behaviour, helping them reintegrate back into the community and get their lives back on track, and
- reinstating the Sentencing Advisory Council to inform and educate the public about the role of the courts and justice system.

You can read more about our future direction in the performance chapters of this annual report on pages 15 to 90.

In 2015–16 we also farewell our colleagues in the Office of Fair and Safe Work Queensland, who transition to Queensland Treasury under a new name, the Office of Industrial Relations, from 1 July 2015. I would like to thank Dr Simon Blackwood, his management team and staff for their dedication to building safer and fairer workplaces and communities for Queenslanders. It has been a great pleasure working with Simon and his team and I wish them all the best for the future with Queensland Treasury.

## Thank you

Delivering great services to Queenslanders would not be possible without taking the time to reflect on the way we work, what we do well, and also looking at what we can do better. Feedback from our workforce helps us to measure our successes and address areas in need of improvement.

During the year we sought and listened to the views of our workforce through the Working for Queensland Employee Opinion Survey (EOS). The 2014 EOS results helped guide us in determining where improvements were needed, and we took positive steps over the year to develop action plans to address key focus areas identified in the survey results.

We want all employees to be proud of working for our department, motivated to perform at their best and enjoying what they do. I'd like to thank my colleagues for taking the time to tell us their views and helping to shape a better department we're all proud to be a part of.

Our achievements would not be possible without our leadership team and staff, who continue to show commitment and innovation in their work. I would like to thank my colleagues for their efforts and dedication in providing high-quality services to Queenslanders. Each day we are faced with new challenges, issues and opportunities. Our strong workforce enables us to embrace these challenges and continue to serve the Queensland community with excellence in performance, accountability and integrity into the future. I would also like to acknowledge and thank the previous Director-General, John Sosso, for his leadership and commitment to the department in 2014–15.

Finally, I would like to thank the department's many service delivery partners for their contributions, as well as the dedicated volunteers that generously support our department and our clients.



David Mackie  
Director-General  
Department of Justice and Attorney-General



# Our department

## **The Department of Justice and Attorney-General is the government agency responsible for:**

- administering justice in Queensland, including youth justice and custodial, probation and parole services
- providing services to support a fair industrial relations system, safe work environments and improved personal and public electrical safety
- providing Queensland businesses and consumers with information and advice about their rights and responsibilities and investigating complaints about unfair business practices
- promoting the economic development and responsible management of Queensland's liquor industry
- maintaining the integrity and probity of the gambling industry in Queensland and ensuring the community benefits from gaming machine gambling.

## **The department's key priorities and initiatives are:**

- enhancing the accountability, openness and effectiveness of Queensland's institutions and systems
- delivering effective laws and other responses that strategically target criminal behaviour
- delivering responses to alcohol-fuelled violence that help to keep the community safe
- improving regulatory and consumer protection services

across the liquor, gaming and general services sectors that protect the community and support business and not-for-profit organisations to get on with the job

- delivering an effective youth justice system which reflects contemporary best practice in the management of juvenile offenders and their families, with a focus on prevention and rehabilitation, and
- continuing to manage prisoners in custody and offenders in the community safely, and ensuring Queensland's record of preventing escapes from secure prisons is maintained.

## **While many services are delivered in and around Brisbane, the department also has a strong presence throughout regional Queensland:**

- The Queensland Courts Service provides all Queenslanders with direct access to Queensland's justice system. Queenslanders in regional areas also have access to Queensland Government agencies to gain access and advice on state and federal government services.
- With a focus on delivering services to all Queenslanders, the Justices of the Peace (JPs) in the Community program has 217 signing centres across Queensland.
- Victim Assist Queensland court support officers are located in numerous courthouses throughout Queensland to ensure

victims of crime have access to the services they need.

- The Office of the Director of Public Prosecutions has chambers and sub-offices located throughout Queensland to represent the State in criminal cases.
- The Office of Fair and Safe Work Queensland provides workplace health and safety services, electrical safety services and industrial relations services throughout Queensland to keep workplaces and communities safe.
- The Office of Liquor, Gaming and Fair Trading offers a range of liquor licensing and regulation services in locations all across Queensland.
- Youth Justice Services provides a fair and balanced response to young people in contact with the justice system. This response holds young people accountable for their actions, encourages their reintegration into the community and promotes community safety.
- Queensland Corrective Services manages custodial and probation and parole services at locations across Queensland.

# Our services

## Criminal and Civil Justice

Criminal and Civil Justice contributes to a fair, safe and just Queensland through courts, tribunals, coronial and prosecution services. This service area also provides state-wide Justice of the Peace services and civil and criminal mediation services. It contributes to improved service delivery by providing community access to fair, timely and affordable justice services.

## Fair and Safe Work

Fair and Safe Work contributes to a fair, safe and just Queensland by providing workplace health and safety services, advice and standards to keep Queenslanders safe at work and developing standards and strategies for electrical safety and improved electrical safety performance. This service area also provides workers' compensation policy advice and industrial relations framework support for the Queensland private sector to help make Queensland a fairer and more just place to work.

## Legal

Legal provides independent legal services for public sector agencies and the State. It also develops and coordinates proposals for justice related legislation and provides advice on law reform and justice policy. This service area contributes to a fair, safe and just Queensland.





## Human Rights Protection

This area contributes to a fair, safe and just Queensland by supporting victims of crime and protecting the rights and interests of vulnerable adults and children. Guardianship and victim of crime services uphold the rights of vulnerable Queenslanders and ensure they are treated fairly and justly. Births, deaths and marriages registration services protect access to individual legal and social rights through validated identity documents.

---

## Liquor, Gaming and Fair Trading

Liquor, Gaming and Fair Trading provides regulatory and consumer protection services across the liquor, gaming, and general services sectors to contribute to a fair, safe and just Queensland. It encourages marketplace and industry integrity, fosters business and consumer confidence and implements initiatives that reduce the risk of harm from liquor and gambling.

---

## Youth Justice

Youth Justice helps to make Queensland fair, safe and just by providing early intervention, statutory youth justice and detention services to hold young people accountable for their actions, encourage their reintegration into the community and promote community safety.

---

## Custodial

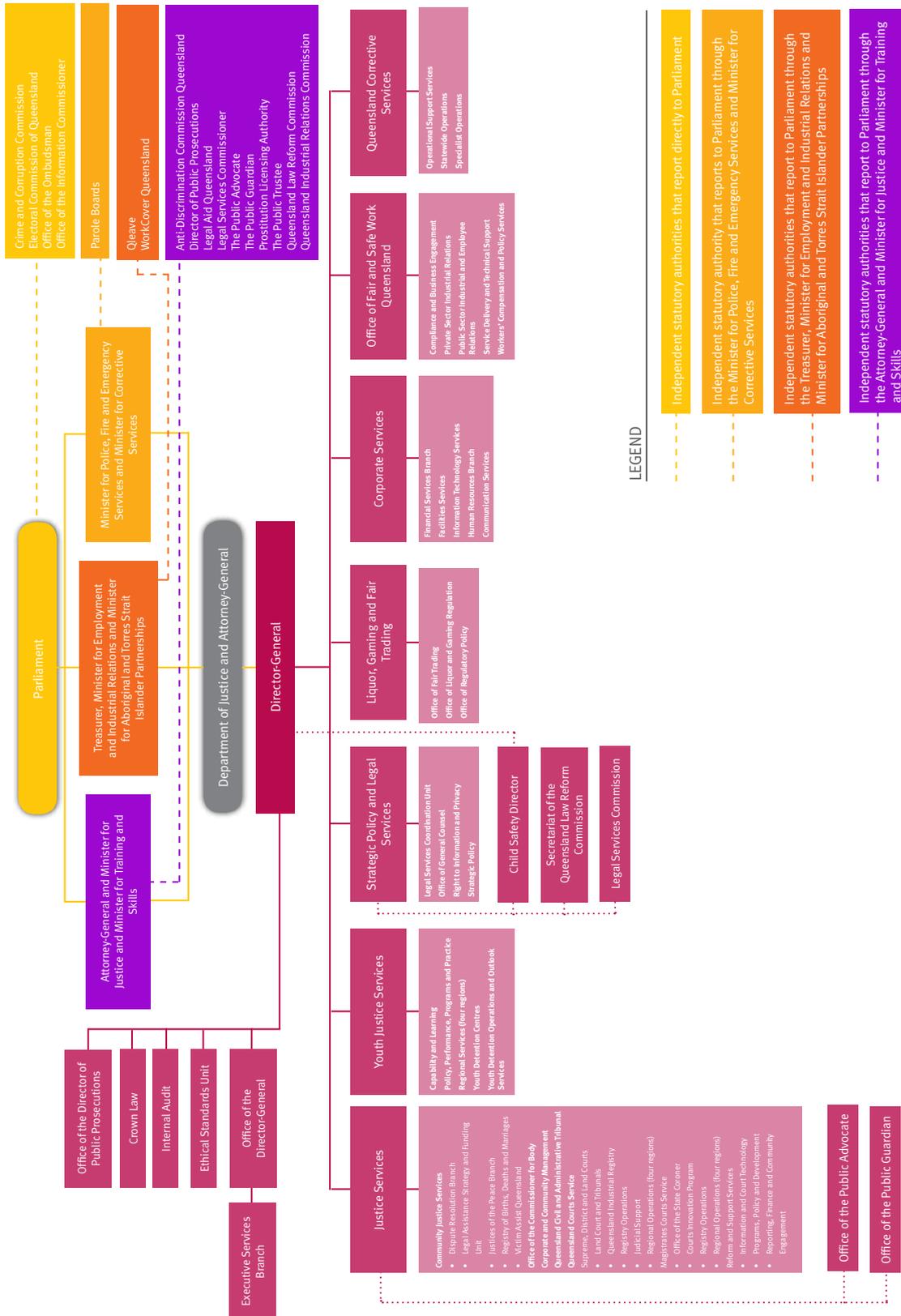
Custodial contributes to a fair, safe and just Queensland by managing Government-run and privately operated custodial facilities and supporting the rehabilitation of offenders within and outside its facilities. It assists crime prevention through the humane containment, supervision and rehabilitation of offenders in correctional centres.

---

## Probation and Parole

Probation and Parole contributes to a fair, safe and just Queensland by providing supervision and rehabilitation of offenders in the community to reduce the likelihood of reoffence and targeting resource allocation depending on the offender's assessed level of risk.

# Organisational chart





# Planning, performance and reporting

## **Our contribution to the Queensland Government Response to *The Queensland Plan***

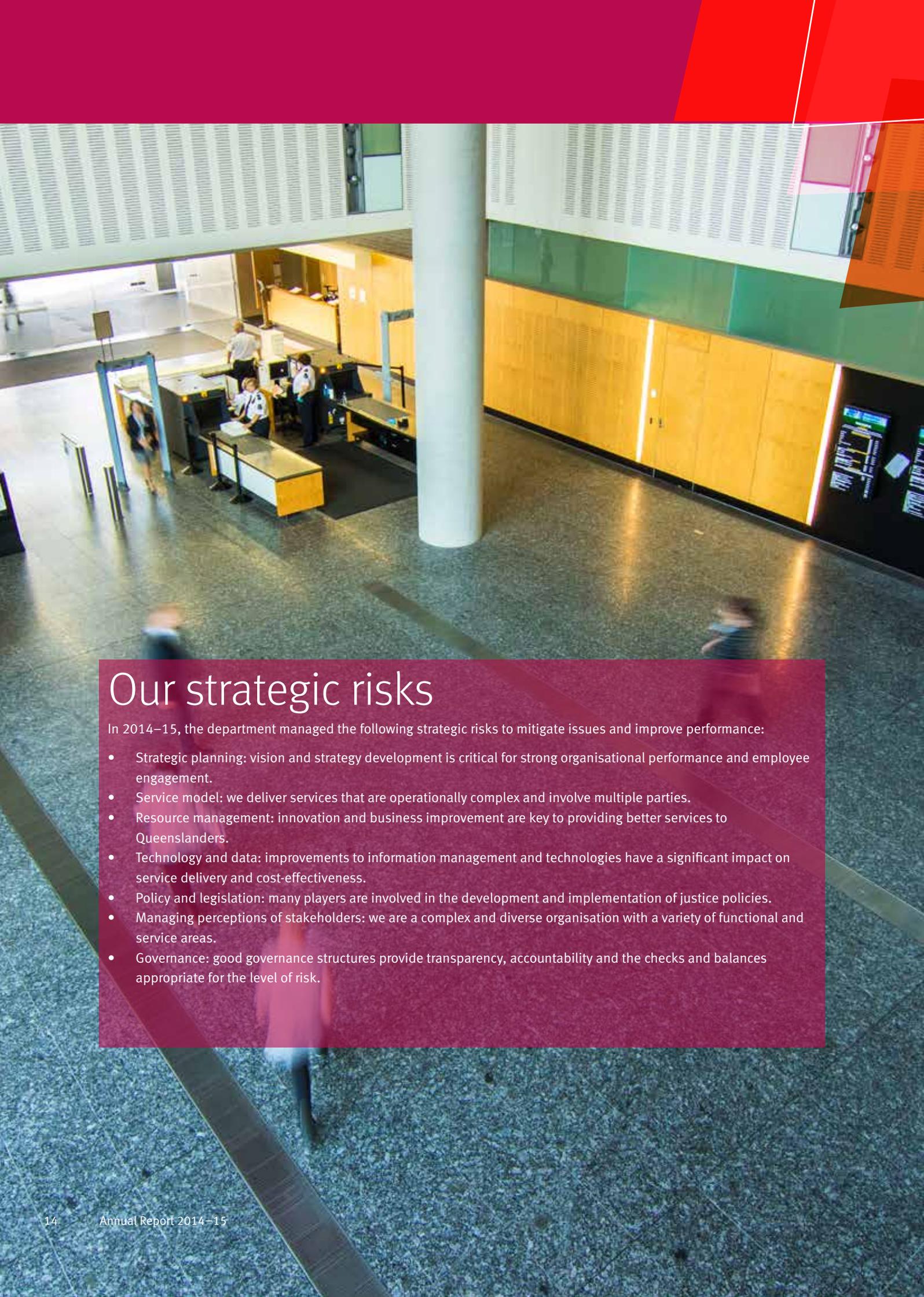
The Department of Justice and Attorney-General's policies, programs and services align with the Queensland Government Response to *The Queensland Plan* (the Government Response). The Government Response supports the Government's objectives for the community and identifies the priorities and key initiatives that will contribute to implementing Queenslanders' vision.

The department supports the Government's objectives of: Creating jobs and a diverse economy; Delivering quality frontline services; and Building safe, caring and connected communities.

To support these objectives, during 2014–15 the department:

- worked with business and industry to achieve a significant reduction in workplace fatalities and severe injuries in high risk industries
- restored fairness at work for State Government employees
- established the Office of the Public Guardian
- continued and expanded the use of videoconferencing
- made more services available online
- continued to improve services for regional and remote communities in Queensland
- established measures to target organised crime in Queensland
- implemented initiatives to address alcohol-fuelled violence in and around licensed premises in Queensland
- continued programs to reduce the likelihood of offending and reoffending, and
- continued to protect consumers in the marketplace.

More information about our policies, programs and services can be found in the performance chapters of this report on pages 15 to 90.



## Our strategic risks

In 2014–15, the department managed the following strategic risks to mitigate issues and improve performance:

- **Strategic planning:** vision and strategy development is critical for strong organisational performance and employee engagement.
- **Service model:** we deliver services that are operationally complex and involve multiple parties.
- **Resource management:** innovation and business improvement are key to providing better services to Queenslanders.
- **Technology and data:** improvements to information management and technologies have a significant impact on service delivery and cost-effectiveness.
- **Policy and legislation:** many players are involved in the development and implementation of justice policies.
- **Managing perceptions of stakeholders:** we are a complex and diverse organisation with a variety of functional and service areas.
- **Governance:** good governance structures provide transparency, accountability and the checks and balances appropriate for the level of risk.

# Queensland is safe

The department plays a significant role in keeping Queenslanders safe—at work, at home and in their communities. Every day we are working to make Queensland workplaces safer and healthier, and keep Queensland homes and communities safe from the risk of hazardous materials and electrical harm.

We are also making Queensland safer by implementing strategies to crack down on serious and organised crime, reduce crime and reoffending and securely contain and supervise offenders.

We run programs to minimise the risk of harm from alcohol use and gambling, protect consumers and business against unsafe products and unethical behaviour and minimise disputes and violence. Our role in protecting the safety of Queenslanders includes protecting the most vulnerable in our community, especially adults with impaired decision making capacity and vulnerable children.

## Performance Indicators

- ✓ Escape and assault rates (adults and young offenders)
- ✓ Progress of workplace, community and product safety programs
- ✓ Number of vulnerable adults protected and number of vulnerable children and young people assisted
- ✓ Reduction in:
  - reoffending (adults and young offenders)
  - workplace injuries and incidents
  - injuries and incidents caused by electricity

## Keeping Queensland safe in 2014–15

### Court programs to reduce the likelihood of reoffending

The Magistrates Court Indigenous Sentencing List is a bail-based process used to connect Aboriginal and Torres Strait Islander defendants with government and non-government service providers and support agencies to address the underlying causes of their offending behaviour. Unemployment, drugs and alcohol abuse are significant factors in offending for Indigenous people.

The Indigenous Sentencing List, which operates at 13 locations across the state, gives opportunities for elders, Community Justice Groups and families to participate in the sentencing process. The Community Justice Groups support the Indigenous Sentencing List by providing submissions and making recommendations to the court on behalf of defendants. The magistrate is able to consider steps taken by defendants to address the underlying causes of their offending.

In 2014–15, 279 defendants were referred to support services and programs under the Indigenous Sentencing List process.

Queensland Courts Referral is a bail-based process to refer defendants to services outside the criminal justice system (provided by non-government organisations and government agencies) to address the underlying causes of their offending behaviour and reduce the likelihood of long term reoffending. Queensland Courts Referral operates in eight locations across the state.

Eligible defendants are referred to a service provider as a condition of bail, and reports on their engagement may be taken into account in sentencing. Eligible defendants are those with drug and/or alcohol dependency, mental illness, intellectual disability, cognitive impairment, or who are homeless or at risk of homelessness, and who are on bail or eligible for bail.

In 2014–15, 127 defendants were referred to support services and programs under the Queensland Courts Referral program.

### Public Guardianship

The Office of the Public Guardian (OPG) is an independent statutory body that protects the rights and interests of vulnerable Queenslanders, including adults with impaired capacity to make their own decisions. The OPG commenced on 1 July 2014 in response to recommendations made in the report *Taking responsibility: A Roadmap for Queensland Child Protection* by the Child Protection Commission of Inquiry.

The OPG combines the roles previously undertaken by the Adult Guardian and Child Guardian, and has special responsibilities to support and protect the rights of children and young people in the child protection system.

By combining these two roles, the OPG is well positioned to protect the rights and wellbeing of vulnerable adults with impaired decision-making capacity, as well as children and young people in out of home care, residential care, and youth detention.

In 2014–15, the Office of the Public Guardian conducted more than 2,200 visits to adult guardianship clients and 30,849 visits to children and young people.

In 12,373 instances, child advocates raised an issue on behalf of children and young people.

The Queensland Civil and Administrative Tribunal (QCAT) may appoint the Public Guardian to make personal decisions on behalf of adults with impaired capacity, including decisions related to accommodation, health care and service provision.

In 2014–15, the Public Guardian:

- delivered guardianship services to approximately 2,900 people
- had more than 2,300 active clients
- received approximately 750 new guardianship appointments from QCAT, and
- ceased acting as guardian in approximately 615 cases.

In 2014–15, the Public Guardian:

- made approximately 1,620 adult guardianship decisions
- commenced approximately 201 adult investigations, and
- made more than 1,320 adult healthcare decisions.

## Health care decisions

The Public Guardian acts as a statutory health attorney of last resort, to make health care decisions for an adult with impaired capacity when there is no one else readily available and culturally appropriate to do so.

The Public Guardian has the power to:

- consent to the withdrawal or withholding of life sustaining measures, or
- override a family's health care decision if they are acting contrary to the health care principle or are not making decisions which are in the individual's best interests.

The Public Guardian may act as attorney for personal or health matters for any Queenslanders who appoints the Public Guardian under an enduring power of attorney or advance health directive.

In 2014–15, the Public Guardian:

- made approximately 515 decisions as statutory health attorney of last resort
- made more than 805 health care decisions as guardian attorney appointed for health care
- made approximately 115 decisions to withdraw or withhold life sustaining measures
- overturned no guardian/attorney's health care decisions, and
- held approximately 2,170 appointments as attorney under enduring documents, a 6 per cent increase on the previous year.

## Queensland Civil and Administrative Tribunal's child-inclusive and age appropriate practices

In 2014–15, the Queensland Civil and Administrative Tribunal (QCAT) responded to recommendations made in the report *Taking responsibility: A Roadmap for Queensland Child Protection*. The report recommended QCAT consider the following areas:

- child-inclusive and age-appropriate processes, for example increased use of child and youth advocates
- timely consideration to reduce unnecessary delays and dismissal of matters, and
- publication of outcomes achieved through the compulsory conferencing process.

In 2014–15, QCAT managed almost 300 applications for children and young people matters (a 16 per cent increase from 2013–14).

In 2014–15, QCAT responses included:

- increasing the use of advocates, providing child protection training for new tribunal members and holding stakeholder forums for government and non-government groups
- improving monitoring and effective case management to meet benchmarks for time to hearing following an application, and
- developing improved reporting mechanisms for compulsory conferences for children and young people and participants and the provision of a written agreement if issues are resolved.

QCAT uses compulsory conferences to resolve matters without the need for a tribunal hearing and to clarify issues for resolution. In 2014–15, 61 per cent of matters relating to children and young people used a compulsory conference to resolve or partially resolve the matter.

## Mornington Island Restorative Justice Project

Since 2008, the Mornington Island Restorative Justice Project has been working with families and elders on Mornington Island to develop and deliver mediation and peacemaking services that recognise and respect traditional culture and conform to the requirements of the more formal justice system.

The project is a partnership between the Dispute Resolution Branch and the local Community Justice Group which has managed the service locally since 2012 and is funded by the Commonwealth.

A formal external evaluation commissioned by the Commonwealth in 2014 noted that 91 per cent of participants felt safer because mediation was happening on Mornington Island.

## Family Action Plans

The Family Action Plan (FAP) trial is a family-centred, multi-agency, collaborative response delivered to high risk young people engaged in the youth justice system and their families.

The FAP trial is based on a single case plan/lead work approach to enable comprehensive and timely responses from participating agencies and local organisations. FAP participants work to identify and address issues contributing to

offending and impacting on young people and their families. Actions developed in the FAPs may include providing support with re-engaging in education or employment, obtaining stable accommodation and addressing complex mental health needs or antisocial attitudes.

Since the introduction of the trial, FAPs have been initiated with close to 40 families across Townsville, Mount Isa, Gold Coast and Aurukun.

Early outcomes for families and young people involved include decreases in substance misuse, increased engagement with education and training, improved family relationships, housing stability, improvements in attitudes and behaviour of young offenders and reduced contact with the justice system.

## Youth Boot Camps

The department trialled two youth boot camp models:

- sentenced youth boot camp (SYBC) for Far North and North Queensland providing courts with a sentencing option as a diversion from detention, and
- early intervention youth boot camp (EIYBC) in Gold Coast, Rockhampton and Fraser/Sunshine Coast, targeting young people who are not yet offending but showing clear signs that they will engage in offending behaviour without any early intervention.

The goal of youth boot camps is to make communities safer by:

- reducing youth offending
- improving opportunities for young people at risk of offending to find employment
- supporting re-engagement with education, and
- improving young people's relationships with family and community.

As at 30 June 2015, 184 young people have commenced the EIYBC programs. Of these:

- 134 have successfully completed the program
- 20 withdrew or were excluded from the program, and
- 30 were currently participating in the program.

As at 30 June 2015 there have been 101 commencements, by 74 individuals, of the SYBC program. Of these commencements:

- 37 had completed the program
- 26 had not completed the program, and
- 38 were currently participating in the program.

An independent evaluation of the youth boot camp trial was commissioned in 2014–15. The evaluation (completed in August 2015) considered a range of research methods to collect information, including a review of relevant literature, analysis of administrative data, focus group discussions with key stakeholders and program participants, and analysis of pre and post- program psychometric assessments. The Government considered the evaluation report in making a decision about the future of the youth boot camp trial programs.

Specifically, the evaluation:

- determined whether the trial meets program objectives
- identified any challenges or strengths in implementation that inhibited or promoted the achievement of the goals of the trial
- determined whether the EIYBC or SYBC programs are effective in breaking the cycle of crime and contributed to positive outcomes for young people and their families, and
- informed decision making about the future of the trial youth boot camp programs.

## Youth detention

The department is responsible for the security and management of detention centres and the safe custody and wellbeing of children in detention under section 263 of the *Youth Justice Act 1992*. The department is committed to protecting and promoting the safety of young people and staff in youth detention centres.

The recent unprecedented growth in the number of detained young offenders has contributed to a more challenging dynamic in centres, and between young offenders. This dynamic has potential to lead to violence and assaults and the department is working to minimise these incidents through prevention and de-escalation strategies, mandatory staff training and effective management practices.

We are developing and introducing a range of strategies aimed at reducing the incidence of assaults and violence within Queensland youth detention centres, including:

- developing a more robust, evidence-based process to identify and manage young people in detention who pose a safety and security risk
- developing a targeted and evidence-based incident reduction strategy aimed at systematically reducing incidents of violence in youth detention centres
- trialling body worn cameras for operational staff
- continued implementation of the protective actions continuum training to assist staff to better respond to potential aggressive behaviours and mitigate risk of injury, and making this training mandatory for staff, and
- investigating and incorporating the use of trauma-informed approaches across all aspects of the business, to deliver tailored programs and models that address the unique needs of trauma impacted young people.

Ongoing monitoring and analysis of performance by detention centres continues to guide the refinement of practice and management strategies to further reduce the incidence of assaults in the detention environment.

## Domestic and family violence reforms

On 28 February 2015, the *Domestic and Family Violence Protection Rules 2014* commenced, ensuring court processes are more efficient and to maximise the safety, protection and wellbeing of people who are in fear of or experience domestic violence.

Key features of the rules include:

- avoiding unnecessary and burdensome procedural requirements
- the use of forms and language that is easily understood by parties
- consistency in process, and
- efficiency and timeliness of resolution for applications before the court.

## **Implementation of recommendations from the Child Protection Commission of Inquiry**

On 22 August 2014, five additional specialist Childrens Court magistrates were appointed in key Queensland locations dealing with child protection matters effectively as a part of the Childrens Court reforms.

A Court Case Management Committee (CCMC), chaired by the President of the Childrens Court was established. The CCMC delivered two reports, making recommendations to assist in the development of a court case management framework for child protection matters. The objective of the case management framework is to support the court to actively manage a child protection proceeding to achieve fair, timely and consistent outcomes that ensure the safety, wellbeing and best interests of children are met.

## **Queensland Organised Crime Commission of Inquiry**

On 1 May 2015, the Queensland Organised Crime Commission of Inquiry (the Commission) commenced, with Michael Byrne QC appointed as the Commissioner.

The Commission was established to consider the following matters:

- the extent and nature, and economic and societal impacts (including impacts on individuals) of organised crime in Queensland
- the extent to which entities involved in organised crime use, or provide the services of, activities that enable or facilitate organised crime in Queensland with particular emphasis on identified key enablers
- the adequacy and appropriateness of the current responses of the Queensland law enforcement, intelligence and prosecution agencies to prevent and combat organised crime in Queensland, including through the recovery of proceeds of crime
- the adequacy of current cross-jurisdictional arrangements, including the effective cooperation of Queensland law enforcement agencies with Commonwealth law enforcement agencies
- the adequacy of current legislation and resources available to law enforcement, criminal intelligence and prosecution agencies in Queensland to prevent and effectively investigate and prosecute organised criminal activity, including the recovery of proceeds of crime, and
- the likely future trends in organised crime, including involvement in emerging illicit and legitimate markets.

The Commissioner is required to deliver the full report and recommendations to the Premier of Queensland by 30 October 2015.

## **Taskforce on Organised Crime Legislation in Queensland**

The Taskforce on Organised Crime Legislation (the Taskforce) has commenced as part of the Queensland Government's commitment to combat all aspects of organised crime, not just criminal motorcycle gangs.

The Taskforce is chaired by retired Supreme Court Judge, the Honourable Alan Wilson, and includes representation from the Queensland Law Society, the Bar Association of Queensland, the Queensland Police Commissioned Officers' Union, the Queensland Police Service and other Government agencies.

The Taskforce will review the large body of legislation targeting criminal motorcycle gangs, including the *Vicious Lawless Association Disestablishment Act 2013*. In formulating its recommendations, the Taskforce will take into account the findings of the Queensland Organised Crime Commission of Inquiry. The Taskforce is due to report back to the Government by 18 December 2015.

## Safe night out precincts

From August 2014, the Office of Liquor and Gaming Regulation has participated in the roll out of measures to address alcohol-related violence and to restore responsible behaviour in and around licensed premises in Queensland.

In 2014–15, the Office of Liquor and Gaming Regulation:

- prescribed 15 safe night precincts across the state
- contributed to the formation and incorporation of local boards within safe night precincts to assist with precinct management
- reviewed the number and type of licensees in safe night precincts with existing very-late-night trading licences, and
- developed a system for the state-wide distribution of details of persons who are subject to a police or court banning order.

These changes aim to encourage the safe and effective local management of key entertainment precincts across the state.

Incorporated local boards for safe night precincts may apply for up to \$50,000 in seed funding to assist with their establishment and management. In addition, each board can access additional operational funding from a grant pool of \$8 million to assist with supporting ongoing initiatives.

Operational grants may be for a range of initiatives, including improved lighting, signage or CCTV equipment. A grant could also be provided for other initiatives identified for individual areas, such as assisting to achieve the precinct board's objective of promoting the responsible service and consumption of alcohol and minimising the risk of alcohol-related harm and associated violence in the area.

As at 30 June 2015:

- stakeholders in 12 of the 15 safe night precincts have formed an incorporated association, and 11 were prescribed in the Liquor Regulation 2002 as the local board for the precinct. The Office of Liquor and Gaming Regulation continues to work cooperatively with stakeholders in the remaining three precincts regarding the formation of local boards
- eight local boards have applied for seed funding
- \$60,000 has been allocated to support the implementation of local boards, and
- 12 applications for operational funding have been received to support local initiatives. No grants have been paid due to outstanding requests for required information.

## **Minimising the risks of problem gambling**

The Queensland Government encourages responsible gambling and alerts the community to the risks of problem gambling through education and awareness activities. Educational material is available for use in gambling venues and for distribution in community-based settings.

In 2014–15, updated in-venue player information materials were distributed to all Queensland gambling providers, complementing the existing problem gambling resources in venues. These materials included information on the odds of winning and exclusion provisions.

The Office of Liquor and Gaming Regulation also works with INFO-MED, a Queensland medical patient information service supplier, to supply general practice surgeries with problem gambling materials.

## **Product safety initiatives**

Each year the Office of Fair Trading coordinates a state-wide marketplace surveillance program. This serves a number of purposes, including:

- educating retailers, wholesalers and importers about selling safe products and complying with safety standards
- preventing ‘at risk’ traders, such as new entrants into the marketplace, from selling unsafe goods
- assisting small businesses in developing compliance plans that act as a safeguard against inadvertently stocking and selling unsafe goods
- ensuring safety standards are being complied with, and
- ensuring no banned products are being supplied.

The marketplace surveillance program involves inspectors conducting random ‘spot checks’ at retail premises, warehouses and importers. During 2014–15, 772 compliance spot checks were conducted, resulting in 46 enforcement actions.

Business education is a vital component of the surveillance program and the vast majority of traders are keen to take on board recommendations to avoid breaching safety standards.

In 2014–15, the Office of Fair Trading also played an active role in the national product safety compliance project for the newly introduced mandatory safety standard for portable pools. This project had an integrated approach which included research, marketplace surveillance and industry awareness raising, and culminated in a funded consumer education campaign conducted by the Royal Life Saving Society on behalf of fair trading agencies.

## **Reducing workplace fatalities and severe injuries in high-risk industries**

For the second successful year, Queensland has recorded a reduction in work-related traumatic fatalities. The number of Queensland workers fatally injured in the workplace has reduced by 21.3 per cent from 2008–09. Workplace Health and Safety Queensland continues to focus on high-risk industries, targeting those that have workers’ compensation claim rates that are significantly higher than other industries including construction, manufacturing, transport and agriculture services.

## Reduction in numbers of compensated injury and musculoskeletal claims

The Australian Work Health and Safety Strategy 2012–22 provides a basis for sustainable, safe and healthy work environments, aiming to reduce the number of people hurt or killed at work.

The most recent Comparative Performance Monitoring Report released by Safe Work Australia in October 2014 reports the incidence of compensated injury and musculoskeletal claims has decreased by 18.7 per cent in Queensland from the period of 2000–03 to 2011–12. Additionally, the number of claims have reduced from 16.6 claims per 1,000 Queensland employees in 2000–03 to only 13.5 claims per 1,000 Queensland employees.

Significant reductions in the incidence of severe injuries in high-risk industries have occurred over the six years from 2008–09 to 2012–13. Reductions achieved were:

- construction—30.5 per cent
- manufacturing—25.9 per cent
- agriculture—16.6 per cent, and
- transport—15.9 per cent.

These reductions lead to an overall reduction of 15.4 per cent in the serious work-related injuries rate between 2008–09 and 2014–15.

## CASE STUDY — A CLEAN SHEET: HOLY CROSS LAUNDRY

The Holy Cross Laundry was founded in 1889 by the Sisters of Mercy and specialises in providing a laundry service for medical, surgical, health and aged care organisations, including the major private hospitals in the Brisbane area. The laundry employs approximately 150 people, including approximately 40 individuals with an intellectual disability.

The IPaM initiative assisted the Holy Cross Laundry to reduce workplace risks, improve their injury prevention and reduce their claim costs.

Queensland advisors performed an on-site assessment of the laundry, providing a number of recommendations for the employer to address. The IPaM recommendations formed the basis of the Holy Cross Laundry's IPaM improvement plan, including key industry comparison performance indicators. As a result of strategies implemented, Holy Cross Laundry reduced their claims by 85 per cent over two years.

The Holy Cross Laundry achieved an 85 per cent reduction in their WorkCover claims by:

- consulting with staff through a survey on workplace health and safety issues

- conducting risk assessments on all equipment and taking corrective actions for identified risks
- redesigning or introducing new equipment and workspaces
- retraining staff on how to be safe in the workplace, and
- creating opportunities for staff to openly discuss work situations with management.

Before introducing the new strategies, the laundry's WorkCover history and culture needed to improve. Their annual WorkCover claims were growing to become more than the laundry's annual surplus.

In 2015, Bob Campbell from Holy Cross Laundry stated that he believes the fall in the WorkCover claims and the fall in the risk of injury are indicative of the cultural change that's occurred within the organisation. Bob continues to say "workplace health and safety improves your bottom line."

The full interview with Holy Cross Laundry can be accessed at:

<https://www.worksafe.qld.gov.au/forms-and-resources/films/a-clean-sheet-the-holy-cross-laundry-story>

## Injury Prevention and Management

The Injury Prevention and Management (IPaM) initiative works with selected employers to ensure systems are in place to prevent workplace injury and, if employees are injured, to return them to meaningful and appropriate work as soon as practical. Selected employers experienced higher workers' compensation rates and costs in comparison to other employers with businesses of similar size and nature.

Queensland advisors work closely with businesses, undertaking multiple on-site visits, to identify and address issues in safety and their injury management systems.

As at 30 June 2015, approximately 204 businesses have completed the IPaM initiative, with a further 511 businesses currently working with advisors. Workers' compensation data shows positive trends in reducing claims and costs for businesses participating in the IPaM initiative and overall costs for the workers' compensation scheme.

Organisations participating in the program as at 30 June 2015 experienced the following workers' compensation scheme reductions:

- 12 per cent reduction in statutory claim numbers, compared to an overall reduction of 7 per cent across the scheme
- 17.6 per cent reduction in claim frequency (per million dollars of wages) compared to the scheme decrease of 10.4 per cent, and
- 12.1 per cent reduction in total statutory costs, compared to a scheme decrease of 0.1 per cent.

## Safety advocates

Workplace Health and Safety Queensland has published seven case study films featuring the stories of people who have been injured or killed at work. The films explore the impacts on family members, friends and work mates, as well as the workers themselves. Workplace Health and Safety Queensland enlists the film's participants - Jed Millen, Tiffany Ward, Bill Martin, Gavan McGuane, Garry Nicholls and Julie and Don Sager - as safety advocates who visit workplaces to share their stories at toolbox talks and safety meetings.

In 2014–15:

- the safety advocates visited 34 workplaces and spoke at 67 events
- 2,490 hard copy DVDs of the case study films were distributed to industry
- the case study films were watched more than 4,000 times online, and
- the safety advocate web page was visited more than 8,000 times.

## Safety Ambassador

National Rugby League legend and Channel 7 commentator Shane Webcke is the Queensland Safety Ambassador. He raises the profile of work health and safety as an important issue for industry and the community.

Shane's mechanical engineer father was killed while working to fix heavy machinery on a farm, so Shane has a very personal commitment to work health and safety and he is passionate about everyone taking responsibility for it. He is also an employer with strong ties to the Queensland rural community.

During Safe Work Month in October 2014, Shane spoke to more than 2,000 Brisbane CBD workers at the King George Square community breakfast. In July 2015, Workplace Health and Safety Queensland launched a case study film about the impact his father's death had on him, his football career and his family.

### ***Work safe for the moments that matter* advertising campaign**

Workplace Health and Safety Queensland ran the *Work safe for the moments that matter* advertising campaign from September to October 2014 to raise awareness of the importance of work health and safety. The campaign incorporated television, radio, online and print advertising.

The advertisements showed different workers at the start and end of their working days, finishing with moments that were special for each of them. It prompted people to consider work safety and think – 'if I want to keep experiencing these moments in my life, I need to be safe at work'.

Pre-campaign research surveyed 502 people using an online questionnaire. Post-campaign, 342 people were surveyed. Eighty-three per cent of influencers (people with a direct influence on other people's attitudes and behaviours - in this case workers' parents, partners, friends and colleagues) rated work health and safety as 'very important' - an increase of 8 per cent. There was also a 5 per cent increase in these people reminding their family and workmates to work safely.

Eighty-eight per cent of employers would 'possibly' or 'definitely' follow up on concerns about workplace risks and implement solutions to address workplace hazards—an increase of 4 per cent.

The online components of the campaign performed exceptionally well, and results showed that:

- the adverts appeared 10.8 million times on Facebook, with an average click through rate of 0.21 per cent, well above the average click through rate for standard display media of 0.06 per cent.
- on Google the click-through rate was 5.93 per cent, well above Google's average rate of 1.5 per cent, and
- YouTube advertisements were watched approximately 1.3 million times. Of these, the advertisement was watched through to the end 221,000 times (or 17 per cent of views).

Workplace Health and Safety Queensland received 1,085 new Facebook likes during the campaign – a 130 per cent increase, exceeding the campaign objective of 20 per cent. This represents user interaction that is sustained beyond the life of the campaign.

### **Safe Work Month**

Safe Work Month takes place annually in October, encouraging all working Queenslanders to get involved in health and safety at their workplaces.

In 2014–15, approximately 3,575 people attended 38 Safe Work Month events across the state. Feedback from participants showed that:

- 99 per cent of information session attendee respondents said the sessions were useful and relevant
- 91 per cent of the Work Health and Safety Symposium attendees rated the program and speakers as either four or five out of five, and 71 per cent found the panel session 'informative' or 'extremely informative'
- 93 per cent of breakfast attendees said they gained a better understanding of the advisory and compliance role of Workplace Health and Safety Queensland
- 89 per cent said the information provided would enable them to improve health and safety in their workplace
- 82 per cent gained a better understanding of injury prevention and management

- 87 per cent said they would seek out work health and safety networks, and
- 90 per cent said they would make changes or improvements based on the information they received.

## Researching workplace health and safety induction costs to businesses

Workplace Health and Safety Queensland is conducting research into the ongoing costs associated with induction training for businesses that contract to both the mining and non-mining sectors.

Stakeholders raised concerns about the induction training program including duplicated or inconsistent training, which is both costly and burdensome for small businesses contracting out to multiple sites, or for people working in remote locations.

Induction training for contractors working on multiple sites can mean the contractor experiences considerable off site working time to meet the induction requirements, resulting in a significant cost-burden for contractors.

In 2014–15, Workplace Health and Safety Queensland developed and provided a survey to Queensland Transport operators regarding the induction training process. The outcome of this survey will inform future training programs.

## Small Business Program

Businesses employing fewer than 20 people represent more than 96 per cent of Queensland businesses, and employ approximately 50 per cent of all private sector workers. The Small Business Program is dedicated to educating and supporting small businesses to manage their health and safety risks, and assisting small business operators to foster a culture of workplace health and safety in their operations.

In 2014–15, the Small Business Program achieved the following:

- 151 workshops with 1,284 participants
- 100 per cent of participants in basic safety management systems workshops gave a satisfaction rating of high or very high
- 283 workplace consultations, and
- 64 other services such as presentations, tool box talks or group coaching.

In 2014, the Small Business Program formed the Industry Partnership Program, which adopts a collaborative approach with industry groups to provide targeted services and tools to small businesses. The partnership program utilises the contacts and resources of both Workplace Health and Safety Queensland and the industry body to provide an assistance program tailored to the industry sector.

In 2014–15 the Small Business Program focused on the high risk construction sector through partnerships with Master Electricians Australia and the Queensland Master Builders Association. These partnerships resulted in 17 industry specific workshops throughout the state, delivered by Small Business Program advisors and regional association staff.

## Electrical safety initiatives

The Electrical Safety Office undertakes a range of compliance and engagement activities with electrical contractors, electrical workers, other duty holders and the community to reduce the rate of serious electrical incidents in Queensland. The Office has initiated electrical safety workshops to engage with electrical contractors. Each workshop involves a group of eight to ten electrical contractors and provides participants with an opportunity to engage with electrical safety inspectors.

In addition, the Electrical Safety Office conducts one-on-one safety meetings with new electrical contractors. These meetings focus on increasing the contractor's knowledge of electrical safety legislation and the resources available to assist them with their safety management systems.

Engagement initiatives also include presentations to electrical apprentices, attendance at community events like home shows, tool-box talks to electrical businesses and advisory sessions to electrical trades and members of the community on topics such as wiring rules, solar photovoltaic systems and disaster recovery. Audits of businesses in the electrical industry, householders and general industry were also undertaken as part of the annual Electrical Safety Compliance and Engagement program.

In 2014–15, the Electrical Safety Office Compliance and Engagement program achieved the following:

- Engaged more than 10,100 attendees at more than 1,000 events and individual engagements, including:
  - 90 workshops conducted in 35 locations attended by 450 electrical contractors, and
  - eight apprentice presentations to 168 apprentices at TAFEs and Group Training companies.
- Attracted 82 registrations for the new electrical contractor one-on-one program, with 48 safety meetings completed as at 30 June 2015.
- Delivered seven state-wide information sessions to electrical contractors during Safe Work Month in October and an electrical safety showcase in February.
- Provided advice to more than 4,100 people, such as electrical contractors, electricity entities, government, workplaces, industry bodies and members of the public at trade and community events.
- Completed 1,082 electrical safety and compliance audits on:
  - 475 electrical contractors, and
  - electricity entities, domestic safety switch installations, electrical equipment (both new and second hand) and general industry, such as air-conditioning installers, pool builders, and welding industries.

The success of the electrical safety workshop presentations is reflected by the 99 per cent overall participant satisfaction rate regarding the content, presentation, and activities in the sessions.

### ***Stay safer up there, switch off down here* advertising campaign**

During May to July 2014, the *Stay safer up there, switch off down here* campaign ran on television, radio, billboards and online, in response to the State Coroner's findings from the inquest into the deaths of three Queensland insulation workers that occurred in 2009 and 2010.

The campaign urged homeowners and tradespeople to turn off all the main power switches at the switchboard before going into the roof cavity. More than a million brochures were distributed in all major metropolitan newspapers and at hardware stores. The brochures contained stickers to be placed on ceiling manhole covers and switchboards reminding people to turn off the power before entering a ceiling space.

Post-campaign research conducted in August 2014 showed that after the campaign:

- 82 per cent of home occupiers would turn off or consider turning off the power before entering a ceiling space, and a further 15 per cent would not go up there at all, and
- 92 per cent of non-electrical tradespeople and 90 per cent of electrical tradespeople would turn off, or consider turning off, the power before entering a ceiling space.

The post-campaign awareness of the risks of electrical shock rose by:

- 13 per cent for electrical tradespeople
- 7 per cent for non-electrical tradespeople, and
- 10 per cent for home occupiers.

The campaign gained 35 per cent of all viewers' attention, excessively out-performing the Australian advertising benchmark of 12 per cent for attention grabbing.

### ***One safety switch may not be enough* advertising campaign**

In June 2015, the *One safety switch may not be enough* campaign was launched, urging Queenslanders to have electrical safety switches installed on every circuit in their home. The campaign will run until August 2015 on television, radio, social media, print and online.

Safety switches are insurance against electric shock and they shut off electricity supply when current leakage is detected. This avoids serious electric shock and possible electric burns by stopping the current flowing through a person.

The campaign's objectives are to achieve:

- 90 per cent awareness of safety switches amongst home occupiers (currently 84 per cent)
- 10 per cent increase in the number of home occupiers who are confident that safety switches protect them from electric shock (currently 80 per cent)
- 10 per cent increase in the number of tenants likely to request that additional electrical circuits within their home are protected with a safety switch (currently 47 per cent)
- 15 per cent increase in the number of ratepayers likely to protect other electrical circuits within their home with a safety switch (currently 44 per cent), and
- 10 per cent reduction in the number of home occupiers who believe they don't require additional safety switches because one safety switch is enough (currently 39 per cent).

Post-campaign research will be carried out in September 2015.

## Dangerous prisoners

Queensland Corrective Services (QCS) dedicates considerable resources to safely supervise and manage offenders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA). These offenders are closely monitored through 24/7 GPS tracking, surveillance, case management and intervention.

As at 30 June 2015, there were 140 offenders being managed under the DPSOA. Of these, 97 were under supervision in the community and 43 were in prison on interim or continuing detention orders, or pending release.

### Prisoner escape rates

The community relies on secure containment and supervision of prisoners. In 2014–15, there were no escapes from high security correctional centres.

## Assault rates

QCS staff are exposed to a wide variety of potential risks and hazards, especially as their jobs involve working with potentially dangerous individuals. QCS continues to work to reduce the number of prisoner-on-staff assaults through the Staff Assault Reduction Strategy (StARS). The strategy is based on five key components: risk, prevention, response, engagement and governance.

In 2014–15, QCS built on StARS by implementing its staff safety action plan, *Staying Safe*. *Staying Safe* is QCS's commitment to continuous improvement in delivering a safe workplace for all staff, with a zero tolerance for violence, in both the custodial and probation and parole environments.

In 2014–15, the rate of serious assaults on staff was 0.08, which was greater than the target rate of less than 0.02.

In 2014–15, the rate of assaults on staff was 0.25, which was greater than the target rate of less than 0.24. This was an improvement on the result from 2013–14 of 0.34.

## Changing offending behaviour – drug reduction strategies

For many offenders, substance abuse goes hand-in-hand with their offending behaviour. QCS provides programs and services, both in prison and in the community, to address substance abuse problems and stop the cycle of reoffending.

These programs include high intensity substance abuse programs using cognitive behavioural therapy to change antisocial thinking and behaviour associated with offending and substance abuse, and low intensity substance interventions aimed at providing offenders the skills to manage their substance abuse.

Positive Futures is a culturally-specific program designed for Indigenous offenders to help them address aspects of their offending behaviour, which may include substance abuse.

QCS also partners with community agencies to break the cycle of addiction. In 2014–15, the Salvation Army and Artius were contracted to deliver short substance-abuse programs in custody and at probation and parole locations. Alcoholics Anonymous also partners with QCS to coordinate support groups in correctional centres across the state.

At 30 June 2015, 896 prisoners had completed short substance-abuse programs in correctional centres, with an additional 134 completions for offenders on community orders. An additional 131 prisoners have completed an intensive substance-abuse program.

363 Indigenous prisoners and offenders on community-based orders have completed Positive Futures.

## Addressing Indigenous over-representation in corrective services

The department continues to employ a range of strategies to reduce the over-representation of Aboriginal and Torres Strait Islander offenders in Queensland correctional facilities.

During 2014–15, the daily average of Indigenous prisoners was 2,284 prisoners, which represented 31.9 per cent of the total prisoner population.

Opportunities for diverting offenders into community-based supervision are supported through the operation of probation and parole in Indigenous communities and remote areas of Queensland.

Approximately 23 per cent of offenders supervised on community based orders such as probation, parole and community service were Aboriginal and Torres Strait Islander people. Targeted offender programs are provided in correctional centres and the community to address substance abuse, family violence and sexual offending in a culturally appropriate manner, with the aim of reducing repeat offending.

## Changing offending behaviour through education strategies

Improving the ability of prisoners and offenders to find work is a key strategy to rehabilitate offenders. QCS provides literacy and numeracy courses, high school level education, and nationally accredited vocational education and training (VET) in all our correctional centres.

QCS purchases short VET courses to skill prisoners in prisoner-based service and industry employment and also accesses VET training through the Certificate III Guarantee, implemented from July 2014. Certificate level courses include: business, mining, engineering, warehouse and rural operations, horticulture, and fitness.

In 2014–15, there were:

- 7,346 enrolments in QCS purchased short VET courses
- 3,899 enrolments in QCS purchased literacy and numeracy programs
- 8,001 enrolments in Certificate III Guarantee funded VET courses which includes Foundation Skills, and
- 702 prisoners enrolled in high school and tertiary level courses.

## Sexual offender programs

QCS received additional funding to support the continued delivery of sexual offender programs in Queensland correctional facilities to reduce reoffending and protect the community.

At 30 June 2015 there were:

- 255 sexual offender program completions within correctional centres, and
- 140 sexual offending program completions in probation and parole.

## Prisoner re-entry services

In 2014–15, QCS continued to deliver prisoner re-entry services to reduce reoffending. The effective delivery of key services such as accommodation, employment, intervention and social support can help offenders to successfully re-enter the community and desist from crime.

QCS staff deliver transitional programs and services before release, and refer prisoners on to the *Offender Reintegration Support Service* and *Pathways2Employment* program, both of which are delivered by non-government organisations and support prisoners before release, and as they reintegrate back into the community

At 30 June 2015, 3,877 prisoners had participated in a transitional program or service with 1,303 prisoners referred to the *Offender Reintegration Support Service*.

At 30 June 2015, the *Pathways2Employment* program:

- had 2,166 prisoners enrolled on the program before release
- supported 530 released offenders to find employment, and
- supported 386 released offenders to maintain employment for up to 13 weeks.

## Our strategies for keeping Queenslanders safe in 2015–16

### Reduce alcohol-related harm and violence in and around licensed premises in Queensland

The continuation of place-based management strategies in entertainment precincts will help keep Queensland safe by contributing to a reduction in alcohol-fuelled violence. Some of the activities to achieve this strategy include:

- Introducing 1am lockout and restrictions on the service of alcohol for licensed venues, with no service of alcohol after 3am.
- Banning the sale of high alcohol content drinks including shots after midnight.
- An increased presence of liquor licensing officers in safe night precincts, particularly during Friday and Saturday nights.
- Continuing the operation of the safe night precincts in Fortitude Valley, Surfers Paradise and Townsville and expanding of safe night precincts to other areas to ensure local services and strategies are well coordinated and effective.

- Consulting with the Queensland Coalition for Action on Alcohol and other stakeholders in the development of future policy initiatives to find effective solutions for reducing alcohol-related harm and violence in and around licenced venues in Queensland.

## **Improve the justice system's response to domestic and family violence**

We have zero tolerance for domestic and family violence. We are dedicated to delivering the actions from the *Not now, not ever* report handed down in February 2015 by the Taskforce on Domestic and Family Violence in Queensland, which was chaired by the Honourable Quentin Bryce AD CVO.

More than 50 of the report's 140 recommendations relate to improving the justice system's response to domestic and family violence, to make justice more accessible for victims and to hold perpetrators of domestic and family violence accountable for their actions.

We support the development of a Domestic and Family Violence Prevention Strategy and Government response to the *Not now, not ever* report. We will contribute to implementing the Government response.

## **Ensure safe, secure and humane management of prisoners**

Queensland Corrective Services (QCS) is committed to ensuring that offenders within our correctional facilities are contained securely and with dignity.

In 2015–16 this will be achieved by:

- ensuring that Maryborough Correctional Centre has correct prisoner to staffing ratios
- commissioning Borallon Training and Correctional Centre to deliver 492 beds for male prisoners in south east Queensland, and
- continuing to provide offenders in custody with access to a range of activities such as vocational training, education and employment, and programs to assist with rehabilitation and eventual reintegration into the community.

## **Manage and supervise offenders in the community**

A key priority for QCS is the ongoing management of offenders in the community to keep Queenslanders safe and reduce reoffending. To further protect the community, we are exploring opportunities to increase supervised community service, and seeking to introduce legislation to prevent sex offenders and other serious violent offenders from using social media websites and dating applications.

## **Reduce crime and reoffending**

The department is pursuing a range of intervention strategies to target individuals at risk of offending and ensure that those who have already offended are held accountable for their actions and given the best opportunities for rehabilitation.

A further focus is on continuing, expanding and specialising the delivery of prisoner reintegration services to manage demand and reduce reoffending.

## **Protect adults with impaired decision-making capacity**

In 2015–16, the adult community visitor program will be merged with the child visiting program to enable resources to be shared and to further integrate the now-combined child and adult guardian functions. Community visitors independently monitor visitable accommodation sites where vulnerable adults or children live. They can make inquiries or lodge complaints for, or on behalf of, the residents of these sites, and have the power to refer complaints to external agencies.

## **Protect consumers and business against unsafe products and unethical behaviour**

A key role of the Office of Fair Trading is to increase business and consumer confidence by protecting them against unethical behaviour in the marketplace. We will continue to do this in 2015–16 by:

- having an effective regulatory program, balancing business and consumer needs
- maintaining a proactive compliance program, targeting areas where consumers are more at risk
- conciliating consumer complaints
- developing safety standards and monitoring product safety
- licensing industry and registering a range of not-for-profit organisations and charities, and
- investigating possible breaches of fair trading legislation.

## **Minimise the risk of harm from gambling**

We take the issue of problem gambling seriously. We will continue to fund help and support services for people affected by problem gambling through a 24/7 Gambling Helpline, face-to-face services across the state, an online service and a residential facility located in Brisbane.

We will also continue to fund education and awareness activities to encourage responsible gambling and alert the community to the risks of problem gambling. Materials are developed for use in gambling venues and for distribution in community-based settings.

As well as ongoing awareness campaigns, the Office of Regulatory Policy works with Gambling Help services to support the annual Responsible Gambling Awareness Week, which was held from 27 July to 2 August 2015.

## **Promote safe and peaceful communities by helping Queenslanders resolve disputes**

We will continue to provide alternative dispute resolution services, to reduce the burden on our courts and tribunals and help Queenslanders to achieve a peaceful outcome without the stress of going to court. This includes:

- providing legal advice and information to help Queenslanders make the right decisions
- coaching and training clients to help them develop the skills they need to resolve the dispute themselves
- conferencing and facilitative mediation between parties to help them get through the difficult conversations involved in dispute resolution, and
- providing conciliation, advisory and evaluative mediation, hybrid hearings (a combination of both arbitration and mediation) and adjudication for the more complex or serious disputes.

Those disputes that cannot be resolved through mediation can be referred to the Queensland Civil and Administrative Tribunal, which will make a fair and legally binding decision.

# Queensland is fair and just

Across Queensland, the department is working for a fair and just Queensland. We are working to deliver on the Queensland Government's objective for the community to ensure an accessible and effective justice system. We are working to better manage pressure on our court system, improve our use of technology, and modernise the criminal and civil justice system. These reforms will make it faster and easier to engage with Queensland courts, and increase community confidence in the justice system.

We hold offenders accountable and support victims of crime, protect the rights and interests of vulnerable Queenslanders, promote marketplace fairness and provide mechanisms to protect the legal, social and employment rights of Queenslanders.

We are working to deliver better outcomes for young people in the justice system by ensuring that young people are held accountable for their offending behaviour and that they are supported to become responsible members of the community through reparation and rehabilitation.

## Performance indicators

- ✓ Improved timeliness of services
- ✓ Matters resolved outside of court and tribunal hearings
- ✓ Service demand initiatives
- ✓ Support for victims of crime
- ✓ Financial value of community service performed by prisoners and offenders
- ✓ Amount of consumer redress
- ✓ Improved access to Justices of the Peace
- ✓ Successful completion of orders

## Ensuring Queensland is fair and just in 2014–15

### Community Justice Groups

The department currently funds 49 Community Justice Groups (CJG) across the state. The majority of CJGs are located in North and Far North Queensland.

CJGs play a vital role in addressing the overrepresentation of Aboriginal and Torres Strait Islanders in the criminal justice system. CJGs provide support to Aboriginal and Torres Strait Islander victims and defendants at all stages of the legal process. CJGs are involved in making submissions to the court to assist the court when making bail or sentencing decisions. They also play an important role in identifying and promoting referral pathways for Aboriginal and Torres Strait Islander defendants and linking victims and defendants to support services. CJGs develop networks with government and non-government agencies to ensure that justice-related issues that impact on Indigenous communities are addressed, including the development of prevention programs.

The groups also help reduce the likelihood of conflict and crime in Indigenous communities by assisting offenders in prison and upon release and resolving conflict and mediating disputes before they escalate.

The program is estimated to support more than 5,000 Indigenous offenders and 3,000 victims of crime each year in the Magistrates Courts.

In 2014–15, more than 9,000 bail and sentencing submissions were presented to the court by Community Justice Groups.

### Queensland courts performance

During 2014–15, there were increased criminal lodgements in all jurisdictions compared to the previous year. In the Supreme Court, lodgments increased by 21.1 per cent. District Court lodgments increased by 6 per cent, and in the Magistrates Court, lodgments increased by 0.4 per cent.

As a result of increased lodgments, some clearance rates are below the 100 per cent target levels in 2014–15.

In the Supreme Court, the criminal jurisdiction clearance rate was 90.6 per cent and the civil jurisdiction clearance rate was 99.5 per cent. The District Court finished 2014–15 with a criminal clearance rate of 96.1 per cent and a civil clearance rate of 100.6 per cent.

In the Magistrates Court, the criminal clearance rate was 97.4 per cent and the civil clearance rate was 104.8 per cent.

### Coronial services

The Office of the State Coroner provides Queenslanders with a consistent and coordinated system that reviews deaths occurring in circumstances where further explanations are needed. In 2014–15, 4,961 deaths were reported and 4,608 matters were finalised, achieving a clearance rate of 92.88 per cent.

## Performance compared nationally

The Commonwealth Report on Government Services 2015 confirms that Queensland continues to perform well in terms of efficiency measures.

Using the average cost per finalised matter, Queensland performed strongly in both the criminal and civil jurisdictions. The below data relates to the 2013–14 year.

Financial snapshot	Average cost (\$) per finalised matter	National average cost (\$) per finalised matter
Supreme Court criminal matter	12,398	23,896
Supreme Court civil matter	3,710	6,643
District Court criminal matter	7,747	9,195
District Court civil matter	900	2,252
Magistrates Court criminal matter	420	521
Magistrates Court civil matter	301	296

## Tribunal performance

The Queensland Civil and Administrative Tribunal (QCAT) supports the Government's objective to deliver an accessible and effective justice system.

In 2014–15, QCAT achieved:

- a clearance rate of 109 per cent by finalising over 31,000 cases
- a client satisfaction rate of 71 per cent.

High clearance rates were achieved in specific lists:

- general administrative review – 126 per cent
- occupational regulation – 118 per cent
- building – 116 per cent, and
- minor civil disputes – 113 per cent.

Clearance rates rose across a range of jurisdictions including:

- guardianship and administration for adults (+5 per cent)
- building (+5 per cent)
- other civil disputes (+9 per cent).

## Legal assistance for vulnerable Queenslanders

The Queensland Government allocates funds from the Legal Practitioner Interest on Trust Accounts Fund (LPITAF) and State Budget to Legal Aid Queensland (LAQ) and community organisations to provide legal assistance services.

Legal assistance services are free or low cost legal services that are provided to vulnerable and disadvantaged people. Many of these people experience challenges accessing the legal system. Legal assistance is vital in helping vulnerable people to exercise legal rights and meet legal obligations. These services promote a less expensive resolution of legal matters for parties and Government, particularly avoiding parties having to appear before a court or tribunal.

The Government funds services delivered by community organisations, mostly Community Legal Centres, triennially. This ensures community organisations can plan ahead, retain experienced staff, and promote seamless and sustainable service delivery.

On 25 June 2015, Queensland became a party to the National Partnership Agreement on Legal Assistance Services 2015–20 (the NPA). This was the culmination of a significant amount of work undertaken by the department and legal assistance service providers to ensure the NPA:

- aligned with Queensland’s strategy for legal assistance services, and
- would deliver real benefits for legal assistance service providers and their vulnerable clients.

Both the NPA and Queensland’s strategy are designed to improve: targeting of available resources to areas of identified need for legal assistance services, coordination, collaboration, efficiency, effectiveness and accountability.

Under the NPA, from 2015–16, responsibility for the allocation and administration of Commonwealth Government Community Legal Centre funding will transfer to the State. This includes the allocation of an additional \$2.8 million in total over 2015–17.

In 2014–15, Legal Aid Queensland provided 900,924 legal assistance services to vulnerable and disadvantaged Queenslanders. Community organisations across Queensland provided a further 60,729 specialist and generalist legal assistance services to these people.

The private sector contributed pro-bono legal services and other in-kind services through partnerships with community organisations, providing many Queenslanders with improved access to justice.

6,000 additional frontline services are predicted to be delivered over 2014–17 as a result of reforms implemented by the Queensland Government and community organisations working in partnership, throughout 2013-15<sup>1</sup>. It is anticipated that vulnerable Queenslanders will benefit from further improvements that will be achieved through service mapping and planning activities that will be undertaken in 2015–16.

## Legal profession regulation and law library services

The Queensland Government allocates funds from the LPITAF and State Budget for the delivery of legal profession regulation and law library services.

The Legal Services Commission and the Bar Association of Queensland perform important roles in the regulation of Queensland’s legal profession. Standards of conduct in the provision of legal services are promoted, monitored and enforced by these organisations. Funding these services ensures the rights of legal consumers in Queensland are protected.

<sup>1</sup> Refer to Appendix 3 and 4.

Law library services delivered by the Supreme Court Library Queensland assist the courts to properly administer justice according to law. They ensure all Queenslanders (or their legal representatives) are afforded equal access to legal materials so they can properly defend their legal rights.

## Body corporate services

The Office of the Commissioner for Body Corporate and Community Management (BCCM) provides those involved in community titles schemes in Queensland with timely information and dispute resolution services.

With approximately 419,000 individual lots and 44,000 community titles schemes in Queensland, BCCM plays an integral role in assisting owners, bodies corporate, body corporate managers and the legal and property sectors to effectively manage affairs and deal with issues as they arise.

The community titles sector comprises apartments, units, duplexes, resorts, hotels and commercial ventures, and as such significantly contributes to the state's property development and tourism industries.

In 2014–15, BCCM:

- achieved a clearance rate of 99 per cent by finalising 1,273 cases
- finalised 70 per cent of conciliation applications within 30 days and 67 per cent of adjudication applications within the target of 60 days from referral to adjudication, and
- responded to more than 27,300 requests for information.

## Alternative dispute resolution reducing conflict and violence

Mediation is a timely, non-adversarial and effective means of resolving disputes. It is a process tailored to the needs of the clients and the context, including neighbourhood disputes, family conflicts, business disagreements, issues in the workplace, minor civil and criminal disputes, and disputes and violence in remote Indigenous communities. There are six dispute resolution centres servicing Queensland from Brisbane, Hervey Bay, Rockhampton, Mackay, Townsville, and Cairns. Mediation offers a timely, non-adversarial and effective means of resolving disputes.

The Dispute Resolution Branch (DRB) helps people to resolve their disputes without having to go to court, by providing a range of alternative dispute resolution services, including civil and criminal mediation, child protection conferencing, and training the community in conflict management.

In 2014–15, client satisfaction rates for court ordered child protection conferences were 89 per cent for parents and 98 per cent for professionals. This is a particularly significant achievement considering the context of the work undertaken.

QCAT maintains a focus on alternative dispute resolution through mediation, compulsory conferencing and hybrid hearings. These processes enable parties to cooperatively and efficiently resolve disputes that are before the Tribunal.

In 2014–15 QCAT achieved:

- a 51 per cent settlement rate for mediation of minor civil disputes
- an 85 per cent settlement rate for mediation of other matter types
- high satisfaction rates for conduct of minor civil disputes mediations (92 per cent) and outcomes of the mediation process (71 per cent), and
- almost half (48 per cent) of compulsory conferences resolved or partially resolved the matter, resulting in more efficient hearings or removing the need for a hearing.

People involved in a body corporate dispute are required to try to resolve a dispute themselves, before attempting to conciliate the dispute through the Office of the Commissioner for Body Corporate and Community Management. In 2014–15, the Commissioner’s office delivered public information sessions on how to resolve a body corporate dispute.

The Land Court and the Planning and Environment Court use alternative dispute resolution processes to provide litigants with a process that is faster and less costly than a full court hearing for both the court and litigants.

In 2014–15, almost 40 per cent of Land Court matters were finalised through alternative dispute resolution. In the Planning and Environment Court, approximately 75 per cent of matters completed at alternative resolution were resolved as a result of that process.

### Alternative dispute resolution increases timeliness

DRB mediates minor civil disputes that have been referred by QCAT. In 2014–15, QCAT referred 1,964 minor civil disputes to DRB, of which 51 per cent were successfully resolved and did not require a QCAT hearing. DRB also mediates disputes in the community between neighbours, workmates and families. In 2014–15, 89 per cent of these disputes were resolved.

In total, DRB mediated 2,324 civil disputes with an average file completion time of less than 30 days and with 94 per cent of matters completed within 60 days.

### Neighbourhood disputes referred by the Queensland Police Service

In 2014–15, the DRB partnered with the Queensland Police Service’s SupportLink so that Queensland police officers attending neighbourhood disturbances can now refer the parties involved to the Dispute Resolution Branch’s free mediation service. This assists police officers to prevent further escalation and allows individuals to resolve their disputes effectively by quickly connecting them with this effective and informal resolution service.

### Queensland Civil and Administrative Tribunal Justice of the Peace trial

The QCAT Justice of the Peace (JP) trial is an innovative initiative that uses a unique model where JPs hear some minor civil disputes up to \$5,000 (excluding urgent residential tenancy matters) before QCAT. JP panels comprise two JPs, one of whom must be legally qualified.

In 2015, the ongoing trial operating in Brisbane, Ipswich, Maroochydore, Southport and Townsville was extended for a further 12 months. Since implementation, the trial has almost halved the average time from application to hearing of all minor civil disputes before QCAT.

As at 30 June 2015, 36 legally qualified and 73 non-legally qualified JPs are appointed to QCAT for the trial.

Since the trial commenced:

- the average time from application to hearing for QCAT minor civil disputes has reduced from 6 weeks to just over 3 weeks
- JPs have heard more than 7,200 minor civil dispute matters (3,424 in 2014–15), and
- there have been low levels of adjournment, complaints and appeals, for JP determined matters.

## Queensland Civil and Administrative Tribunal minor civil dispute mediation review

Minor civil disputes account for more than 50 per cent of QCAT applications and 99 per cent of all mediations conducted by QCAT.

In 2014, QCAT finalised a review of the minor civil disputes mediation models. The review recommendations included a transition to a 'process advisory model' of mediation for minor civil disputes. QCAT worked with DRB to select and train mediators to assist with the implementation of the recommendations. QCAT and DRB provided joint training to mediators in the new model in March 2015, followed by a competency-based assessment.

In May 2015, the new mediation model commenced to support improved performance across QCAT mediations.

## Supporting victims of crime

The department supports victims of crime through court support, referral to specialist support services, and where appropriate, through financial assistance to help those impacted by crime to get their life back on track. Victim Assist Queensland (VAQ) administers funding to support specialist non-government organisations that deliver services for victims of crime including court support.

In 2014–15, Victim Assist Queensland:

- received 2,215 applications for financial assistance and made more than \$13.24 million in payments for goods and services to assist victims to recover
- handled more than 16,146 client contacts and referred 521 victims to specialist organisations through their LinkUp service, and
- provided training, information and support to more than 519 government and non-government agencies.

## Promoting Victim Assist Queensland to young victims of crime and stakeholders

In 2013–14, VAQ conducted research to evaluate the extent of their engagement with young victims. The review determined that young people were under-represented in engagement with VAQ's financial assistance scheme. As a result of the review and consultation with approximately 100 young people, VAQ has developed a more engaging website and promotional material targeted to young people at risk of victimisation.

In April 2015, VAQ launched a youth-focused internet video coinciding with Youth Week 2015 and released an updated youth brochure.

## Victim coordination officers and court support

VAQ directly provides court support in some regional courthouses through the victim coordination officer program, particularly for higher needs clients, including those from diverse cultural backgrounds.

The departmental support to organisations, such as the Queensland Homicide Victims' Support Group, which provides face-to-face support for victims of homicide, and Protect All Children Today Inc. which provides support for child witnesses, means the department is able to work with partnering organisations to provide specialist on-the-ground support and recognises the different needs of victims.

Court Network is a not-for-profit organisation providing voluntary non-legal court support to all court users in the Brisbane, Cairns and Townsville court precincts. Departmental support has enabled Court Network to establish the Victim Support Unit, delivering victim-focused, volunteer-based court support in the Brisbane and Ipswich courts.

These volunteers assist victims of crime by providing pre-court support through to support at trial, at sentencing and at appeal, if needed. Trained volunteers also provide information on the prosecution process, assistance with victim impact statements and financial assistance applications. The volunteers also conduct familiarisation tours of the court room and referrals to other specialist services for victims of crime.

## Professional development – training for the victim services sector

VAQ continues to work with the Victims Services Interagency Organisation Network (VISION) to deliver a training module focusing on victim rights and best-practice service provision to victims of crime in Queensland. This module is now a formalised part of Queensland Police Service training for detectives.

In 2014–15, training designed by sector experts, focussing on helping victims of crime, was delivered to the Queensland Police Service. Three sessions were delivered to approximately 200 detectives from across the state.

VAQ engaged Delphi Training and Consulting to deliver specialist trauma-informed professional development to the victims of crime sector in Queensland. Trauma-informed approaches are viewed as best practice when working with victims of personal offences as they allow for clients to feel empowered and reduce the risk of secondary trauma in navigating services and the criminal justice system. More than 75 government and non-government workers who assist victims of crime attended the training.

## Fundamental principles of justice for victims of crime

The justice principles, contained in the *Victims of Crime Assistance Act 2009*, describe the treatment a victim of violent crime is entitled to receive from government agencies, including the right to be treated fairly, the right to privacy, the right to information about investigation and prosecution processes, and the right to submit and if they wish, read out a victim impact statement during the sentencing process detailing how the crime has affected them.

In 2014–15:

- VAQ facilitated the resolution of 12 complaints involving alleged breaches of the principles, and
- victim coordination officers supported 73 victims with high and complex needs and helped 184 victims to prepare victim impact statements.

## Victims of sexual violence

In 2014–15, VAQ continued to contribute to enhancing services to victims of sexual violence through its ongoing collaboration with Griffith University researchers. The research will provide valuable information on the outcomes and experiences of victims of sexual assault accessing financial assistance.

## Protecting the rights and interests of adults with impaired decision making capacity and children in out-of-home care

The role of the Public Guardian is to protect the rights and interests of adults with impaired decision-making capacity by investigating allegations that an adult with impaired capacity has been neglected, exploited or abused or has inappropriate decision-making arrangements in place. Many of these cases involve allegations about an attorney's financial decision making for elderly relatives.

The Public Guardian may suspend an attorney's power (under an enduring document) if it is suspected, on reasonable grounds, that the attorney is not competent. The complexity of investigations conducted continues to increase, primarily due to high levels of family conflict and greater complexity of adults' financial arrangements.

In 2014–15, the Public Guardian:

- commenced 201 investigations
- concluded 212 investigations, and
- authorised 29 suspensions of attorneys' powers.

In 2014–15, the Queensland Civil and Administrative Tribunal:

- managed more than 10,000 applications in the adult guardianship and administration jurisdiction, and
- managed a 16 per cent increase in applications for matters relating to children and young people.

## Community Visitor Program

The Public Guardian appoints community visitors to protect the rights and interests of vulnerable Queenslanders, including adults with intellectual, psychiatric or cognitive disability and children and young people in out-of-home care.

Adult community visitors provide a rights protection and abuse prevention service to more than 6,000 Queensland adults who may be subject to abuse, neglect or exploitation due to their impaired decision-making capacity resulting from disability.

The Office of the Public Guardian's adult community visitors independently monitor three different types of accommodation called 'visitable sites' where vulnerable adults live. Visitable sites are:

- disability accommodation provided or funded by the Department of Communities, Child Safety and Disability Services
- authorised mental health services, or
- private hostels (level 3 accreditation).

Adult community visitors make inquiries and lodge complaints for, or on behalf of, residents of visitable sites. Community visitors have the power to refer complaints to an external agency, for example, the Department of Communities, Child Safety and Disability Services, Queensland Health, or the Residential Services Unit under the Department of Housing and Public Works where appropriate.

The child community visitor program has a different focus to that of the adult program. The child community visitor program focuses on providing help and support to the most vulnerable children and young people in out-of-home care, residential care, mental health facilities, detention facilities, adult correctional centres, boot camps, and watch houses. The program includes advocating in cases where the rights and needs of children are not being met and resolving any identified issues on their behalf.

During 2014–15, the community visitor program facilitated:

- 5,633 visits to adult visitable sites
- 30,824 visits to 7,638 children in out-of-home care, and
- community visitors raising 14,036 issues on behalf of vulnerable children and adults.

## CASE STUDY — CHILD ADVOCATES

A child in an approved placement made their views and wishes known to their community visitor about wanting to remain in the care of Child Safety and not be reunified with their mother or father. The child initially resolved this issue with the Child Safety Officer.

When the matter came before the Children's Court, Child Safety Services (CSS) requested that the Office of the Public Guardian support the child to express their views and wishes in a family group meeting and at court. The child advocate and community visitor both went to visit the child and then attended the family group meeting on the

child's behalf. The child advocate later attended court and expressed the child's view and wishes on their behalf.

The mother was unable to attend court but after the father heard the child's wishes expressed by the child advocate, the father decided not to contest an order for the child to remain in the care of CSS for a period of two years.

The child advocate telephoned the child to let them know the outcome. The child was extremely happy with the result and thanked the Office of the Public Guardian for their help.

## Child Lawyer Advocates

Implementing one of the recommendations arising from the Child Protection Commission of Inquiry, the Public Guardian now employs a team of child lawyer advocates who can actively advocate for the rights, needs and protection of children in out-of-home care and to ensure their voice is heard in key forums where decisions are made which may affect them.

## CASE STUDY — YOUNG PERSON IN CARE

A young person in care was suspended from school pending exclusion for making remarks on social media about an incident that occurred at the school. Many other young people at the school had spoken about the event on social media, however only some of the young people were singled out for punishment.

The young person was distressed, having recognised the importance of education as a means of addressing the social and economic disadvantage experienced by the young person's family of origin. The young person had aspirations to pursue an apprenticeship and had recently been accepted in to the school-based TAFE pre apprenticeship program.

Shortly after the incident, the community visitor visited the young person and immediately referred the matter to

a child advocate. Within two days of the school exclusion, the child advocate was able to visit the young person, and engage the carers, the school and the department. The child advocate attended a stakeholder meeting at the school on the young person's behalf and assisted the young person to self-advocate. The school maintained their decision to suspend the young person. However, the child advocate continued to advocate on behalf of the young person, requesting that the school reconsider the exclusion, pointing out the inherent injustice in their case of targeting some children and ignoring others, the circumstances surrounding children in care, and the specifics of the young person's situation. The school reconsidered their position and withdrew the decision to exclude, enabling the young person to access the pre-apprenticeship program and continue their education without restrictions.

## Statutory systems advocacy for adults with impaired decision-making capacity

The Public Advocate is responsible for promoting and protecting the rights and interests of adults with impaired decision-making capacity and providing systems advocacy on behalf of approximately 115,745 Queenslanders.

In 2014–15, the Public Advocate continued to progress an ambitious research and advocacy agenda to advance issues impacting the rights, autonomy and participation of adults with impaired decision-making capacity. The priority research and advocacy activities for 2014–15 included decision-making support in guardianship, best practice in complaints management, recovery-oriented mental health legislation and practice, an inquiry into the deaths in care of people with disability, and continuing deinstitutionalisation.

In addition to self-initiated research, in 2014–15 the Public Advocate tabled 12 submissions in response to federal, state and local level inquiries and legislative consultation processes of relevance to Queenslanders with impaired decision-making capacity.

In 2014–15, the Public Advocate approved a grant of \$2,500 to the Queensland University of Technology to further a research project on issues associated with the use of chemical restraint. The Public Advocate also established a consortium of Queensland agencies to engage as industry partners for a four year research project into *Effective decision making and support for people with cognitive disability*.

## JPs in the Community program

The JPs in the Community program has continued to provide improved community access to witnessing services in 2014–15. The program has increased the availability of volunteer JPs through 24 new signing sites.

The JP Branch continues to provide support to program volunteers and all JPs through a comprehensive professional development workshop schedule and site visitation schedule. In 2014–15, a combined total of more than 110 seminars, workshops and stakeholder meetings were conducted across the state.

## Identity protection

Proof of identity is essential to access and protect a range of legal and social rights. The Registry of Births, Deaths and Marriages is responsible for the registration of life events in Queensland and supplies birth, death, marriage and change of name certificates to eligible applicants. The registry plays a critical role in the identity services of the Australian Passport Office, the Queensland Department of Transport and Main Roads, and a number of financial institutions and service providers.

## Young people being accountable and responsible

The focus of Youth Justice Services is to support young people to take responsibility for their actions when they break the law and to address the causes of their offending in order for them to lead a stable and law abiding life. Evidence shows that through supporting young people to take responsibility for their antisocial behaviour and by working with them and their families to address the causes of this behaviour, young people are less likely to reoffend and the community is better protected.

## Restorative justice trials

Three new restorative justice processes have been developed and trials commenced in March 2015 in the Brisbane North and Gold Coast regions. The trial evaluation framework, including performance indicators, has been developed.

The three trials include:

- the JUSTed program targeting young people who have committed offences within a school setting
- the Cautioning Apology Program, which is designed to provide young offenders being cautioned with an opportunity to convey an apology to victims, and
- the Victims of Youth Crime Engagement Strategy which provides a victim awareness program and a possible meeting with victims and young offenders subject to supervised youth justice orders.

## Risk assessment tool to assess risk of reoffending

In 2014, Youth Justice Services commenced the implementation of an upgraded risk assessment tool used to assess young people at risk of offending and young offenders at risk of reoffending. The tool is suitable for use by government and non-government organisations delivering youth justice services, allowing for aggregated data collection. The tool focuses on gender, cultural diversity and age range. The upgrade will allow for more targeted resource allocation and triage of services at entry points in the youth justice system including at courts, court ordered bail programs and detention. Effective assessment tools allow workers to assess and intervene to reduce offending behaviours.

## Graffiti removal

Since the commencement of young graffiti offender removal orders, large areas of graffiti have been successfully removed from various locations around the state. Partnerships with local councils have been successful in removing graffiti from areas identified by local residents. Queensland Rail is also exploring the possibility of youth justice clients painting murals on railway assets, such as train station walls, to prevent graffiti occurring in these areas.

During the period 1 July 2014 to 31 March 2015, 193 young graffiti offenders have been ordered to complete more than 2,387 hours of unpaid graffiti removal work, with reports of positive changes in the attitudes of young offenders.

## Transforming Outlook services

Youth Justice Services operates three Outlook services which provide adventure-based learning. These services work closely with Youth Justice Service Centres and Detention Centres to provide adventure-based intervention programs for young people in the youth justice system and their families.

These programs aim to achieve behavioural change and positive outcomes for participants by providing the tools to plan, set goals, make constructive choices and actively review their decisions and actions within a challenging environment.

In addition to specific Outlook services programs, Outlook facilities at Cairns, Boonah and Crows Nest are also available to government and non-government agencies that work with young offenders.

## Improved education and career pathways in Southern Queensland

Youth Justice Southern Queensland region is partnering with Education Queensland, TAFE and other local stakeholders to deliver alternative education options for young offenders that also focus on developing pro-social skills and providing students an opportunity to become active and positive community members whilst preparing them for future employment.

Transition to Success is a flexible learning program designed to provide intensive support and tutoring to young offenders from the Inala and Logan areas. The program offers a Certificate II in Horticulture.

Alternative learning options are also available for young offenders in Ipswich who are disengaged or at risk of disengaging from school. The “Switch” Flexi School was created in partnership with Ipswich State High School. In Toowoomba, the Alternative Learning or Earning Support program is a flexible education school run in partnership with Education Queensland. It provides disengaged young people in the Toowoomba area with education and vocational training options.

Toowoomba Youth Justice Service Centre has developed

a role of Vocational Support Coordinator which engages young people to develop work related skills. The role has assisted several young people to gain and maintain employment in a range of areas including apprenticeships in motor mechanics, and work in the construction and hospitality industries. Toowoomba Red Cross partnered with the project providing funding for insurance, suitable clothing, and costs associated with training. A free learner driver’s license course has also been sourced.

In the last quarter of 2014–15, 17 young people have engaged with the Toowoomba Vocational Support Coordinator and outcomes have included:

- two young people have maintained employment after the completion of their order
- one young person is currently on orders and employed in the hospitality industry
- one parent has obtained employment
- several parents have commenced education, and
- work experience placements have been facilitated on seven occasions.

## Restoring fairness

The government restored employment security through administrative arrangements made on 30 March 2015. In June 2015, the Industrial Relations (Restoring Fairness) and Other Legislation Amendment Bill 2015 was introduced to deliver the following outcomes:

- restore the conditions of employment in awards and agreements covering state government employees, including job security
- re-establish the independence of the Queensland Industrial Relations Commission (QIRC) by removing the unfair requirement that the QIRC must consider the employer’s financial position and fiscal strategy as part of the public interest in wage arbitration matters
- return the Queensland Industrial Relations Commission to a layperson’s tribunal where workers and union advocates operate on a level playing field with their employers
- remove prohibitions in qualifications on content that can be included in a modern award or certified agreement in the future, and

- remove the notice requirements for an authorised industrial officer to enter a workplace and exercise rights under the *Industrial Relations Act 1999*. The notice requirements are overly bureaucratic and do not support a genuinely cooperative relationship between employers, unions and the workers they represent.

### Consumer redress

The Office of Fair Trading works to protect the rights of Queenslanders by assisting consumers to obtain redress in their disputes with traders. Redress is the compensation or the in-kind value to address issues a consumer has complained about. Redress is calculated as dollar value and replacement or repair equivalent value, and can be achieved through conciliation, investigations, prosecutions, restitution and from the *Agents Financial Administration Act 2014* claim fund.

In 2014–15, the Office of Fair Trading obtained \$6.1 million redress for consumers.

## CASE STUDY — TRADER PROSECUTED FOR FAILING TO PROVIDE SUPPLIES

The Office of Fair Trading received complaints about a trader who accepted payments to provide cleaning services including end of tenancy bond cleans. The trader’s website offered a “100 per cent bond back guarantee” and undertook to return free of charge if landlords or property managers were not satisfied.

An investigation found that services were either not performed at all or were done to an unsatisfactory standard. Of those actually completed, the poor standard of cleaning meant consumers either had to pay another cleaner to redo the job or forfeit their bond. The trader was approached

numerous times to honour the guarantee but failed to return or refund monies paid by consumers.

The Office of Fair Trading commenced prosecution action and issued a public warning advising consumers not to deal with the business.

On 13 March 2015, the court found the trader guilty of seven counts of misleading consumers and three counts of failing to supply a service under the Australian Consumer Law. The trader was fined \$40,000 and ordered to repay \$19,788 to affected consumers. A conviction was recorded.

### National compliance projects

In 2014–15, the Office of Fair Trading led and finalised two national compliance projects involving scrutinising cash-back offers and the use of ‘was/now’ pricing in the retail sector. The Office of Fair Trading was also involved in an initiative examining property spruiking seminars, a project targeting training providers, and a Queensland-led project looking at the travel and accommodation provider industry.

The projects focus on potential Australian Consumer Law offences, such as bait advertising, unsolicited selling, misleading representations, denial of refunds and unfair contract terms. All national projects include a strong emphasis on educating traders and consumers about their rights and obligations under the Australian Consumer Law.

## Cracking down on unlicensed motor dealers

The Office of Fair Trading's crackdown on unlicensed motor dealers who were ripping off Queensland car buyers resulted in more than 200 enforcement actions.

*Operation Round-up* ran for 10 months, using intelligence from auction houses and online sales of vehicles to identify sellers passing themselves off as private buyers, when really they were operating a motor dealing business while unlicensed. Consumers buying from these unlicensed dealers ran the risk of buying a vehicle which has an unknown and often 'dodgy' history.

*Operation Round-up* resulted in four matters being prosecuted in court and 67 infringement notices totalling more than \$34,000 were issued to 20 unlicensed dealers. Forty-eight official warnings were given and more than 100 compliance advice letters were sent.

## CASE STUDY — UNLICENSED REAL ESTATE AGENT

An unlicensed real estate agent was ordered to pay over \$134,000 in fines and compensation after charges were brought by the Office of Fair Trading.

The agent used an expired real estate agent licence number on correspondence with clients, falsely representing the agent as still licensed. The agent also failed to pass on rent payments received from a tenant, leaving the landlord out of pocket.

The company was fined a total of \$70,000 for misappropriating trust money and a further \$50,000 for operating unlicensed and making false claims that it held a current real estate agent licence. The company was also ordered to pay \$8,400 in compensation and was permanently disqualified from holding a real estate licence. The company's director was fined \$6,000 for acting unlicensed as a real estate agent.

## Making amends for offending behaviour

By undertaking work in the community, prisoners are able to make reparation for their offence. The result is influenced by the availability of suitable community service projects. Offenders subject to these order types are required to undertake unpaid work.

In 2014–15, a total of 329,866 hours of court ordered community service was completed, equating to a value of approximately \$7.5 million.

## Victims Register

Queensland Corrective Services supports victims through administering a Victims Register prescribed under the *Corrective Services Act 2006*.

Eligible victims registered with the department are proactively provided with information about significant events in the sentences of those who have offended against them and who have been convicted and sentenced to a term of imprisonment.

The register also advises victims when a prisoner has made an application for parole and provides the victims with the relevant forms to make a submission to the Queensland Parole Board. These submissions will usually be in relation to whether the prisoner should be released and what conditions should be placed on the prisoner, for example, that they not contact their victims or their families or live within a certain distance of them.

For those prisoners who fall under the *Dangerous Prisoners (Sexual Offenders) Act 2003*, the Victims Register assists victims to make submissions to the Supreme Court about a prisoner's initial orders and any subsequent contravention hearings in the Supreme Court.

As at 30 June 2015:

- there were 1,312 active registered parties on the Victims Register, and
- 2,437 notifications were received through the Integrated Offender Management System in relation to registered parties. The Victims Register also provides other prisoner/offender related notifications and information to registered parties.

### Prosecution services

The Office of the Director of Public Prosecutions (ODPP) represents the State in criminal matters. The main function of the ODPP is to prosecute criminal matters in the Magistrates (limited), District, Supreme and Mental Health Courts, the Court of Appeal and the High Court of Australia.

The ODPP is structured into 15 criminal chambers and one civil litigation team. There are seven chambers based in Brisbane, eight chambers in major regional centres, with a sub-office in Mackay, and the civil litigation team (Confiscations Unit), which is based in Brisbane.

In 2014–15, the ODPP received 40,371 offences for prosecution, relating to 8,379 accused. The ODPP prepared and conducted 1,487 committal matters in the Brisbane, Ipswich and Southport Magistrates Courts (limited), conducted trials in relation to 856 accused and conducted sentences in relation to 3,826 accused in the Supreme, District and Childrens Court.

The ODPP also appeared at 482 Supreme Court and Childrens Court bail applications and finalised 510 appeals in the Court of Appeal, High Court and District Court jurisdictions.

### Confiscating the proceeds of crime

The role of ODPP's Confiscations Unit is to confiscate the proceeds of crime. The ODPP is responsible for administering Chapter 3 of the *Criminal Proceeds Confiscation Act 2002* (the Act). In relation to Chapter 3 proceedings, a direct connection between the property and the criminal charges must exist.

The Confiscations Unit also conducts the legal work on behalf of the Crime and Corruption Commission (CCC) as the 'solicitor on the record' for Chapter 2 and 2A proceedings. In relation to Chapter 2 proceedings, the CCC instructs the ODPP

to apply for the restraining order and subsequent forfeiture of the relevant assets or proceeds of crime. Under Chapter 2, there is no need to show that the property is derived from illegal activity.

There are three separate schemes within the Act:

- Chapter 2: Confiscation without conviction (including unexplained wealth)
- Chapter 2A: Serious drug offender confiscation
- Chapter 3: Confiscation after conviction.

### Chapter 3 results

From 1 July 2014 to 30 June 2015, \$815,475 was collected as a result of the execution of forfeiture orders under the conviction based scheme. Also during 2014–15, \$210,376 was collected as a result of the execution of pecuniary penalty orders.

In 2014–15, the CCC restrained \$18.316 million in assets under Chapter 2 of the Act and assets of a value of \$8.375 million were confiscated by the State during this period.

The work of the ODPP Confiscations Unit and the CCC has had a significant and positive impact on the recovery of proceeds of crime by the State. This is achieved by discouraging certain types of major crime in Queensland by diminishing the financial incentive to commit the crime.

### Changes to the *Criminal Proceeds Confiscation Act 2002*

The *Criminal Proceeds Confiscation (Unexplained Wealth and Serious Drug Offender Confiscation Order) Amendment Act 2013* came into operation on 6 September 2013.

It amended the *Criminal Proceeds Confiscation Act 2002* by introducing the following two confiscation schemes in Queensland:

- a scheme for recovering ‘unexplained wealth’ (Chapter 2, Part 5A), and
- a serious drug offender confiscation scheme (Chapter 2A).

The CCC’s Proceeds of Crime Team was granted additional funding to administer the new confiscation schemes. As a consequence, the Confiscations Unit of the Office of the ODPP has been allocated funding for four additional positions until 31 December 2017.

The ODPP Confiscations Unit acts as solicitor on the record for the CCC for Chapter 2 and Chapter 2A proceedings. The additional positions conduct the litigation arising from the confiscation schemes.

Since 6 September 2013, 315 Serious Drug Offence certificates have been issued, of which 306 were issued in 2014–15.

### Victim liaison service

The ODPP has an obligation to act in accordance with the fundamental principles of justice, including treating victims with courtesy, compassion and respect in accordance with the *Victims of Crime Assistance Act 2009*. The ODPP victim liaison service provides a critical link between victims of crime, their families and the prosecution.

The ODPP provides information to victims of crime regarding the court process through Victim Liaison Officers across the state. Victim Liaison Officers are allocated to all Chambers ensuring timely information is provided to victims and their families regarding the prosecution of the offender, the trial process and the victim’s role as a prosecution witness. Referral to support agencies, including Victim Assist Queensland, is also provided.

The Director’s Guidelines provide advice to ODPP staff on their obligations in relation to the fundamental principles of justice for victims of violent crime, including treating victims in a way that is responsive to their age, gender, ethnic, cultural and linguistic background or disability or other special needs.

During 2014–15, the ODPP had 35,063 instances of contact, either by telephone, correspondence or in person, with victims of crime or family members. The ODPP continued to use SMS messaging to victims of crime and their families to provide timely information on court events.

The ODPP also conducted Understanding Sexual Offence Training, which was mandatory for all ODPP staff. The first component of training was conducted in three modules over a three week period and each module was presented by a senior Crown Prosecutor. The aim of the training was to increase staff awareness of the unique needs of victims of sexual assault and other vulnerable witnesses, including persons with an intellectual disability, the young and the elderly, as they progress through the criminal justice system.

External presenters from specialist organisations, including Victim Assist Queensland, will present further Understanding Sexual Offence Training modules during 2015–16.

## **Our strategies for ensuring Queensland is fair and just in 2015–16**

### **Improve access to justice**

In 2015–16 we will improve community access to fair, timely and affordable justice by undertaking a range of initiatives to make it easier for all people to interact with the justice system. These include:

- Commencing a comprehensive audit of all Queensland courts and tribunals with a view to providing appropriate resourcing of courthouses. The audit will include the existing provision of:
  - a soundproof interview room
  - access for mobility impaired persons
  - facilities to assist persons with disabilities
  - videoconferencing facilities, and
  - e-filing.
- Delivering online and self-help options that simplify pathways to information and advice and meet the needs of the community.
- Establishing additional linkages with other agencies where relevant.
- Continuing to allow some minor civil disputes before QCAT to be heard by JPs.
- Reviewing the available funding sources for Legal Aid with a view to increasing, over time, the funding provided for state-funded legal services to a level that is at least equal to the national average per capita.

### **Better manage service demand on the justice system and deliver results faster**

We want people to get the best service possible when they interact with the justice system. By finding innovative service delivery models and streamlining processes, we can direct our resources to where they are needed the most, to manage the growing demand on the system.

Our diversionary and intervention activities will contribute to fulfilling this strategy, as will JPs to hear some minor civil disputes before QCAT.

We will seek advice on alternatives to incarceration, based on the principle that imprisonment should only be imposed when there is no other less onerous sanction appropriate. Options include, but are not limited to, justice reinvestment and court-ordered parole.

## Hold offenders accountable

Across the justice system, the department has a range of programs and initiatives aimed at ensuring offenders take accountability for their actions. These include:

- Diversionary programs that address the underlying causes of offending behaviour.
- Reinstating court-ordered youth justice conferencing, providing an opportunity for young people to take responsibility for their criminal behaviour, consider how their actions have affected others and mitigate the harm caused to victims.
- Low risk prisoners and community based offenders engaging in community service to make reparation to the community.
- Offenders in custody are provided with access to programs that help them address their criminal behaviour.
- Where relevant, increasing penalties (for example, in the domestic and family violence space).

## Develop diversion initiatives that hold offenders accountable while addressing the causes of their offending behaviour

To aid with reducing the number of people in our prisons, we will reintroduce diversionary processes such as the Special Circumstances Court, Drug Court, Murri Court and youth justice conferencing.

Additionally, in keeping with the commitment to reduce the over-representation of Aboriginal and Torres Strait Islander peoples in the criminal justice system, we will investigate options for reintroducing programs that have been discontinued and developing new programs to address this serious issue.

## Deliver a world class youth justice system that effectively reduces youth crime

The department is committed to building a youth justice system based on evidence and fairness; a system where we work with young people and their families to identify

the underlying causes of offending behaviour and address these issues. A key step towards achieving this strategy is repealing 2014 changes to the *Youth Justice Act 1992* so that:

- repeat offenders' identifying information cannot be published, other than in exceptional circumstances (for example, when a juvenile offender is found guilty of a heinous offence) and at the court's discretion
- breach of bail is no longer an offence
- all children's law matters are held in a closed court
- childhood findings of guilt for which no conviction was recorded are inadmissible in relation to adult offences
- the principle of detention as a last resort is reinstated
- 17-year-olds who have six months or more left to serve in detention are not automatically transferred from detention to an adult corrective service facility.

We will respond to the recommendations of the independent review of the youth boot camp model, and the review's findings will be published.

Court referred youth justice conferencing will be reintroduced, as an alternative to detention and to help repair the harm caused by the juvenile offender's crime, by prompting them to take responsibility for their actions.

## Promote integrity and transparency and develop laws that take account of community expectations

We recognise that integrity, accountability and consultation underpin everything the Queensland Government does. In 2015–16 we will operate with these principles as our focus.

We will be undertaking a range of activities to embed integrity and accountability in Queensland, such as making a number of amendments to the *Crime and Corruption Act 2001*, including:

- Ensuring that the CEO of the Crime and Corruption Commission (CCC) is not a CCC Commissioner under the Act and that there is bipartisan support of the Parliamentary Crime and Corruption Committee (PCCC) for the CEO appointment.

- Limiting temporary appointments for the Chair, Commissioners and CEO of the anti-corruption watchdog to three months, unless there is bipartisan support.
- Requiring bipartisan support for the appointment of a non-government Chair to the parliamentary committee overseeing the anti-corruption watchdog.
- Allowing anonymous complaints to be made to the CCC.

### **Protect the rights and interests of vulnerable Queenslanders**

Across all areas of the department, protecting the rights and interests of vulnerable Queenslanders is a key consideration.

An additional \$1.1 million has been provided in 2015–16 to expand the domestic violence duty lawyer service to a total of 14 locations across the state through Legal Aid Queensland.

The Office of the Public Guardian will continue to safeguard the rights and interests of vulnerable Queenslanders ensuring the rights and wellbeing of adults with impaired decision making capacity and children in out-of-home care, residential care and youth detention in Queensland are being respected and protected.

### **Promote marketplace fairness**

In 2015–16, promoting marketplace fairness will remain one of the key functions of the Office of Fair Trading. Through our regulatory frameworks, we ensure a level playing field for businesses in Queensland. Our online business and industry portal contains a multitude of resources and advice to help Queensland businesses comply with the laws in place to facilitate a fair and competitive operating environment.

The department is assessing the findings and recommendations of the Queensland University of Technology report on lot entitlements (the system of sharing body corporate expenses among unit owners) with a view to establishing a system that is fair to unit owners.

### **Provide mechanisms to protect legal and social rights and easy avenues to exercise those rights**

In 2015–16, we will amend legislation to restore civil partnership ceremonies.

We also protect access to individual legal and social rights via the issuing of validated identity and life event documents, in the Registry of Births, Deaths and Marriages, and by providing easy access to Justices of the Peace through the JPs in the Community program.

### **Respond to the needs of Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, people with disability and children in care**

We will consult with our stakeholders to determine ways that access to interpreter services in the justice system could be improved, so we can ensure that we are meeting the needs of our clients with limited proficiency in English.

We will also continue to meet our obligations under various specific purpose plans such as the Language Services Policy, Aboriginal and Torres Strait Islander Economic Participation Action Plan, Disability Service Plan, Cultural Diversity Action Plan and Aboriginal and Torres Strait Islander Cultural Capability Framework, to ensure we are delivering appropriate services tailored to the needs of Queenslanders.

# Queensland can get on with the job

The department's red tape reduction programs make it easier and less costly for Queenslanders to get on with the job and do business in the state. Red tape reduction programs are contributing to improvements that make it easier for people to use our services.

The reduction in regulatory burden on Queensland businesses, community and the not-for-profit sector has been achieved by stripping out unnecessary regulation, simplifying legislation and moving the department's regulatory programs from a reactive, enforcement approach to a more proactive collaboration with business.

Additionally, the department have been making it easier for business, the community and not-for-profit sectors to comply with necessary regulation by developing a range of online or more integrated services.

## **Performance indicators**

- ✓ Red tape reduction initiatives
- ✓ Increased online services
- ✓ Cost savings achieved by business and industry

## Helping Queenslanders to get on with the job in 2014–15

### Online search and copy services

Legal practitioners and members of the public can now apply online to access files in criminal and civil matters in all Supreme and District Courts state-wide. Following its success in the Brisbane registry, the online search and copy service has been expanded and has been available in all Supreme and District Court registries state-wide since 30 March 2015.

The process includes a payment gateway which can be used for direct payment to be made via credit card. Wireless Application Protocol has also been installed at the Brisbane Supreme and District Court search and copy counter to enhance connectivity and allow parties to access the online search and copy service while in the search and copy area of the court precinct.

Benefits include:

- improved access to services for court users, and
- more efficient service delivery.

### Electronic subpoenas

In September 2014, a new online form for electronic subpoenas for criminal matters was introduced for the Supreme and District Courts.

The online interactive form was designed to enable parties to Supreme and District Court criminal proceedings to request up to 30 subpoenas at once for the same case, and supports requests for subpoenas to any Supreme and District Court location in Queensland. The subpoenas are printed in the registry, signed and sealed and either returned by email to the requestor or made available for registry collection, as elected by the requestor.

Benefits include:

- easier access to this service for parties, and
- reduction in manual processes by registry staff.

### Services to self-represented litigants

A number of approaches have been undertaken to facilitate access to the justice system for services to self-represented litigants, while not disadvantaging other parties. In 2014–15 the services to self-represented litigants support service was piloted in the Brisbane Supreme and District Court registry two mornings per week. The service allows parties to make an appointment with a Deputy Registrar for support with more complex procedural matters.

#### Justices of the Peace search

The Justices of the Peace Branch introduced a new online search facility for people to confirm if a Justice of the Peace or Commissioner for Declarations is registered or not. This online function has significantly reduced time delays for clients who no longer have to contact the JP Branch for this information.

## Increased Penalties Infringement Notice offences

The *State Penalties Enforcement Regulation 2014* (the Regulation) replaced the expiring *State Penalties Enforcement Regulation 2000* with effect from 1 September 2014. The Regulation prescribes offences for which a penalty infringement notice (PIN) may be issued and the PIN penalty amount for each PIN offence.

Issuing PINs is a cost-effective alternative to prosecution through the court system. Offenders also benefit from a fixed and discounted penalty for the offence, avoidance of court proceedings, and no finding of guilt in relation to the offence. The Regulation gave effect to the results of a whole-of-Government review as to whether further efficiencies could be gained through the prescription of additional PIN offences. The Regulation provided for more than 400 new PIN offences.

## Administrative Review Policy

In November 2014, a revised Administrative Review Policy was approved and is available on the department's website. Administrative review provides a mechanism by which a person can seek redress against a decision made by a government entity that affects them, and provides a mechanism for government to rectify decisions if they are wrong.

The revised policy reinforces the principles that:

- external review rights, where needed, should involve a review by QCAT rather than by the courts, acknowledging that QCAT is the primary administrative review body
- agencies should always consider requiring applicants to apply for internal review of administrative decisions prior to applying for external review so as to provide quick reconsideration of the decision, and
- departments should avoid multiple internal review processes, when these are provided for in addition to the right to an external review, so as to streamline the review processes and keep costs down.

The policy recognises that the more significant the impact a decision is likely to have on people's rights, interests or legitimate expectations, the greater the need for higher levels of reviewability and scrutiny, as well as access to expedited processes.

## Review of land sales in Queensland

In December 2014, the *Land Sales and Other Legislation Amendment Act 2014* streamlined and modernised Queensland laws regulating 'off the plan' sales of land and apartments. The new laws reduce unnecessary restrictions and red tape for the property industry and improve pre-contractual disclosure requirements to help prospective buyers make more informed decisions.

## Split of the *Property Agents and Motor Dealers Act 2000*

On 1 December 2014, the *Property Agents and Motor Dealers Act 2000* was repealed and replaced by a modern, industry-focused legislative framework consisting of the:

- *Property Occupations Act 2014*
- *Motor Dealers and Chattel Auctioneers Act 2014*
- *Debt Collectors (Field Agents and Collection Agents) Act 2014*, and
- *Agents Financial Administration Act 2014*.

These new laws reduce the regulatory burden for individuals and businesses working in the property, used motor dealing, chattel auctioning, debt collection and process serving industries.

## Streamlined claims process

The introduction of the *Agents Financial Administration Act 2014* on 1 December 2014, streamlined legislative processes by allowing the Office of Fair Trading to decide a large range of claims previously determined by QCAT.

Since 1 December 2014, the Office of Fair Trading has decided 15 claims valued at more than \$2 million in total, which previously would have been decided by QCAT.

## Making it easier for the Queensland travel industry

From 1 July 2014 and following the repeal of the *Travel Agents Act 1988*, the Queensland travel industry no longer has to pay licensing and other fees associated with travel agent licences. Around 500 formerly licensed Queensland travel agents are no longer required to pay:

- annual licensing fees of approximately \$1,200 for a company and \$520 for an individual, and
- national Travel Compensation Fund fees, including: initial fees for principal location, which were approximately \$8,200 plus an initial fee for each branch location of approximately \$5,500 for companies; and annual renewal fees of \$415 (principal location) and \$310 (branch).

## One-stop-shop for safety and compensation services

Queensland is the only Australian state that covers workers for injuries that happen when they travel to and from work. In a large, decentralised state, it is very important to afford workers this necessary protection. In 2014, the one-stop-shop for safety and compensation services streamlined telephone and website contacts, making it easier to access services.

The new website ([www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au)) consolidates the websites of WorkCover Queensland, Workplace Health and Safety Queensland, the Electrical Safety Office, and the Workers' Compensation Regulator.

The new dedicated telephone number (1300 362 128) replaces 10 separate numbers for these organisations.

### Benefits include:

- four websites have been consolidated into a single safety and compensation site
- ten phone numbers were consolidated into a single safety and compensation number (1300 362 128)
- the 80/20 call centre standard, where 80 per cent of calls are answered in 20 seconds, and
- 25 per cent of calls to be answered directly if a caller calls 13QGOV.

Additionally, an online form allows business to submit notifiable incident information that is provided to both Workplace Health and Safety Queensland and WorkCover Queensland, reducing the burden on customers to provide the same information multiple times.

## Modernising industrial awards and agreements covering state government employees

Queensland is modernising its state system industrial awards to ensure they remain relevant and provide for the rights and responsibilities that promote economic advancement and social justice for all employees and employers.

It is anticipated that the award modernisation process will be complete by 30 June 2016.

## **Reducing levies within the construction industry**

A reduction of levies in the construction industry commenced on 1 July 2014, with the expectation of providing an estimated \$24 million in savings across the construction and resource sectors. Approximately \$7 million was refunded to industry levy payers in the form of the transitional rebate as a result of the legislative amendments. Reducing the levy did not change or impact on building and construction workers' QLeave benefits, ensuring workers have access to paid leave regardless of which project or employer they are working for.

## **Our strategies for helping Queenslanders to get on with the job in 2015–16**

### **Reduce red tape**

In 2015–16, we will continue to find ways to streamline services and make it easier for people to fulfil their compliance obligations. We will reduce the regulatory burden on Queensland businesses by removing unnecessary regulation, simplifying legislation and continuing to focus on collaboration and engagement.

### **Make it easier for Queenslanders to do business**

We want to help businesses continue to be productive and compliant. The online business and industry portal is a valuable tool for business and industry in Queensland, providing advice and resources on all aspects of establishing and running a business in Queensland, including how to ensure compliance with regulatory frameworks.

### **Ensure regulatory models encourage business growth while meeting community standards**

Our dedicated efforts in recent years to reduce red tape for Queensland businesses has allowed them to focus more time on growing their business, and less time on complex paperwork to demonstrate their compliance. This work is not complete, however, and during 2015–16 we will continue to find ways to streamline processes for business while ensuring community expectations are met.



# Queensland gets great service

The department is committed to delivering professional, helpful, high quality services that meet the needs of all Queenslanders. We achieve this by maintaining traditional methods of face-to-face customer service while embracing technological advances in service delivery and responding and customising our services to meet customer needs. We are constantly looking for innovative, cost effective and streamlined service delivery methods to improve customer service experience. By implementing innovative and accessible service delivery models, we are working to make it easier for people to access and use our services.

We foster a consultative approach by engaging with our stakeholders and customers to seek their feedback and identify areas for improvement. In partnership with other Queensland Government agencies and industry, we are working together to deliver seamless and connected services to Queenslanders.

## **Performance indicators**

- ✓ Service improvements in response to customer feedback
- ✓ Stakeholder and customer satisfaction
- ✓ Service delivery innovation

## Ensuring that Queenslanders get great service in 2014–15

### Improving service delivery for regional and remote communities

During 2014–15, we worked with the Department of Transport and Main Roads (DTMR) to pilot the delivery of DJAG and DTMR services under one roof, to increase both staff and facility utilisation and improve service delivery for regional customers. The pilot courthouse sites of Ayr, Ingham and Yeppoon now deliver the full suite of DTMR licensing services that used to be delivered by local police stations.

Benefits for Ayr and Ingham communities include:

- increased licensing service availability of more than 120 per cent, because licensing services are now available from 9.00am to 5.00pm, five days a week
- significantly reduced waiting times
- additional customer service counters, and
- increased community access to police officers because police are no longer required to field transport-related enquiries.

### Videoconferencing saving time and money and improving community safety

During 2014–15, the department continued the Integrated Criminal Justice Videoconferencing Program to increase the number of in-custody defendants appearing at court hearings without leaving prison. The proportion of matters completed by videoconference for in-custody adult defendants rose from 50 per cent when the program commenced in January 2014, to 63 per cent in June 2015.

Videoconferencing was also expanded to allow witnesses who may be interstate or overseas to appear remotely instead of in person, reducing the cost to the community and the time required of witnesses.

Several successful trials have given a small number of legal practitioners the ability to consult with in-custody clients via videoconference without the need to travel to correctional facilities, allowing them to resolve matters more quickly and efficiently. Family visits are also able to be conducted by videoconference.

There are 190 videoconferencing systems in 70 court locations across Queensland. All 13 correctional centres across Queensland provide videoconferencing endpoints to link to courts.

Benefits include:

- Queensland Police and Corrective Services custodial officers returned to frontline duties, instead of transporting prisoners to court
- reduced risk to the community because fewer prisoner transports are required across cities, towns and regions
- reduced prisoner transport costs for court appearances, and
- reduced costs to legal practitioners participating in the trials, by not travelling to correctional centres to meet with clients because the option of videoconferencing replaces the need for in-person legal visits.

## Improved jury management system and services

The QJURY Project was created to review and improve processes for juror administration and select and implement a replacement solution for juror administration in Queensland. A jury management system developed by the New South Wales Department of Attorney-General and Justice has been selected as the best solution to replace the current system used in Queensland. During 2014–15, we commenced work with New South Wales to acquire and customise the solution for use by Queensland Courts Service. It is expected that the new solution will be ready for use by early 2016.

Benefits include:

- improved service provision and reduced red tape for Queenslanders
- increased juror participation
- significant reduction of risks related to technology, and
- less reliance on manual processes.

A range of initiatives also took place to promote participation in, and improve the experience of, Queenslanders who perform jury service. This included:

- an updated juror DVD
- an option for online questionnaire completion for potential jurors
- improved communication with, and information for, potential and empanelled jurors, and
- curriculum material for educators.

The department also conducted research in the community and with potential and actual jurors to understand the jury experience, promote participation in jury service and improve the jury service experience in ways that are positive, meaningful and beneficial to both the community and the courts. This work will continue through the next financial year.

Benefits include:

- increased positive perception of jury service and a reduction in negative perceptions
- increased juror participation
- savings in operational costs while better meeting the needs of potential and actual jurors, and
- revitalisation of services to jurors.

## Improving services for victims of domestic violence

Integrated Criminal Justice (ICJ) is a collaboration of justice agencies to facilitate more efficient and responsive criminal information exchange and justice processes. In 2014–15, ICJ commissioned stakeholder research to identify issues and challenges for individuals seeking to lodge domestic violence applications for Domestic Violence Protection Orders. A domestic violence improvement project was implemented to improve the information available to customers and interagency process and practices.

In early 2015, through ICJ, Queensland Courts Service and the Queensland Police Service (QPS) began jointly developing arrangements for automatic, electronic transmission of Domestic Violence Protection Orders from courts to QPS. This interface will be introduced in 2015–16 and will allow Domestic Violence Protection Orders to be enforced in a more timely and effective manner.

During 2014–15, QPS and courts also worked together to simplify documentation for people seeking Domestic Violence Protection Orders and to develop an electronic lodgment option for applicants seeking protection. Safety was also improved with the introduction of a ‘quick exit’ button on the courts website that allows victims of domestic violence and other vulnerable people to exit the website urgently for privacy and safety reasons.

Benefits include:

- improved timeliness and access to services for victims of domestic violence
- streamlined administration of the *Domestic and Family Violence Protection Act 2012*, and
- improved accuracy and reduced cumbersome duplicate manual processes.

During 2014–15, Domestic Violence Protection Orders recorded on the Queensland Police Service QPRIME system within 24 hours of issue improved from approximately 65 per cent to more than 95 per cent.

### Civil case management systems consolidation

Part of the department’s vision for the courts is to have fewer case management systems to increase efficiency, reduce costs and increase integration. During 2014–15, we progressed the QCIVIL v2 Project, which continues the consolidation of civil case management systems used by the Magistrates Courts Service and part of Queensland Civil and Administrative Tribunal (QCAT), with the civil case management system used by the Supreme and District Courts.

Benefits include:

- more efficient use of training resources as fewer systems will be used in the courts
- reduced risk from aging systems, and
- more efficient use of internal technical resources to support civil case management systems.

### Births, Deaths and Marriages online services

During 2014–15, the Registry of Births, Deaths and Marriages (BDM) continued to provide efficient and contemporary online services for Queenslanders, family historians and agencies requiring identity validation services, by continuing to digitise birth, death and marriage records and launching additional online registration and payment tools.

## **Births, Deaths and Marriages digitisation project**

In June 2015, BDM's five year Digitisation Project concluded. At its conclusion the project had delivered approximately 10.1 million images of registers and source documents, ensuring information on more than 6.1 million Queensland birth, death and marriage records previously held only in paper are permanently available digitally. In addition, the project has allowed more than 2.5 million life event records to be fully transcribed, meaning life event certificates required for identity purposes can now be printed instantly. Digitisation also provides the backbone to BDM's family history service.

## **Family history research services**

Thanks to digitisation, genealogists globally can now search more than 2 million Queensland life event records for free before deciding whether to purchase and download an image of a record to their home computer. This service is both extremely popular and has generated significant savings to users.

In 2014–15 Queenslanders conducted approximately 3 million searches via the family history web service. The service has reduced the cost of family history research in Queensland from \$40.50 per transaction to \$20 for an image and \$28 for a certificate. Since its inception in June 2013 the service has processed more than 60,000 applications, saving genealogists more than \$1 million.

## **Data sharing**

In 2014–15, Births, Deaths and Marriages continued to strengthen inter-agency collaboration by maximising data sharing in the critical areas of:

- Identity management – as a contributor to the National Document Verification Service, the Registry enables subscribers to electronically validate Queensland birth and death information presented in service enrolment. In 2014–15 this was extended to include Queensland marriages and change of name.
- Cause of Death Unit Record File (COD URF) – the COD URF is a national data set used for demographic and health purposes. Research from this data provides significant information for the formulation and monitoring of health and other social policies.
- Data Matching Service (DMS) – DMS is a secure electronic validation service which enables clients to match agency data to life event data, in real time. The DMS enables agencies to maintain and validate life events in order to effectively manage administrative records. In turn, this enhances business proficiency by reducing the outlay of correspondence to individuals, minimising agency expenditure.

## **Dispute resolution online services**

In 2014–15 the Dispute Resolution Branch made two of its services available online. Clients can more easily register and pay for training in mediation skills and conflict management and for their National Mediator Accreditation.

## Queensland Civil and Administrative Tribunal online services

In 2014–15 QCAT launched an online form for disciplinary proceedings. This is the third QCAT service launched online and professional bodies can apply using this form to start a disciplinary action against a person, company or business through QCAT.

### Early plead guilty online

The pilot of the early plead guilty online service was launched on 1 July 2014 for 16 courthouses in Southeast Queensland, for four minor offences. On 12 March 2015, this online service was rolled out across Queensland and expanded to include all non-indictable offences.

Customer uptake of the early plead guilty online service was high during 2014–15, with approximately 36 per cent of early guilty pleas received online, compared to all eligible offences. Further stakeholder engagement is planned to increase customer uptake of the online service.

### Customer-centred online services

Extensive stakeholder and customer engagement was undertaken during 2014–15 to drive Justice Services' digital service agenda. This included the design and delivery of 34 new customer-centred online services, research with over 3,000 customers and engagement with more than 500 stakeholders.

Services now available online include:

- search and copy court documents
- apply to issue a subpoena
- electronic adjournments
- apply for financial assistance through Victim Assist Queensland
- apply for conciliation and adjudication through the Office of Body Corporate and Community Management, and
- reapply for accreditation through the Dispute Resolution Branch.

### Court ordered child protection conferences

Child protection conferences are ordered by the court when Child Safety seeks to remove children from their families and the parents contest the application. Conferences are convened by the department's Dispute Resolution Branch and all parties are surveyed at the end of the conference about their satisfaction with the process.

During 2014–15:

- 508 court ordered child protection conferences were convened
- 89 per cent of parents indicated that they felt listened to and respected and they were able to have their say, and
- 98 per cent of professionals (which includes lawyers, Child Safety officers and separate representatives) indicated that the conferences were collaborative, inclusive and constructive and that the conveners were impartial and fair.

## You Choose

In 2009 South West Youth Justice Conferencing developed and trialled an early intervention school-based program called “You Choose: Smarter choices for a better future”. The aim of the program includes educating children around the age of criminal responsibility, the short term and long term consequences of a criminal record, as well as developing skills in how to handle situations where someone they are with is going to break the law. It contains a victim empathy component and looks at issues regarding use of social networking.

Youth Justice was invited to showcase and present a workshop at an International Conference on Youth Technology and Virtual Communities being held at Bond University in April 2015, hosted by Taskforce ARGOS of the Queensland Police service.

In 2014, the You Choose program was delivered to more than 1,000 students.

## Community service activities

Youth Justice Southern Queensland Region has focused on identifying community service activities that are most likely to benefit both the community and offer young offenders valuable learning experiences that reduce their risk of reoffending.

In early 2015 the Roma Youth Justice Service was successful in partnering with the Department of Housing and Public Works in Roma to provide local youth justice clients with opportunities to be introduced to trades as a community service activity. Young people are assisted to obtain their health and safety ‘whitecard’, and are then mentored by a Public Works tradesman from the Roma depot. Young people are able to perform a service for the community while gaining meaningful trade-related skills.

In Toowoomba, young people subject to community service orders assisted in building a horse buggy which was then donated to Riding for the Disabled. Young people involved in the project developed skills in welding, metal work and carpentry, while the agency was extremely grateful for an item that would normally require much fundraising, retailing at around \$13,000.

A Logan client charged with ‘sexting’ offences spent three weeks assisting You Choose facilitators in setting up and packaging programs delivered to primary school children. You Choose addresses the issue of ‘sexting’ and other social network related offences, and at the end of the program the young person shared with the students her experience and regret at having contact with the justice system. An additional part of community service included work activities at the Centre Against Sexual Violence and the Working Against Violence Support Service, where she gained other perspectives in relation to sexual offences and their impact on victims.

## Legal Services Panel

The establishment of the legal services panel in 2015 is a significant achievement of Strategic Policy and Legal Services, which will deliver benefits right across the Queensland government.

A single whole-of-Government legal services panel commenced on 1 April 2015, to provide government departments (and statutory authorities who opt in) access to a panel of pre-approved private sector law firms able to provide advice across eight areas and 18 categories of law to meet their legal services requirements outside those provided by Crown Law.

The implementation of the panel arrangement, led by the Legal Services Coordination Unit, stands to deliver savings across the Queensland government both in terms of time spent undertaking procurement processes to engage private law firms, and opportunities to drive competitive rates through the aggregation of the government's spend on legal advice from private law firms.

### Mobile work teams

Workplace Health and Safety Queensland and the Electrical Safety Office are increasing the mobility of regional work teams to ensure greater flexibility in meeting the increasing demand for the delivery of state-wide services.

All regional service delivery staff have been equipped with tablet computers that allow mobile service teams to seek expert compliance and technical advice while in the field and provide clients with access to health and safety information in real time.

Multidiscipline teams are drawn together from existing resources across the state and are directed as needed to geographic areas, priority hazard areas and priority industry sectors of construction, agriculture and manufacturing.

The benefits include:

- existing regional based teams strengthened
- greater flexibility in delivering health and safety services in response to a projected annual increase in demand for services of 2.5 per cent, and
- finite resources are directed toward emerging service needs in identified geographic areas and priority industries.

### New resources for mobile workforce

The Office of Fair and Safe Work Queensland mobile workforce were equipped with tablet devices in May 2015. The first release of the mobile inspector app is planned to go live in late October 2015. This app is designed to optimise the interaction between the user and the operating database, providing an efficient method for inspectors to capture and retrieve data whilst operating in the field. Future apps will provide technical assistance when conducting ergonomic, health, hygiene and advisory assessments.

The benefits include:

- significantly reduced time spent in the office by allowing real time reporting from the field
- increased ability of field staff to engage directly with business through provision of access to Workplace Health and Safety Queensland resources and information services
- real time updates of relevant information
- reduction in field equipment, and
- development of standardised reporting and the ability to maintain electronic records management processes across the Office of Fair and Safe Work Queensland.

## Videoconferencing for prisoners with family in remote locations

During 2014–15, Queensland Corrective Services trialled the use of videoconferencing at Thursday Island’s Probation and Parole office to conduct ‘cyber-visits’ between family members and prisoners. Historically, there has been no, or limited engagement between prisoners in jail and family in remote locations before a trial.

The videoconferencing program formally closed at the end of June 2015 with ongoing activities transitioned to business as usual areas and a small dedicated team responsible for closing the remaining open initiatives. The refresh of the videoconferencing support model in correctional centres is being led by a nominated Project Manager Videoconferencing within Queensland Corrective Services.

## Electronic lodgement of Official Visitor reports

The Official Visitor Scheme is managed through the Office of the Chief Inspector (OCI), Queensland Corrective Services. Official Visitors are independent members of the community appointed under the *Corrective Services Act 2006*. Their statutory functions include investigating individual prisoner complaints and reviewing segregation of individual prisoners under safety or maximum security orders. The State Coordinator, Official Visitors, administers the scheme within the OCI.

Each investigation and review is documented in a report, with the Official Visitor’s findings and recommendations, which is sent to the OCI. Until the end of 2014, reports were based on paper forms which were highly labour-intensive for both the Official Visitors and the OCI. At least 25 per cent of the State Coordinator’s time (including manual data entry for statistical purposes) was in dealing with the reports.

In 2014 the OCI undertook a project to establish an online system through which the Official Visitors could upload reports and Safety Order reviews. The system, which is cost-neutral, went live in January 2015 and has captured all reports by Official Visitors since 1 January 2015.

Official Visitor reports are entered into the relevant report or review forms via a secure link to the Queensland Corrective Services website. The information goes directly into a spreadsheet on a secure server and is downloaded into a spreadsheet maintained by the OCI.

The benefits include:

- controlled management of information security
- reduced risks and costs associated with handling and storing large numbers of documents
- reduced delays in identifying significant issues in Official Visitor reports
- more timely follow up on key Official Visitor findings or to analyse issues and trends arising from their reports, and
- reallocated resources to allow the proper support, training and management of Official Visitors to ensure high levels of performance.

## **Our strategies for ensuring that Queensland gets great service 2015–16:**

### **Improve service delivery models and make it easier for people to use our services**

We are committed to continually improving how we deliver our services. Our online presence is increasing, and we are modernising our systems and processes for interacting with stakeholders. These strategies include online self-service options for our clients, more modern courthouses, and streamlined internal processes.

### **Foster a consultative approach and engage with our stakeholders and customers**

In alignment with the Government's approach, consultation underpins everything we do. We recognise the value of liaising with experts, partner agencies and our customers, as a way to inform our approaches and tailor how we deliver services to meet the needs of the community. We regularly seek feedback from clients and use this information to guide our future activities and tailor services to continue to meet client needs.

### **Work collaboratively to deliver seamless and connected services to Queenslanders**

To help us provide the highest level of service to Queenslanders, we will work across business areas internally, and externally with other agencies and industries, to share resources and expertise and develop systems that allow the seamless and connected delivery of service.

# DJAG is responsive and high performing

The department is changing the way we deliver services and growing a high-performance culture by focusing on our vision, strategies and leadership. We are transforming the way corporate services are delivered and will continue to develop our digital and mobile first approach to customer-centric service.

Corporate services is creating a business partnership model, bringing together the best ideas and capabilities from across government, the private and non-government sector to support innovative frontline service delivery. All the improvements to the department's service delivery will drive down costs, increase productivity, and encourage innovation.

## **Performance indicators**

- ✓ Staff satisfaction and engagement
- ✓ Services are delivered within approved budgets
- ✓ Improved governance practices
- ✓ Corporate service delivery improvement

## Corporate Governance and Accountability

The department has internal accountability mechanisms in place to ensure we operate effectively and transparently. These enable us to manage risks, realise opportunities, monitor, evaluate and report on our performance.

### Board of Management

The Board of Management is the department’s leadership, planning and accountability committee. It supports the Director-General in discharging his statutory responsibilities and provides leadership, strategic direction and oversight of the department’s governance and associated committee structure.

The Board meets monthly and supports the Director-General to set strategic direction. The three special purpose committees support the Board of Management in its strategic leadership functions by monitoring performance and identifying and implementing business improvement opportunities in their key areas of responsibility.

#### The Board provides the following:

- leadership, direction and guidance to the department
- strategic planning, policy setting, risk management and resource allocation, including directing resources to high priority services
- performance management and reporting oversight
- ensuring that the department is responsive to changing community needs and government priorities
- coordinating with other government agencies to deliver seamless government services and policy, and
- reviewing, monitoring and directing the department’s governance committees.



## Membership of the Board of Management as at 30 June 2015 included the following officers:



**David Mackie**

**Director-General — Chair**

David was appointed Director-General of the Department of Justice and Attorney-General on 4 June 2015 after relieving in the role since March this year.

Over his 25 years in the Queensland Public Sector, David has held executive and senior management positions responsible for both the delivery of front line services and corporate support services. Having originally joined the department in 1990, David initially performed a range of roles in the areas of finance, policy and corporate governance before heading up corporate services areas within the Anti-Discrimination Commission Queensland (1996—2002) and the Commission for Children and Young People and Child Guardian (2004).

Returning to the department in 2006, David served as the Director of the Director-General's Office from 2006—07; Registrar-General of Births, Deaths and Marriages from 2007—08; Executive Director, Community Justice Services from 2008—12; Secretary (Executive Director) of the Commission and of Inquiry into the Queensland Health Payroll System Implementation (2013); and Deputy Director-General, Justice Services from 2013—15; before being appointed to his current role.

David holds a Bachelor of Commerce with majors in Economics and Public Policy.



**Dr Simon Blackwood**

**Deputy Director-General — Co-deputy Chair**

Simon is currently the Deputy Director-General for the Office of Fair and Safe Work Queensland. His responsibilities include: supporting improved workplace health and safety and electrical safety performance through the regulatory framework and provision of services; regulatory responsibility and provision of policy advice on workers compensation matters; and supporting a productive industrial relations framework for the public sector in Queensland.

Simon's previous roles have included Executive Director of Workplace Health and Safety Queensland and prior to that General Manager of Private Sector Industrial Relations. He holds a PhD in Sociology from the University of Queensland.



## David Ford

### Deputy Director-General — Co-deputy Chair

David was appointed Deputy Director-General, Liquor, Gaming, Racing and Fair Trading and also Commissioner for Fair Trading in April 2009. He was appointed Commissioner for Liquor and Gaming in January 2013. He was previously Deputy Under Treasurer from 2005–09, following a period as Deputy Director-General, Department of Tourism, Fair Trading and Wine Industry Development and a decade as Executive Director, Queensland Office of Gaming Regulation in Queensland Treasury.

David's responsibilities include the Office of Liquor and Gaming Regulation, the Office of Fair Trading and the Office of Regulatory Policy. David is an Associate Fellow of the Australian Institute of Management and a member of the Institute of Public Administration of Australia. He has several years experience as a former chair and committee member of the International Association of Gaming Regulators.



## Peter Cook

### Assistant Director-General

Peter was appointed Assistant Director-General, Corporate Services in May 2014. Prior to commencing with the public sector in 1996, Peter worked in the banking and finance sector.

Peter has worked in a number of departments and he commenced with the Department of Justice and Attorney-General as a result of the 2007 machinery-of-Government changes. Peter held the positions of the department's Executive Director of the Financial Services Branch and Chief Financial Officer.

Peter is a Fellow of CPA Australia.



## Jennifer Lang

### Acting Deputy Director-General

Jennifer has been Acting Deputy Director-General, Justice Services since April 2015.

Jennifer's substantive role is Assistant Director-General, Strategic Policy and Legal Services and she was appointed to this role in December 2011. She had previously acted in the role from January 2010 with a three-month period between October and December 2010 when she acted as Executive Director of Strategic Policy, Legal and Executive Services. Before this appointment Jennifer was the Director of the Tribunals Review Project. This project amalgamated a range of Queensland Tribunals into one body, the Queensland Civil and Administrative Tribunal, which commenced on 1 December 2009.

Jennifer holds a Bachelor of Laws with Honours and before joining the Queensland public sector, worked as a lawyer in private practice for a number of years.



## Dr Mark Rallings

### Deputy Director-General

---

Mark commenced in the role of Acting Commissioner, later Acting Deputy Director-General, Queensland Corrective Services, in October 2013. Mark has worked in Queensland Corrective Services in various roles since 2004, including Executive Director, Specialist Operations and Deputy Commissioner, Statewide Operations.

Educated at the University of Queensland, Mark has a BA (Hons) and PhD in psychology. Mark has worked across the public and private sector, specialising as a consultant psychologist and private practitioner, Head of Research and Evaluation with Her Majesty's Prison Service, Sex Offender Treatment Programme and as a Queensland Police Service Officer.



## Sean Harvey

### Assistant Director-General

---

Sean was appointed as Assistant Director-General, Youth Justice in May 2014. Sean has worked in various disciplines involving finance, human services and justice administration. More recently Sean led the Courts Innovation Program as Director, delivering a number of innovative strategies and was a Regional Director in Justice Services.

Sean is responsible for the Youth Justice division, which includes two youth detention centres and 25 youth justice service centres across Queensland.



## Leanne Robertson

### Acting Assistant Director-General

---

Leanne acted as Assistant Director-General Strategic Policy and Legal Services for three months from April to June 2015; and has also acted in the position on previous occasions. Leanne's substantive position is that of Director within the department's Strategic Policy and Legal Services Division. Leanne has more than 20 years legal policy experience in both Queensland and the Northern Territory.

Leanne holds a Bachelor of Laws and Bachelor of Arts.



**Greg Cooper**  
Crown Solicitor

---

Greg was appointed Crown Solicitor on 1 November 2008. In his role as Crown Solicitor he acts as the solicitor on the record for the State and provides independent legal advice to the Cabinet, the Premier, the Attorney-General, Ministers, Directors-General and departmental officers on matters of significance to the Government. The Crown Solicitor is also responsible for resolving conflicts of interest in any legal matter being handled by Crown Law and is responsible for setting the professional and ethical standards of the Crown Law office.

Before Greg's appointment, he spent four years as Deputy Crown Solicitor of the Litigation Branch and six years as Crown Counsel when he acted as Junior Counsel to the then Solicitor-General, Mr P A Keane QC (as His Honour then was). Greg has extensive expertise in the fields of constitutional and public law.



**Garry Davis**  
Executive Director, Financial Services Branch – Chief Financial Officer

---

Garry was appointed Executive Director, Financial Services and Chief Financial Officer in September 2014. Garry had previously acted in this role from March to July 2013 and February to September 2014. Prior to his appointment to this role, he served as the Director, Budget and other senior financial positions within the department.

Garry provides leadership in the provision of financial and management accounting, procurement and corporate governance services across the department and strategic financial advice and direction to assist senior management achieve departmental objectives.

Garry is a CPA member of CPA Australia.

---

**Also attending Board of Management as observers were: Tony Moynihan QC, Director of Public Prosecutions and Roger McCarthy, Director, Office of the Director-General.**

## Audit and Risk Management Committee

The Audit and Risk Management Committee is an independent advisory body to the Director-General. It assists the Director-General to discharge his responsibilities under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. The Committee operates under an approved Terms of Reference, and has due regard to Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

Membership of the Audit and risk Management Committee at 30 June 2015 comprised the following positions and officers:

Position	Officer
Chair (external)	Len Scanlan
Standing members	
A/Deputy Director-General, Justice Services (Deputy Chair)	Jennifer Lang
Deputy Director-General, Office of Fair and Safe Work Queensland	Simon Blackwood
Deputy Director-General, Queensland Corrective Services	Mark Rallings
Assistant Director-General, Youth Justice	Sean Harvey
A/Assistant Director-General, Strategic Policy and Legal Services	Leanne Robertson
Assistant Director-General, Corporate Services	Peter Cook
Executive Director, Office of Liquor and Gaming Regulation	Mike Sarquis
Observers	
Executive Director, Financial Services Branch	Garry Davis
A/Director, Corporate Governance Unit	Cameron Bunkum
Director, Internal Audit	Leon Smith
A/Director, Queensland Audit Office	Ross Hodson
Audit Manager, Queensland Audit Office	Pandy Pang

1. The Chair did receive remuneration during this financial year.

2. No other ARMC Standing Member or Observer received, nor was entitled to receive, any financial remuneration for their participation.

## Risk management framework

The department's risk management framework is based on *AS/NZS ISO 31000:2009, Risk Management—Principles and Guidelines*, and has been designed to integrate risk management into standard business processes.

The prime responsibility for controlling and mitigating operational risks lies with management of each operational area. Under this approach, managers play a key role in identifying and assessing the risks associated with their business, including developing and monitoring mitigating controls. The responsibility for controlling and mitigating strategic risks lies with the senior executive more generally, supported by the advisory role of ARMC.

During 2014–15, the department undertook a number of initiatives to enhance its risk management practices. This includes the establishment of the Fraud Risk Operational Group (FROG). The Corporate Governance Unit, in conjunction with FROG members, implemented a new fraud risk management framework, with a Fraud and Corruption Control Policy subsequently developed. A Divisional Risk Report is tabled by the Corporate Governance Unit at each quarterly ARMC meeting.

In partnership with Internal Audit, the Corporate Governance Unit will be undertaking an assurance mapping exercise during 2015–16, aimed at integrating into the department’s governance process, including assessing assurance coverage against key organisational risks and ensuring there is a comprehensive risk and assurance process in place.

- Improvements in the risk management framework in 2014–15 include:
- the Fraud Risk Operational Group (FROG) was established
  - a revised fraud risk management framework was implemented, and
  - a Fraud and Corruption Control Policy developed.

### Internal Audit

Internal Audit forms an integral component of the corporate governance framework by conducting reviews of financial, information management and performance management systems. The independence of Internal Audit is maintained by reporting directly to the Director-General, with a subsidiary reporting relationship to the Audit and Risk Management Committee.

During 2014–15, Internal Audit led the roll-out and implementation of the Audit Command Language (ACL) Data Analytics package across the department. ACL supports fraud detection and countermeasures, business intelligence activities, controls monitoring and audit processes. As such, the use of ACL is in line with the ‘Second Line of Defence’ regarding the monitoring, review and testing of the effectiveness of ‘First Line of Defence’. As part of the roll-out, Internal Audit consulted with both Financial Services Branch and Human Resources Branch in assessing a variety of suitable Computer Assisted Audit Techniques against applicable business wants and needs, namely the SAP and AURION systems, respectively.

Internal Audit adheres to the approved Internal Audit Charter, developed in line with the Institute of Internal Auditors’ *International Standards for the Professional Practice of Internal Auditing*. An independent review by the Institute of Internal Auditors in 2014–15 assessed that Internal Audit conformed to the *International Standards for the Professional Practice of Internal Auditing* and the Institute of Internal Auditors’ *Code of Ethics*. An independent peer review is required to be conducted once every five years, the last review having been completed in 2009–10.

Internal Audit outputs	2014–15 Performance and achievements
Delivery of annual and strategic plans, and monitoring and improving financial accountability, internal control processes and business practices within the department	<ul style="list-style-type: none"> <li>• conducted a number of audits covering financial compliance, operational performance, project management and information systems reviews</li> <li>• achieved management acceptance of a high percentage of audit findings and recommendations targeted at business improvements in processes</li> </ul>
Review of the effectiveness of internal controls in mitigating risks	<ul style="list-style-type: none"> <li>• conducted risk analysis as part of the annual audit planning process, together with analysis conducted during specific audit engagements</li> </ul>

## Public sector ethics

### Education and training

From 1 July 2014 to 30 June 2015, the department (through its Ethical Standards Unit) complied with section 12K of the *Public Sector Ethics Act 1994* by conducting face-to-face training in workplace ethics for new and existing departmental employees.

There were 57 face-to-face training sessions held across a diverse range of locations, including 21 outside the Greater Brisbane Region. To meet the significant training challenge presented by Queensland Corrective Services' large and relatively fluid workforce, the Ethical Standards Unit conducted 20 dedicated sessions at its central academy and correctional centres across the state.

In total, 1,305 departmental staff received face-to-face training, an increase from the previous financial year of approximately 100 per cent.

The face-to-face Workplace Ethics training is supplemented by online refresher training available to all staff. This was provided to 2,647 staff in the period, an increase from the previous financial year of approximately 16 per cent.

These education and training initiatives and related ethics advisory services provided by the Ethical Standards Unit have, over time, improved accountability and reduced the incidence of serious misconduct requiring disciplinary sanctions.

### Procedures and practices

Under section 12L of the *Public Sector Ethics Act 1994*, the department's administrative procedures and management practices must have proper regard to the values and principles of the Act.

These are reflected in:

- Human resource management policies, practices and procedures, as well as Workplace Ethics training.
- Strategies identified in objective 5 of the 2014–18 Strategic Plan, including act with integrity and accountability and ensure robust governance practices. These strategies are consistent with the Act's ethics principles, and the Code of Conduct.
- Business area plans that support the objectives of the strategic plan. In turn, staff performance effectiveness plans align with business area plans, the strategic plan, the Act's ethics principles and the Code of Conduct.

Considerable effort continues to be invested in aligning the integrity and accountability processes of diverse business areas within the department.

The Ethical Standards Unit also administers the functions of the Youth Detention Inspectorate to meet the obligations imposed by s263 of the *Youth Justice Act 1992*. During 2014–15, Youth Detention Inspectors completed eight statutory inspections of Queensland's youth detention centres. Inspection reports are provided to the Director-General and include an assessment of nominated areas and recommendations for improved effectiveness.

## Information systems and recordkeeping

The department complies with the *Public Records Act 2002*, keeping full and accurate records of activities. Information management is governed by the *Public Records Act 2002*, *Information Standard 40: Recordkeeping and Information Standard 31: Retention and Disposal of Public Records* as well as whole-of-Government recordkeeping policies and guidelines issued by the Queensland State Archivist.

The department uses both paper based records and an electronic document and records management system, eDocs, to effectively manage and secure its administrative and core business records both regionally and centrally. This includes the correct scheduling and disposal of administrative records in line with the *Queensland Government's General Records and Disposal Schedule* and State Archives approved Retention and Disposal Schedules for core business records.

The Information Technology Services Branch, provides advice, guidance, technical support and security management of recordkeeping and corporate information systems.

The security management team provides services to support the confidentiality, integrity and availability of business information contained within departmental information systems. No serious security breaches occurred during the 2014–15 period for the agency.

The Information Technology Services Branch has produced extensive electronic user guides available to all staff relating to information management concepts within eDocs, including a number focusing specifically on information security concepts. The branch has delivered personalised eDocs training on an ad-hoc basis and provides an online training course relating to the use of eDocs, recordkeeping and security, which is available to all staff.

## Case management systems

The department uses several case management systems to capture, secure and manage its core business records and services.

## Open Data

The Open Data Initiative helps make government more transparent and encourages individuals, businesses, researchers and non-government organisations to develop innovative solutions to improve public services.

The department's commitment to open data is confirmed by the published Open Data Strategy located on the Department of the Premier and Cabinet's Open Data website at:

<http://publications.qld.gov.au/dataset/open-data-strategy-justice-and-attorney-general>.

The department has published more than 100 datasets. Examples of datasets provided by the department in support of the Open Data Strategy are:

- Victims Financial Assistance Applications
- Top 100 Baby Names, and
- Community Service Work Performed January 2014 – July 2015.

To access further information and government data please visit: <https://data.qld.gov.au>.

## Business Innovation and Enablement Platform

The department initiated stage one of the Business Innovation and Enablement Platform (BIEP) program in 2013–14. The 2014–15 completion of BIEP now provides a foundation for enabling new work models and practices that ensure the contemporary delivery of services to Queenslanders.

It has delivered staff a new computing platform underpinned by Windows 8 and Office 365 and has also supported business change and promoted innovation and revitalisation of business processes and service delivery methods through optimal utilisation of the new platform.

## Queensland Audit Office reports

In 2014–15, the Queensland Audit Office (QAO) conducted a number of performance audits and mandatory financial statements throughout Queensland, which included coverage of the Department of Justice and Attorney-General (DJAG).

### QAO Reports to Parliament

#### **Report 1: 2014–15 – Results of audits: Internal control systems 2013–14**

This report summarises the results of QAO's evaluations of the systems of financial controls and of selective testing of controls that operated within the 21 government departments during the 2013–14 financial year.

In addition to the results of audits of internal control systems, the report also includes an evaluation of the effectiveness of delegation of financial responsibility across all 21 departments. QAO also examined the risk assessment processes used by Accountable Officers to manage their entities' financial risks. No specific recommendations were detailed within the report; matters raised have been represented separately to each department.

#### **Report 4: 2014–15 – Results of audit: State public sector entities for 2013–14**

This report outlines the results of QAO's audits of 2013–14 financial statements of state government departments, statutory bodies, government owned corporations and the entities they control in the general government sector with a balance date of 30 June 2014. No specific recommendations were noted within the report.

The report provides summary results by portfolio and entity. The Auditor-General assessed that processes to prepare DJAG's 2013–14 financial statements were satisfactory, prepared in accordance with the legislative deadline, and that strong internal controls existed.

#### **Report 7: 2014–15 – Results of audit: Queensland state government financial statements 2013–14**

This report outlines the results of QAO's audit of the consolidated 2013–14 financial statements of the Government of Queensland (state government financial statements). No specific recommendations were noted within the report.

#### **Report 13: 2014–15 – Procurement of youth boot camps**

This report examined the procurement processes followed in awarding contracts to certain service providers to operate three youth boot camps as part of an expansion of the government's youth boot camp program. Specifically, the report examined whether the three expansion trial boot camps were procured economically and whether the means by which their services were procured adhered to expected standards of probity, transparency and accountability.

The report recommended the department:

1. ensures that the rationales for decisions which are not consistent with the results of underlying tender or expression of interest (EOI) processes are fully documented
2. advises decision makers of the financial implications of their decisions where they are not consistent with recommendations arising from a tender or EOI process
3. produces complete budgets that incorporate all recurrent and capital costs likely to be associated with program trials as part of the initial decision making process, and progressively update these based on actual experience, and
4. undertakes an early assessment of the cost effectiveness of the boot camp trial to minimise any further costs to the state that may arise from any further extension of the program under current contractual arrangements.

The department is committed to improving processes to ensure there is clear documentation of its identified procurement framework, including procedures and a more efficient process in the future. DJAG also engaged an external, independent evaluator who will undertake an assessment of the cost benefit of the youth boot camp trial.

## Queensland Ombudsman reports

### The Strip Searching of Female Prisoners Report

In September 2014, the Queensland Ombudsman released *The Strip Searching of Female Prisoners Report*. The report represented the findings of an investigation into Townsville Women's Correctional Centre's practice of conducting strip searches on female prisoners receiving a certain class of restricted medication between June 2013 and March 2014. The investigation revealed that the practice was both unreasonable and contrary to law, and was not reviewed by the Centre or Queensland Corrective Services (QCS) during the 10-month period during which it was implemented.

The Ombudsman's review made four recommendations for QCS and the Department of Justice and Attorney-General to consider. The recommendations were as follows:

1. The Director-General ensure that refresher training is conducted for those officers (including the General Manager) with delegations to order strip searches at the Centre regarding:
  - a. the circumstances in which strip searches may be ordered and the relevant requirements of the Act and the Regulation
  - b. the potential negative effects of strip searches on female prisoners and the importance of considering alternative search techniques, and
  - c. the requirements of the Act regarding the need to complete the strip search register after each strip search.
2. The Director-General ensure orders for strip searches are properly authorised and documented at the Centre, including how the circumstances of the order meet the requirements of the Act and include a review date for re-evaluation of any ongoing strip searches.
3. The General Manager of the Centre document a procedure for dealing with menstruating prisoners who may be subject to strip searches and ensure that all staff conducting strip searches are made aware of the procedure.
4. The Director-General review the current oversight mechanisms (at QCS and correctional centre level) to ensure that strip searches undertaken at all correctional centres are appropriately authorised and reasonable in the circumstances.

Upon release of the report, QCS immediately ceased this practice, unconditionally accepted the recommendations in the report and initiated a full 'healthy prisons' inspection of the Townsville correctional complex. The Deputy Director-General of QCS issued a direction for searches of prisoners requiring the removal of clothing, which incorporated the recommendations made by the Queensland Ombudsman.

## Queensland Coroner recommendations

In 2014–15, two recommendations arising from two coronial inquests were directed to the department. Each year, the Queensland Government publishes its response to coronial recommendations and comments handed down the previous calendar year.

In 2015–16, the department will publish responses to these recommendations on the Office of the State Coroner's website, next to the findings of inquest, along with implementation updates to earlier recommendations that are not yet delivered. The department will inform the community of implementation progress by publishing updates every six months until the recommendations are delivered.

## Human resources and planning

### Our people

As at 30 June 2015, the department employed 8,539.83 full time equivalent (FTE) staff. This is an increase from the 2013–14 period when 7,981.03 FTE were employed. This increase is due to the employment of additional staff to accommodate growth in adult prisoner and youth detention numbers, and the machinery-of-government change which resulted in the transfer of the Child Guardian function to the department from 1 July 2014.

The above FTE figures relate only to staff employed out of the controlled funds. Judicial officers are employed out of administered funds to ensure a full separation of powers.

As at 31 March 2015, the department had a permanent staff retention rate of 91.5 per cent and a permanent staff separation rate of 8.5 per cent (not including judicial officers).

During 2014–2015, five employees received an offer of a voluntary redundancy package, with four employees accepting at a cost to the department of \$329,897.70. The employee who did not accept an offer of a redundancy has been actively supported to find an alternative employment placement in the department.

### Strategic workforce planning

The department is strongly committed to an engaged and capable workforce that delivers excellence in public service. Strategic workplace planning is an important factor to support this commitment and ensures a sustainable, highly skilled workforce for the future. Our contemporary recruitment and selection practices coupled with practical performance management strategies have contributed to developing an agile, highly skilled and responsive workforce that promotes the department's vision of a fair, safe and just Queensland.

The department's current Strategic Workforce Plan 2014–15 has been revised for 2015–16 to address emerging workforce issues across all business units.

## Employee engagement and a high performance culture

With a focus on building effective relationships, meaningful employee engagement in the workplace and establishing clear performance expectations, the department's performance management framework ensures that managers, teams and individuals are supported to achieve excellence in service delivery that aligns with and promotes the department's vision.

In 2014–15, the department introduced a refreshed performance framework that could be used wholly or adapted to suit individual business needs. This initiative builds on and complements the department's results in the Employee Opinion Survey.

## Learning and development

The department is committed to developing and supporting employees through blended learning and development opportunities. In particular, effective leadership and management development is a key strategy for the department's success in the delivery of quality services to the community.

The department has supported managers and leaders to build capability in self-awareness, essential people management skills and leadership behavioural skills and knowledge. The department is participating in the Public Service Commission's Leaders Capability Assessment and Development (LCAD) program with 33 high potential and high performing team leaders and program managers being nominated. In addition, the department had 9 senior officers participate in the Senior HR Capability Assessment and Development (SHR-CAD) initiative sponsored by the Public Service Commission. SHR-CAD's aim is to build strategic human resource capability across the department and the public service generally.

## Learning management system and instructional design

The department continued to build employee capability through its online learning management system. During 2014–15, 3,900 employees completed training through face-face and more than 155 online courses, achieving 20,584 course completions.

To support the growing challenge for effective online training solutions, the department commissioned an Instructional Design Project to further improve the value and experience of employees in their online learning needs. The outcomes of this project are scheduled for release in the first half of 2015–16.

## Reward and recognition

The annual Staff Excellence Awards were held in July to acknowledge outstanding contributions and performance across the department by individuals and teams. In 2014–15, a Divisional Staff Excellence Awards program was held to identify winners and highly commended recipients to progress to the Departmental Awards. This recognition of outstanding contribution and performance fosters a positive workplace culture in line with the Queensland Public Service values, and the department's vision and purpose to deliver services of the highest standard.

## Staff health and wellbeing

The department strongly supports the health and wellbeing of its valued employees. Services are promoted through established staff communication channels, such as emails, newsletters and intranet updates.

Services include free annual influenza vaccinations to employees; active case-managed rehabilitation and return to work programs to assist employees for earlier return to their job; providing family/sick rooms; promoting contemporary flexible work arrangements to balance family and work responsibilities and an employee assistance program which provides professional, free and short term counselling and support for all employees and immediate family members.

The department also participated in an office based ergonomics study conducted by the University of Queensland and the National Health and Medical Research Council. Under the study, office workers in a number of the department's business areas in Brisbane were offered workstation ergonomic assessments and as necessary, assigned to either an exercise program or health information sessions. An evaluation of this study will be conducted in 2015–16 for further consideration in the roll-out of this initiative.

### **Employee opinion survey**

Results from the 2014 Employee Opinion Survey (EOS) provided an opportunity for the department to embark on a revitalised program of staff engagement. The formation of an EOS Co-ordinator Network enabled a unified and targeted approach to addressing survey results. Two workplace factors, namely learning and development and performance assessment had a departmental wide focus and were included in all divisional EOS action plans. Divisions also had the flexibility of focussing on other workplace factors relevant to their business.

All action plans and progress reports were published on the intranet and communicated to staff via a message from the Director-General.

### **Industrial and employee relations**

The department has ensured its processes, practices and procedures support the government's Employment Security and Union Engagement policies.

In addition, the department has been involved with some extensive work in relation to the sector-wide Award Modernisation Process. In June 2015 the *Industrial Relations (Restoring Fairness) and Other Legislation Amendment Act 2015 (Qld)* (the Amendment Act) was released and provides for the Queensland Industrial Relations Commission to continue with an award modernisation process in accordance with the Amendment Act.

The department has also re-established the Agency Consultative Committee as an effective avenue for the department and industrial parties to engage in meaningful discussion about industrial issues impacting on, or which may impact on, the department's workforce.

### **Queensland Youth Justice Registered Training Organisation**

The Queensland Youth Justice Registered Training Organisation provides two nationally-accredited qualifications to front-line staff (Diploma and Certificate IV of Youth Justice) as part of our strong commitment to professional development. The qualifications are free for staff and are a great way of recognising and building upon the existing skills and knowledge staff have gained from their on-the-job experience. Upon completion Detention Centre Youth Workers employed in the operational stream are able to apply for progression as per the State Government Departments Certified Agreement 2009.

Graduates from the qualifications report a sense of personal achievement and greater commitment to the Youth Justice Services workforce, because the additional knowledge and skills gives them the confidence to be more competitive for job promotions. Additionally, they are able to use the qualification as recognised credit towards university studies. 37 staff completed the Certificate IV in Youth Justice in 2014 and 17 students completed the Diploma of Youth Justice in 2015.

## **Review and revitalisation of court activities**

A systematic review of Youth Justice performance before the courts was conducted between August and November 2014 to ensure that the best quality service is delivered to the Queensland Courts Service. The review assessed best practice techniques around the state and aligns with Youth Justice Services' obligation to consider the best interests of young people, their families and the community.

The review included:

- a detailed report identifying 30 recommendations for the Assistant Director-General
- successful engagement of key stakeholders including 17 Magistrates
- successfully identified high performing officers throughout Queensland
- endorsement of the widespread practice of taking clear positions on behalf of the Chief Executive before the court in line with statutory obligations
- development of practice standards and a continuum of development for court based workers underway
- revised procedures and training resources to guide staff underway
- establishment of peer accreditation system for court officers under development, and
- positive feedback from Magistrates on direction of change.

## **Expansion of the Cleveland Youth Detention Centre**

The expansion of Cleveland Youth Detention Centre was finalised and the new wing opened in January 2015, taking capacity from 48 to 96 beds.

Young women from North and Far North Queensland are now able to be accommodated at the facility, with the first young women arriving in late January 2015. Young women from North and Far North Queensland are no longer transported to and held at the Brisbane facility, rather are held closer to home, family and relevant support services.

During the expansion work a number of young males at the centre were able to work closely with the expansion contractor to gain vocational skills in concreting and turf laying, increasing opportunities for employment upon release.

# Summary of financial performance

The financial amounts summarised below reflect the operations of the Department of Justice and Attorney-General (excluding administered activities).

Financial snapshot	2014-15 Actual \$'000	2014-15 Adjusted Budget* \$'000	2013-14 Actual \$'000
Income	1 455 073	1 436 188	1 163 538
Expenses	1 457 558	1 436 188	1 160 082
Operating results from continuing operations	(2 485)	..	3 456
Total assets	4 062 764	3 747 287	4 100 862
Total liabilities	100 876	95 654	120 670
Net assets	3 961 888	3 651 633	3 980 192

\*The 2014-15 Adjusted Budget, as published in the 2015-16 Service Delivery Statements, reflects the machinery-of-Government change that occurred in 2015 to transfer the responsibility of Industrial Relations from the Public Service Commission to the Department of Justice and Attorney-General effective from 1 March 2015.

The 2013-14 Actual includes \$27.547 million payroll tax expenditure. From 1 July 2014, departments (excluding commercialised business units) were no longer liable for payroll tax. Hence, the 2014-15 Adjusted budget and 2014-15 Actual reflects the removal of payroll tax from employee expenses and an associated reduction to Appropriation revenue.

The department reported an operating deficit of \$2.485 million for the year ending 30 June 2015. The deficit is mainly related to the use of cash reserves to fund the revitalisation program in Registry of Births, Deaths and Marriages and the Injury Prevention and Management Program (IPaM) in Workers' Compensation Regulatory Authority.

The variance between 2014-15 and 2013-14 actuals mainly relates to the full year impact of the machinery-of-Government change to transfer the responsibility for Queensland Corrective Services (QCS) from the former Department of Community Safety from 1 November 2013. The variance also reflects the transfer of certain functions of the Commission for Children and Young People and Child

Guardian (CCYPCG) to the Public Guardian from 1 July 2014.

Following the machinery-of-Government change, the land and buildings transferred for QCS were revalued through a combination of comprehensive and desktop valuation methodologies by a qualified valuer. As a result, total assets have a higher than forecast value, which is reflected in the variance between 2014-15 Adjusted Budget and 2014-15 Actual.

A more detailed view of the department's financial performance is provided in the department's 2014-15 financial statement.

## Department services

The department provides services to support Queensland Government priorities across the following areas:

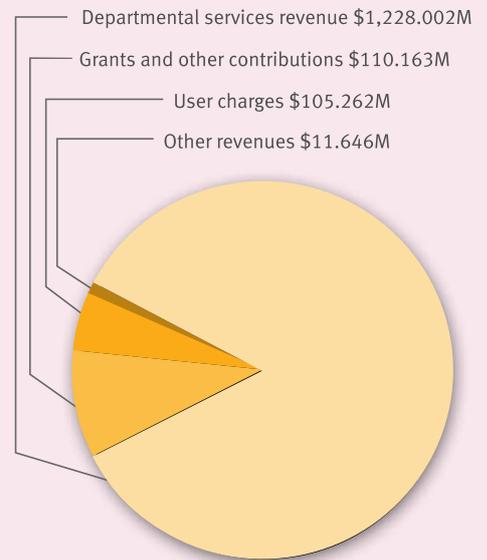
- criminal and civil justice which includes Queensland’s courts and tribunals, coronial and prosecution services and community justice programs
- fair and safe work which includes workplace health and safety, electrical safety, workers’ compensation regulator and industrial relations services
- legal services which includes Crown Law services and strategic policy and advice on law reform and justice policy
- human rights protection services which includes the Registry of Births, Deaths and Marriages, Victim Assist Queensland and guardianship services
- liquor, gaming and fair trading services which includes the Office of Liquor and Gaming, the Office of Regulatory Policy and the Office of Fair Trading
- youth justice services which includes youth detention centres, boot camps, youth justice conferencing, youth justice services and court services
- custodial services which includes Correctional Centres and sentence management administration unit
- probation and parole service which includes high risk offender management unit and probation and parole services in seven regions.

## Income

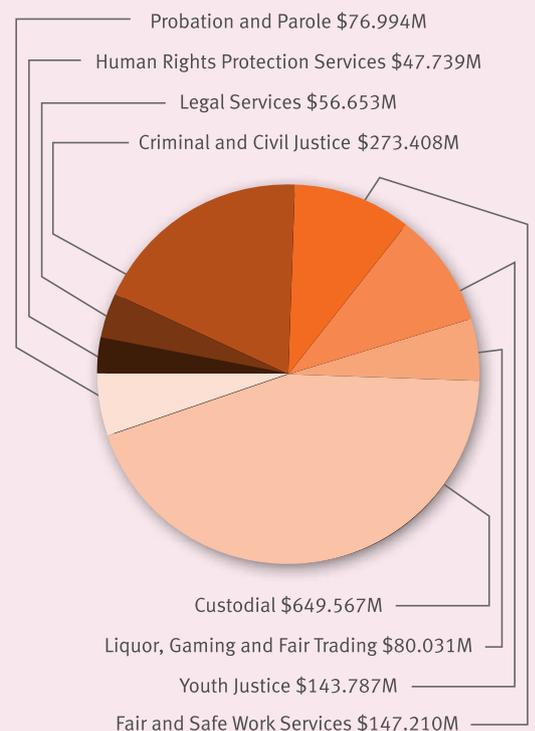
Revenue for the department totalled \$1.455 billion against the budget forecast of \$1.436 billion. The variance of \$18.885 million, or 1.3 per cent, is mainly due to additional funding provided to accommodate growth in prisoner and young offender numbers.

The department’s primary funding is Departmental services revenue provided by the Queensland Government to enable the department to carry out its services. Departmental services revenue is also referred to as appropriation and totalled \$1.228 billion or 84.39 per cent of total revenue.

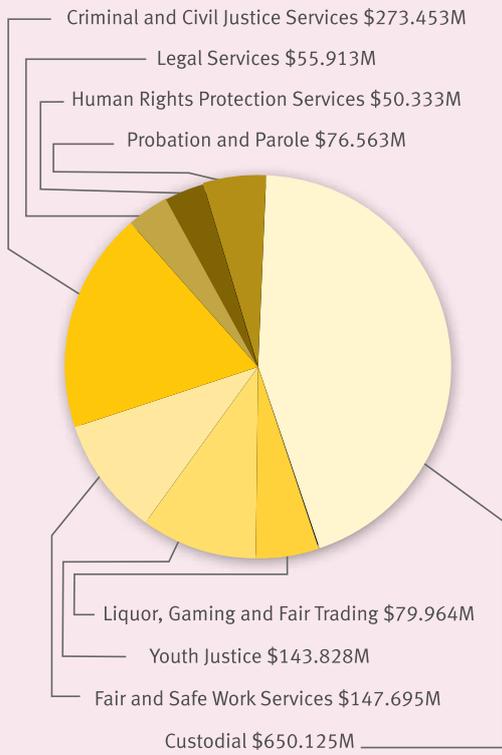
## 2014-15 Income — where our funds come from



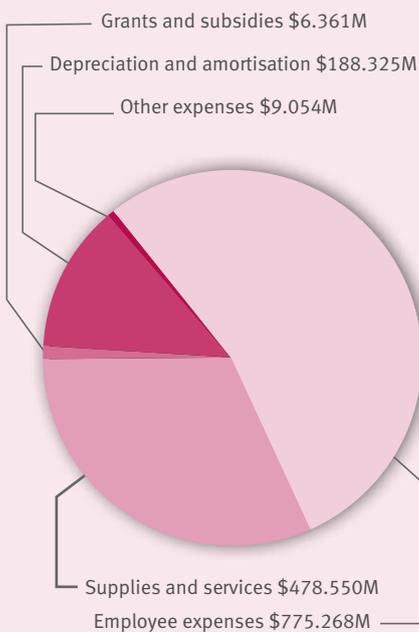
## 2014-15 Income by department service area



## 2014-15 Expenses by department service area



## 2014-15 Expenses — how our funds are spent



The Workers' Compensation Regulator receives funding from the WorkCover Queensland to provide a range of services designed to educate, inform and promote workplace rehabilitation as well as help injured workers to return to work. This funding was reclassified from User charges to Grants and Other Contributions following the machinery-of-Government change, explaining the variance between Actual and Adjusted Budget for 2014–15.

## Expenses

The 2014–15 expenditure of \$1.458 billion is \$21.370 million higher than the budget forecast of \$1.436 billion, a variance of 1.5 per cent.

Employee expenses for 2014–15 totalled \$775.268 million, which is in line with the budgeted figure of \$776.060 million.

Supplies and services expenses represent the costs incurred from third parties for the daily operations of the department during the financial year. The most significant supplies and services expenditure is property tenancy and maintenance costs due to the significant property assets owned and maintained or leased by the department. The actual supplies and services expenses for 2014–15 is \$478.55 million, an increase of \$23.763 million compared to the budgeted figure of \$454.787 million is primarily due to the reclassification of expenditure between grants and service procurement payments to provide for greater transparency, and increased costs to accommodate growth in prisoner and young offender numbers.

Grants and subsidies totalled \$6.361 million in 2014–15 and represented grants provided for Safe Work Australia, the Anzac Day Trust and Healthy Workers Initiatives.

Depreciation and amortisation are an estimate of the cost of property, plant and equipment and intangible assets consumed during the year.

## Assets

At 30 June 2015, the department held assets valued at \$4.063 billion comprising mainly land, buildings and construction work in progress. The department forecast an asset balance of \$3.747 billion for the year. The variance of \$315.477 million is primarily attributed to the increase in the value of land and buildings subject to revaluation.

Capital acquisition for 2014–15 was \$91.606 million; the highlight being completion of the Cleveland Youth Detention Centre expansion project and significant works on the Borallon Training and Correctional Centre re-commissioning (approved budget \$56.250 million).

During 2015–16, projects for the Borallon Training and Correctional Centre re-commissioning, Queensland Corrective Services perimeter security upgrade program – stage 2 (total budget of \$76.579 million) and Brisbane Youth Detention Centre security management system upgrade program (total budget \$9.344 million) will continue.

## Liabilities

As at 30 June 2015, the department had liabilities of \$100.876 million which is \$5.222 million less than the budget forecast of \$95.654 million.

## Chief Financial Officer statement

The Executive Director, Financial Services is the appointed Chief Financial Officer (CFO) responsible for financial administration of the department.

In accordance with section 77(2)(b) of the *Financial Accountability Act 2009* (the Act), the CFO has provided the Director-General with a statement conforming with section 57 of the *Financial and Performance Management Standard 2009* attesting that the financial internal controls of the department are operating efficiently, effectively and economically.

The CFO for the Department of Justice and Attorney-General has fulfilled minimum responsibilities of the role as defined in section 77(1) of the Act.

## Comparison of actual financial results with budget

Provision of these statements allows comparison of the actual financial results of the controlled operations of the department with the Adjusted Budget published in the State Budget papers 2015–16 Service Delivery Statements. This is consistent with the government's commitment to more transparent financial reporting.

Comparison of actual Income and Expenses against original Adjusted Budget for the year ended 30 June 2015 is provided in the department's 2014–15 financial statement.

# Service standards and other measures

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
<b>Criminal and civil justice</b>							
<b>Court services</b>							
<b>Supreme Court – Court of Appeal</b>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	1	98.5%	99.6%	104.2%	100%	95%	75.5%
• Criminal law		104.1%	92.8%	101.4%	100%	100%	94.4%
Backlog indicator (greater than 24 months)							
• Civil law		0%	0%	0%	0%	0%	3.0%
• Criminal law		0%	0%	0%	0%	0%	0.4%
<b>Supreme Court – Trial Division</b>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law		129.2%	112.6%	111.9%	100%	99%	101.7%
• Criminal law	2	105.8%	118.4%	89.8%	100%	86%	89.6%
Backlog indicator (greater than 24 months)							
• Civil law		10.1%	10.1%	7.9%	5%	8.4%	7.2%
• Criminal law		6.4%	10.1%	6.4%	5%	6.1%	5.3%
<b>District Court</b>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law		94.9%	107.4%	95.7%	100%	101%	100.7%
• Criminal law		104.5%	105.9%	96.8%	100%	95%	96.5%

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
Backlog indicator (greater than 24 months)							
• Civil law		3%	3.9%	4.1%	5%	4%	4.2%
• Criminal law		5.5%	5.4%	4.4%	5%	5%	4.3%
District Court – Appeals							
Clearance rate (finalisations/lodgments) per cent							
• Civil law		109.2%	118.9%	83.8%	100%	83%	91.8%
• Criminal law		83.5%	271.9%	87.4%	100%	83%	91.1%
Backlog indicator (greater than 24 months)							
• Civil law		4.4%	10.5%	6.3%	0%	8%	9.8%
• Criminal law		2.1%	3.7%	1%	0%	3%	4.8%
Magistrates Court							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	3	99.9%	97.5%	97.9%	100%	99%	100.7%
• Criminal law	4	100.1%	97.5%	95.4%	100%	99%	99.2%
Backlog indicator (greater than 24 months)							
• Civil law	5	8%	9.9%	7.2%	7.5%	10%	10.7%
• Criminal law		11.2%	11.1%	12.2%	10.5%	13%	12.9%
Childrens Court							
Clearance rate (finalisations/lodgments) per cent							
• Civil law		94%	99.2%	103.1%	100%	94%	96.3%
• Criminal law		101.1%	106.9%	101.3%	102%	104%	106.1%
Backlog indicator (greater than 24 months)							
• Civil law	6	10.7%	8.6%	9.3%	8%	11%	12.5%
• Criminal law	6	9.1%	10.9%	9.4%	7%	12%	12.4%

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
<b>Coroners Court</b>							
Clearance rate (finalisations/lodgments) per cent	7	106.9%	105%	105%	100%	94%	93%
Backlog indicator (greater than 24 months)	8	14.1%	10.2%	11%	5%	12%	12%
<b>Land Court and Tribunals</b>							
Clearance rate (finalisations/lodgments) per cent	9	84%	124%	129%	95%	113%	113%
Backlog indicator (greater than 24 months)		26%	37%	21%	10%	10%	9%
<b>Dispute resolution services</b>							
Agreement rate per cent							
• Civil law – mandatory mediations for QCAT		-	-	52%	50%	52%	52%
• Civil law – voluntary community mediations	10	84%	85%	83%	80%	88%	89%
• Criminal law		98%	99%	99%	95%	98%	99%
Overall client satisfaction with court ordered conferencing (child protection)							
• Parents	11	-	-	89%	80%	91%	89%
• Professional	11	-	-	96%	80%	98%	98%
<b>Tribunal services</b>							
<b>Body Corporate and Community Management</b>							
Clearance rate (finalisations/lodgments) per cent		103%	98%	101%	95%	98%	99%
<b>Queensland Civil and Administrative Tribunal</b>							
Clearance rate		91%	109%	106%	100%	109%	109%
Overall client satisfaction with services provided		-	74%	72%	70%	72%	72%

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
Fair and safe work							
Industrial relations services							
Overall client satisfaction with inspectorate's effectiveness and professionalism	13, 14	-	-	93%	85%	95%	95%
Cost of PSIR services per Queensland worker	13, 15	-	-	\$3.00	\$3.32	\$3.17	\$3.17
Administration of the Industrial Court and Commission system							
Percentage of matters resolved at conference	13	70%	70%	72%	65%	60%	64%
Average time for decisions to be published and made available to the community (days)	13	1	1	3	2	4	2
Level of client satisfaction with registry services	13, 16	92%	85%	88%	85%	-	-
Percentage of matters completed within three months	13, 17	73%	75%	76%	75%	-	71%
Workplace health and safety services							
Percentage of successful prosecutions (per cent)	13, 18	73.4%	63%	67%	65%	80%	78%
Overall client satisfaction by workplaces with the inspectorate's effectiveness and professionalism	13, 19	94%	-	92%	85%	-	-
Cost of WHSQ services per worker covered by the workers' compensation scheme	13	\$32.96	\$26.67	\$28.03	\$27.88	\$28.75	\$28.75
Electrical safety services							
The number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population	13, 20	8.2	5.48	3.6	6	6.3	6.3
Overall client satisfaction with:							
• Inspectorate's effectiveness and professionalism	13, 21	90%	-	93%	85%	-	-
• Access to and relevance of electrical safety seminar programs	13, 22	90%	-	-	-	-	-

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
Cost of electrical safety services per person in Queensland	13	\$3.50	\$3.68	\$3.70	\$3.82	\$3.81	\$3.81
<b>Legal</b>							
<b>Legal services to Government</b>							
Overall client satisfaction with services provided (feedback rating 1-5)	23, 24	4.48	4.05	4.55	4	4.6	4.6
Productivity for chargeable hours	23, 25	101%	104%	97%	100%	95%	96%
<b>Human rights protection</b>							
<b>Life event registration services</b>							
Average time to register life events (days):							
• births	26	6.9	5.2	6.9	6	7	7.1
• marriages		5.5	5.7	6.3	5	5	5.1
• deaths	27	3	0.04	0.3	2	1.5	1.2
• changes of name		15	5.2	6.1	7	4.5	4.2
Average time to issue life event certificates		4.1	4	5	4.5	4.5	4.4
<b>Victims of crime assistance services</b>							
Average length of time (calendar days) for financial assistance applications to be assessed:							
• interim assessments		12	15.50	16.22	21	15.80	15.48
• funeral assessments		7	22	9.88	21	11.20	12.63
• general assessments		70	74.5	83.75	90	75.5	71.5
• general assessments for secondary and related victims		90	102.6	124.58	150	89.6	89.32
Percentage of clients satisfied with the overall service:							
• financial assistance	28	96%	84.3%	82.42%	75%	84%	84.5%
• LinkUp	29	98%	97.9%	99%	85%	100%	100%

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
<b>Public Guardianship services</b>							
<b>Adult guardian services</b>							
Percentage of Community Visitor (adult) sites visited in accordance with the designated visiting schedule		-	-	-	90%	91%	91%
Percentage of restrictive practice reports submitted by Community Visitors (adult) to QCAT within required timeframe	30	-	-	-	85%	61%	64%
<b>Child guardian services</b>							
Percentage of vulnerable children visited by the Community Visitors (child) in accordance with the designated visiting schedule	31	-	-	-	90%	86%	84%
Percentage of locally resolvable issues within the scope of Community Visitors (child) resolved at the local level		-	-	-	85%	84%	82%
<b>Liquor, gaming and fair trading</b>							
Proportion of licensing applications and registration services processed within timeframes established in service delivery standards	32	90.5%	84.25%	89.5%	90%	90%	91.3%
Consumer redress facilitated by the Office of Fair Trading	33, 34	\$6.2 million	\$7.5 million	\$5.6 million	\$3 million	\$6 million	\$6.17 million
Cost of liquor, gaming and fair trading services per adult Queenslander	35	-	-	\$16.70	\$18.00	\$17.05	\$17.05
Proportion of audit, probity and inspection activities completed in accordance with annual program targets	36	101%	100.3%	97.8%	90%	90%	97.2%
Proportion of investigations completed within timeframes established in service delivery standards	36	85.5%	81.3%	82.95%	75%	75%	84.9%
Proportion of complaints/conciliations resolved within timeframes established in service delivery standards	36	84.5%	79.9%	85%	80%	80%	82.5%

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
<b>Youth Justice</b>							
Percentage of orders supervised in the community that are successfully completed:							
• Aboriginal and Torres Strait Islander young offenders		78%	75%	76%	75%	75%	78%
• Other young offenders		86%	80%	82%	85%	85%	83%
• All young offenders		82%	77%	79%	80%	80%	80%
Percentage of conditional bail programs that are successfully completed:							
• Aboriginal and Torres Strait Islander young offenders	37	57%	49%	59%	60%	61%	55%
• Other young offenders	37	79%	64%	63%	65%	63%	69%
• All young offenders	37	64%	56%	61%	63%	65%	61%
Percentage of youth justice conferencing participants (including the victim) that are satisfied with the outcome		98.2%	98%	99%	98%	99%	99%
Rate per 1 000 young people (aged 10-16 years) in detention:							
• Aboriginal and Torres Strait Islander young people		3.2	4.05	4.4	3.5	3.5	3.4
• Other young people	38	0.13	0.14	0.16	0.14	0.15	0.16
• All young people	38	0.33	0.39	0.44	0.35	0.4	0.40
Average daily number of young people in detention:							
• Aboriginal and Torres Strait Islander young people		86	108	118	-	-	109
• Other young people		52	52	62	-	-	60
• All young people		137	160	180	-	-	169

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
Proportion of case plans prepared and completed, or reviewed, within six weeks of commencing a sentenced community based order:							
• Aboriginal and Torres Strait Islander young offenders	36, 38	-	-	87%	85%	86%	89%
• Other young offenders	36, 38	-	-	89%	85%	86%	87%
• All young offenders	36, 38	-	-	88%	85%	86%	88%
Proportion of case plans prepared and completed, or reviewed, within six weeks of commencing a sentenced detention based order:							
• Aboriginal and Torres Strait Islander young offenders	36, 39	-	-	84%	90%	86%	82%
• Other young offenders	36, 39	-	-	86%	90%	86%	89%
• All young offenders	36, 39	-	-	85%	90%	86%	85%
<b>Custodial</b>							
Escape rate:							
• High security facilities		0	0	0	0	0	0
• Low security facilities	41	0.20	0	0.31	<0.63	0.82	0.82
Assault rate:							
Serious assault (prisoner on officer)	42	0.12	0.07	0.06	<0.02	0.06	0.08
Assault (prisoner on officer)		0.60	0.36	0.34	<0.24	0.26	0.25
Serious assault (prisoner on prisoner)	42	1.01	0.63	1.54	<0.69	1.22	1.80
Assault (prisoner on prisoner)	42	3.77	3.35	5.20	<3.40	4.35	5.00
Deaths from apparent unnatural causes:							
• Indigenous prisoners	43	0.06	0	0	0	0.09	0.09
• Non-Indigenous prisoners	43	0.03	0.07	0.04	0	0.02	0.02
• All prisoners	43	0.04	0.05	0.03	0	0.04	0.04
Proportion of prisoners who are Indigenous	44, 45	29.5%	30.6%	31.5%	<30%	32%	31.9%
Cost of containment per prisoner per day		\$205	\$190	\$180.29	\$194	\$183.40	\$177.86

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
Facility utilisation (%):							
• High security facilities	46	90.2%	93.4%	99.6%	<95%	106.2%	106.1%
• Low security facilities		53.3%	63.3%	85.1%	<95%	79.5%	77.5%
• All facilities	46	84.9%	89.8%	98.0%	<95%	103.2%	102.8%
Financial value of work performed in the community by prisoners from low security facilities	47	\$3.2 million	\$3.5 million	\$5.5 million	>\$3 million	\$5.4 million	\$5.7 million
Prisoners in education (%):		26.5%	24.5%	26.4%	-	-	27.9%
Prisoner employment (%):							
• Commercial industries		31.4%	30.1%	28.7%	-	-	28.4%
• Service industries		44.1%	42.4%	40.5%	-	-	37.6%
Program Completions							
• Sex offender programs		373	411	441	-	-	395
• Transition support		3,835	3,741	3,754	-	-	3,877
• Other programs		1,171	1,298	1,620	-	-	1,691
Prisoners released who returned to corrective services with a new correctional sanction within two years (%):							
• Returns to Prison	48	36.1%	38.3%	39.8%	-	-	40.9%
• Returns to corrective services	48	45.8%	47.1%	48.0%	-	-	49.1%
Probation and Parole							
Percentage of successfully completed orders:							
• Supervision orders		71.1%	70.9%	71.1%	>68%	70%	69.6%
• Reparation orders		74.7%	81.2%	83.5%	>68%	83%	81.6%
• All orders		72.6%	75.7%	77.3%	>68%	76%	75.6%
Financial value of community service work performed (court ordered)		\$6.2 million	\$6.3 million	\$7.0 million	>\$6.2 million	\$6.2 million	\$7.5 million
Proportion of offenders who are Indigenous	44, 45	22.3%	22.5%	23.3%	>20%	23%	23.2%
Cost of supervision per offender per day		\$13.78	\$13.64	\$13.21	\$15	\$14.40	\$14.01

Service standards and other measures	Notes	2011–12 Actual	2012–13 Actual	2013–14 Actual	2014–15 Target/est	2014–15 Est actual	2014–15 Actual
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (%):							
• Returns to community correction	48	11.9%	11.4%	12.1%	-	-	12.2%
• Returns to corrective services	48	16.3%	15.7%	17.5%	-	-	17.0%

## NOTES

### Criminal and civil justice

1. The Courts have no control over lodgments.
2. There was a 20% increase in lodgments in the last quarter of 2014–15. However, finalisations remained reasonably constant. This has resulted in a clearance rate of less than 100%.
3. This variance is based on a very small number of matters and is therefore subject to fluctuation.
4. This variance is due to an increase in lodgments. These figures are also driven by a fairly small number of matters.
5. This variance is based on a very small number of matters and is therefore subject to fluctuation.
6. Factors outside the court's control influence the court's ability to finalise cases including the availability of witnesses and the readiness of parties to proceed.
7. This variance represents an increase of 5.36% of reported deaths for the current financial year compared to 2013–14.
8. There are currently a significant number of cases awaiting the outcome of prosecution. Progression of matters to finalisation is dependent on other agencies to provide autopsy, toxicology and police reports. Coroners are often required to await outcomes of investigative processes and criminal proceedings before progressing to inquest.
9. The court has no control of the number of lodgments.
10. In 2014–15 the Dispute Resolution Branch commenced a referral initiative with SupportLink for the increased access to mediation services for neighbourhood matters. This positive variance highlights the benefits of an early intervention process such as mediation in managing community conflict effectively. It is a direct reflection of the hard work and dedication of the combined six Dispute Resolution Centres across Queensland in effectively assisting people to resolve their community disputes. Because of this sustained achievement above target, in 2015–16 the target has been increased from 80% to 85%.
11. This positive result highlights the benefit of providing less formal processes to assist participants to clarify their concerns in a safe and balanced environment. This positive result reflects the commitment of the Child Protection Conferencing Unit and the 30 conference conveners to provide outstanding service to the Queensland community. As a result of this sustained achievement over target, in 2015–16, the target has been increased to 85%.
12. Overall lodgments were 4% lower than last year and finalisations have improved by 1%. Significant improvements in clearance rates were observed in minor civil disputes (11%) and guardianship matters (5%).

### Fair and safe work

13. This measure is discontinued by the Department of Justice and Attorney-General (DJAG) as the Office of Fair and Safe Work Queensland (OFSWQ) transitioned from DJAG to Queensland Treasury under the Administrative Arrangements Order (No. 3) 2015.
14. The improvement in customer feedback is a direct consequence of professional development of the inspectorate to focus on service delivery improvement in accordance with the branch and the department's strategic and business plans.
15. The cost of PSIR services per Queensland worker is slightly lower than the target because the Queensland employment number (2.33 million) is marginally higher than anticipated. The PSIR expenditure budget and labour force data are used to calculate the service cost per Queensland worker.
16. This was a biennial measure and no survey data was available to be reported on in the 2014–15 Annual Report.
17. No target was set for this measure as it was not a Service Delivery Statement measure.

18. This percentage is unable to be controlled by OFSWQ. Prosecutions fluctuate based on a number of factors including the nature of judicial proceedings, variation in the number of enforceable undertakings applied for (and accepted), contested matters and the standard variations in workflow of legal and prosecutorial activity. It is impossible to anticipate any future trend of variance for this performance measure.
19. This was a biennial measure and no survey data was available to be reported on in the 2014–15 Annual Report.
20. The variance is due to the higher than expected number of notified Serious Electrical Injuries in January to March 2015.
21. This was a biennial measure and no survey data was available to be reported on in the 2014–15 Annual Report.
22. This is a biennial measure and was not reported in 2014–15.

## Legal

23. This new Service area includes the prosecution services provided by the Office of the Director of Public Prosecutions (ODPP) in the previous Legal service area, together with legal services to Government (Crown Law) and justice policy services. The ODPP was previously located in the replaced Civil and criminal justice service area for reporting in the 2014–15 Service Delivery Statement.
24. This positive result has been achieved through a robust client relationship framework; investing in business improvement initiatives; and reviewing staff capability frameworks including learning and development opportunities.
25. This Crown Law service standard has been discontinued for Service Delivery Statement reporting purposes and replaced with another efficiency measure, ‘the average cost of services per professional author (lawyer)’. This measure will continue to be measured and reported in the Annual Report.

## Human rights protection

26. Staff movements and cross development training during the final quarter of 2014–15 has impacted on this measure unfavourably. This training is expected to have an ongoing positive result on this measure from the beginning of 2015–16.
27. This positive result continues to illustrate the effectiveness of online registration capability.
28. This positive result was achieved through effective and efficient financial assistance services to clients.
29. This positive result has been achieved through the delivery of responsive customer service to clients and comprehensive staff training.
30. Restrictive practice reports were unable to be actioned within required timeframes. A number of factors have contributed to this variance. Additional staffing, support and supervision to be provided to Community Visitors in 2015–16 to assist them in managing their workloads.
31. This negative variance is mostly due to a loss of experienced staff and difficulty in recruiting suitably skilled Community Visitors, particularly in remote areas.

## Liquor, gaming and fair trading

32. This measure has been discontinued for Service Delivery Statement reporting purposes as it has been replaced by separate measures for the Office of Fair Trading and the Office of Liquor and Gaming Regulation. It will not be measured or reported in the 2015–16 Annual Report.
33. This measure has been discontinued for Service Delivery Statement reporting purposes because it is not solely a measure of the Office of Fair Trading’s performance. It will not be measured or reported in the 2015–16 Annual Report. The measure also reflects the willingness of a trader to provide consumers with compensation or in-kind value in response to a complaint or issue. The amount of redress will vary year to year and will continue to be addressed in annual reports.

34. Redress is the compensation or the in-kind value to address issues a consumer has complained about. The amount of redress can vary significantly as it depends on the nature of complaints on hand. The department cannot control the amount of redress traders voluntarily provide to complainants. Redress can be achieved through conciliation, investigations, prosecutions, restitution and from the *Agents Financial Administration Act 2014* Claim Fund. The department has limited control over the amount of redress obtained.
35. This measure has been discontinued for Service Delivery Statement reporting purposes because it is not an indicator of the department's efficiency or effectiveness, as the only two influencers of outcomes are changes in population and budget allocation. This measure has been replaced with improved measures for each of the two services it related to. The new measures focus on more meaningful results that are within the control of the department. It will not be measured or reported in the 2015–16 Annual Report.
36. This measure has been discontinued from the Annual Report and will not be reported in 2015–16 as it has been replaced with more meaningful measures.

## Youth justice

37. This measure was discontinued from the 2015–16 Service Delivery Statement and will not be measured or reported in the 2015–16 Annual Report. This measure has been replaced in the Service Delivery Statement by a better measure of efficiency, 'youth detention centre utilisation rate'.
38. Youth detention is cyclical in nature and subject to influences outside the control of Youth Justice, including police and court practices. Reducing the time young people spend remanded in custody improves the likelihood of rehabilitation and changing entrenched behaviours. Youth Justice is implementing a comprehensive program of reforms, including strategies to reduce the rate at which young people are remanded in custody and the duration of remand episodes.

39. The higher percentage of case plans reviewed/ prepared within prescribed time frames is indicative of greater staff responsiveness to clients' case managed in the community.
40. Detention numbers are volatile in nature and subject to influences beyond the control of youth justice, including policing, court decisions and social and economic factors. As this measure is based on young people on sentenced detention only who comprise a smaller proportion of all young people in detention, any changes in small numbers over time result in large variations in percentages. Therefore variations of this size are not statistically significant.

## Custodial

41. Escape risks from low security facilities is managed through a thorough assessment of prisoners to determine suitability before transfer to these facilities. Queensland Corrective Services (QCS) continues to enforce strict requirements to be assessed as suitable for low custody.
42. QCS works closely with the Queensland Police Service and encourages the reporting of all incidents of assault for investigation. QCS will continue to monitor both the frequency and the penalties handed to the perpetrators of assault. During 2013–14, QCS developed a staff safety action plan called "Staying Safe", to further enhance and broaden the work commenced in 2012–13 under the Staff Assault Reduction Strategy (StARS). Staying Safe focuses on three core areas: our place, our people and our practice, and continues in 2014–15. The Staying Safe Action Plan is aimed at continuous improvement in delivering a safe workplace for staff—with a zero tolerance for violence—in both the custodial and probation and parole environments. QCS is also responding to the increase in prisoner assaults by increasing out of cell activity, increasing the use of behaviour management strategies, including implementing specialist management units, intensive management plans and a maximum security orders, and monitoring of 'hot spots' for prisoner violence.

43. One of Queensland's primary corrective services objectives is to provide a safe, secure and humane custodial environment with a focus on the rehabilitation of offenders. When a death occurs, the Queensland Police Service, Police Officers from the Corrective Services Investigation Unit (CSIU) and the State Coroner fully investigate the circumstances of each death. Recommendations as a result of investigations into deaths in custody are taken into account when designing and/or upgrading QCS facilities. Strategies, including risk assessments, observations and placement considerations, are also implemented to identify and manage prisoners at risk of self-harm and/or suicide.
44. This measure is discontinued for the purposes of the Service Delivery Statement, as it is not an efficiency or effectiveness measure. However, Queensland Corrective Services is committed to reducing Indigenous over-representation in corrective services and this measure will continue to be reported in annual reports and other internal reporting documents. The opportunity to divert offenders into community-based supervision is supported by probation and parole services in Indigenous communities. This measure will continue to be measured and reported in the Annual Report.
45. The proportion of prisoners who are Indigenous and the proportion of offenders who are Indigenous were previously reported under the Custodial and Probation and Parole Service areas in the 2014–15 Service Delivery Statement.
46. During 2014–15, the average daily secure prisoner population increased by about 500 prisoners. This has resulted in the variance between the target estimates and the actual results for both the secure and all facilities utilisation rates.
47. In 2014–15, 252,255 hours of community service was completed. The financial value of work performed in the community by prisoners from low

security facilities and court ordered community service work is representative of making offenders accountable and providing reparation to the community as part of their rehabilitation. The result is influenced by the availability of suitable community service projects. QCS assesses the suitability of prisoners and offenders for a range of work sites to ensure placements are suitable and maximise the work performed.

## Probation and parole

48. In 2013–14, QCS provided data for all of the returns measures for 2013–14 which was published in the Annual Report. Following this QCS did research in relation to the results and noticed anomalies with the specialised script used to extract the data from the IOMS database. Prior to the publication of the 2015 Report on Government Services (RoGS), QCS did not resolve the anomalies with the data set relating to offenders returning to corrective services and did not publish a result. Post publication of the 2015 RoGS and 2013–14 Annual Report, QCS revised the specialised scripts for all prisoner and offender return measures. The data included in the table above has been amended to reflect data which will be published in the 2016 RoGS.

# Crown Law Report 2014–15

## The Crown Solicitor's Message

Crown Law continues to develop innovative approaches to delivering the best legal services to the Queensland State Government. One of our most important roles is to assist the Attorney-General in significant civil legal matters before all of the State's courts, extending to the High Court.

Many times over the years, Crown Law has proven its ability to adapt to the changing nature of services, in April 2015 the whole-of-Government legal services panel arrangements commenced. The arrangements follow the tender and procurement process carried out in 2014 by the Department of Housing and Public Works in conjunction with the Department of Justice and Attorney-General. In relation to untied work, private legal firms were given the opportunity to tender for Government legal work across eight areas of law and 18 legal service categories, 32 firms have been appointed to the panel.

We continue to engage with our clients as our Practice manages thousands of legal matters every year, many of which are complex, sensitive and involve multiple agencies. We advise Government at all levels on key policy areas, therefore our client relationships are crucial and our client surveys capture valuable feedback. We

quantify against such performance measures as the accessibility of our lawyers and legal information, promptness of service, commitment to deadlines, knowledge, skills and value for money.

In July 2014, Crown Law launched its 2014–15 Business Plan. The plan was modelled around the outcomes of an Employee Opinion Survey and various workshops with staff, bringing together our four key focus areas.

In October 2014, as part of our 2014–15 Business Plan, a new Performance Planning framework was developed. The new framework process and documentation is much simpler than the previous framework. The documentation is arranged around three key areas; your key responsibilities in your position in the Practice in accordance with any learning or development requirements; recording your learning and development achievements; and meeting objectives and outcomes. This new framework has been highly successful with all staff.

In May 2015, Crown Law launched its first external (public-facing) website – [www.crownlaw.qld.gov.au](http://www.crownlaw.qld.gov.au). The Practice has provided a client site for many years (accessible only via GovNet), but moved to an external platform to better inform the wider public and potential staff about our work as part of the Queensland State Government.

The highlight of our events calendar for 2015 was the Crown Law Legal Conference which was held on 22 July 2015.

Crown Law continues to support the ongoing projects with the Papua New Guinea, Office of the State Solicitor and the Office of the Solicitor-General. In April 2015, Crown Law participated in a Twinning Program, a project which involves the placement of officers for short periods of time to have work experience in specific areas of law and exposure to our work processes, environment and organisation. The program was for four weeks and included exposure to many areas of law, along with significant engagement with the Practice Management Branch with a full introduction to all the corporate services provided across the Practice.



**GR Cooper**  
Crown Solicitor



## About Crown Law

Crown Law provides long standing expertise in government law and understands the environment, imperatives and goals of its clients. We are the only law practice in Queensland solely committed to acting in the best interests of the State of Queensland.

Crown Law is a self-funded business unit of the Department of Justice and Attorney-General. Our law practice was established in December 1859 and today employs over 140 legal staff and 80 support staff.

Crown Law provides every department and agency in the Queensland State Government direct access to legal experience and skills across a breadth of disciplines all relevant to Government.

Our Practice is structured around the needs of Government – and only Government. We are a part of Government so we understand the imperatives and environment of every one of our clients.

An important element of Crown Law's operations is the Model Litigant Principles. The community and the courts expect the Crown to meet the highest standards of conduct. As such, Crown Law has, for more than 150 years, maintained strict standards of ethical practice – now embodied in the State's Model Litigant Principles – and instilled in our legal practitioners by each successive Crown Solicitor.

There is nothing more important to Crown Law than providing our clients with sound, clear legal support and representation.

## Our services

After 155 years serving the legal needs of the Queensland State Government, our Practice has consistently provided advice and representation on the areas of law that Government needs.

Our Practice revolves on the legal needs of our clients. Our lawyers are versatile – teams are created and moved within the Practice to cater for demand. This occurs seamlessly, with uninterrupted client service. We are always ready, with a range of skills and advanced case management systems at hand, to support clients with their legal matter – from quick advice to Commissions of Inquiry.

Crown Law provides commissioned legal advice and representation exclusively to Queensland Government departments and agencies.

We rigorously review and tailor our services based on the evolving legal needs of our clients. Crown Law's long service history with Queensland Government gives us an unrivalled understanding of the environment in which our clients operate and the risks that may impact on the State of Queensland.

Our lawyers develop and provide practical training workshops, briefings and manuals on topics relevant to officers at all levels across government. We also provide specific legal training, tailored to the needs of government officers and their agency's legislation. Free training is available through our regular Government Legal Briefings.

## Guiding principles

The Attorney-General, as first law officer of the State of Queensland, has a significant responsibility within our State's system of government and is responsible for ensuring the protection of Queensland's legal interests and determining overall legal policy.

It is Crown Law's role to support the Attorney-General by providing the highest standard of legal services to our clients in a manner consistent with the role and responsibilities of the Attorney-General. We are also required to act in the interests of the State as a whole and to ensure that the State acts as the model litigant.

Crown Law provides high-quality legal services on a fee-for-service basis. We value our reputation for integrity and commitment to the highest standards of honesty, fairness, openness and respect in advising clients and acting on their behalf. We understand that public sector agencies are bound by the principles of the *Public Sector Ethics Act 1994* and must not only act within the law, but must be seen to be upholding the law.

Crown Law appreciates and respects the corporate knowledge, insights and perspectives of our clients' in-house advisers and staff, and recognises the benefits that can be achieved by working in a collaborative way to achieve the best outcome for clients.

We strive to keep our client's objectives uppermost in our minds and ensure we are commercially realistic. We also seek to be flexible and creative in identifying alternative options including mediation and negotiation – disciplines in which many of our people are trained.

Crown Law is proactive in assisting clients manage the inherent legal risks in their day-to-day operations. We believe we have an obligation to advise our clients of important legal issues that may affect their activities.

We do this through direct client contact by our lawyers, as well as by providing client newsletters, seminars and briefings, by developing and presenting legal risk management training workshops and by continuing to develop our online services.

## The Model Litigant Principles

The Model Litigant Principles reflect the community's and the courts' expectation that the State will conduct itself in a manner that exemplifies the principles of justice.

The power of the State is to be used for the public good and in the public interest, and not as a means of oppression, even in litigation. The community expects the State to properly use taxpayers' money and, in particular, not to spend it without due cause and due process.

These principles have been issued at the direction of Cabinet and are not intended to be applied rigidly and do not override any legislative requirement or authority concerning an agency's functions.

The State and all agencies must conduct themselves as model litigants in the conduct of all litigation by adhering to the following principles of fairness:

- acting consistently in the handling of claims and litigation
- dealing with claims promptly and not causing unnecessary delay in the handling of claims and litigation
- endeavouring to avoid litigation, until other means of resolving a dispute are exhausted or impractical
- where it is not possible to avoid litigation, keeping the costs of litigation to a minimum
- paying legitimate claims without litigation, including making partial settlements of claims, or interim payments, where liability has been established and it is clear that the State's liability is at least as much as the amount to be paid
- not seeking to take advantage of an impecunious opponent
- not contesting matters which it accepts as correct, in particular by:
  - not requiring a party to prove a matter which the State knows to be true
  - not relying on purely technical defences where the State will suffer no prejudice by not doing so
  - not contesting liability if the State knows that the dispute is really about quantum
  - not instituting and pursuing appeals unless the State believes that it has reasonable prospects for success, or the appeal is otherwise justified in the public interest.

The State must behave as a model litigant in the conduct of all litigation, including significant litigation, by adhering to the following principles of firmness:

- appropriately testing all claims
- contesting all spurious or vexatious claims
- claiming legal professional privilege where appropriate
- claiming public interest immunity to protect confidential information such as Cabinet papers in appropriate cases
- seeking security for costs where appropriate and pursuing costs when it is successful in litigation, which will assist in deterring vexatious proceedings from being instituted against it
- not seeking to take advantage of an impecunious opponent
- relying on available statutes of limitation, which have been enacted to protect a defendant from unfair prejudice
- acting properly to protect the State's interests.

Alternative dispute resolution:

- The State is only to start court proceedings if it has considered other methods of dispute resolution (for example, alternative dispute resolution or settlement negotiations).

- When participating in alternative dispute resolution, the State must ensure that its representatives:
  - a. participate fully and effectively, and
  - b. have authority to settle the matter so as to facilitate appropriate and timely resolution of a dispute

## Vision, Purpose, Values

Crown Law's vision, purpose and core values provide the foundation for a dynamic, refocused and more efficient Government legal practice.

### Vision

Crown Law will be the Queensland Government's first choice by being the best provider of legal services.

### Purpose

Crown Law's purpose is to protect and support government in the public interest.

### Values

- Integrity – absolute impartiality and honesty
- Excellence – total attention to detail, consistency and client needs
- Respect – treating people as you would want to be treated
- Responsibility – everyone taking responsibility for their own work and doing their best.

## 2014 – 2015 Business Plan

In July 2014, Crown Law launched its 2014–15 Business Plan. The plan was modelled around the outcomes of an Employee Opinion Survey and various workshops with staff, bringing together our four key focus areas.

The 2014–15 Business Plan sets out four key focus areas for the 2014–15 financial year, which are:

- Legal service delivery and client satisfaction
- Our people
- Brand management and business development
- Financial sustainability.

## Organisational structure

Crown Law is structured according to areas of law. There are four legal branches, each of which is led by a Senior Deputy Crown Solicitor or a Deputy Crown Solicitor who report directly to the Crown Solicitor. The branches comprise of 13 legal teams led by Assistant Crown Solicitors. Crown Law currently employs 140 legal staff, including Paralegals and Law Clerks. The fifth branch is the Practice Management Branch which provides corporate services across the Practice.

## Leadership

Our Strategic Leadership Team (SLT) is responsible for developing and implementing short and long-term business strategies to ensure the continued delivery of high-quality legal services to clients. Our SLT members are:



Greg Cooper

**Crown Solicitor - Appointed to the position on 1 November 2008**

email [greg.cooper@crownlaw.qld.gov.au](mailto:greg.cooper@crownlaw.qld.gov.au)

## Sheridan Cubby

**Executive Director (Acting)**

phone 323 90344

email [sheridan.cubby@crownlaw.qld.gov.au](mailto:sheridan.cubby@crownlaw.qld.gov.au)



- ✓ Strategic business management
- ✓ Financial management
- ✓ Quality assurance
- ✓ Legal practice management
- ✓ Operational management
- ✓ Organisational development
- ✓ Client service management

## Tony Keyes

**Senior Deputy Crown Solicitor – Constitutional and Administrative Law Branch**

phone 323 96190

email [tony.keyes@crownlaw.qld.gov.au](mailto:tony.keyes@crownlaw.qld.gov.au)



- ✓ Constitutional and administrative law
- ✓ Attorney-General support
- ✓ Parliamentary procedures
- ✓ Solicitor-General support
- ✓ Specialist litigation
- ✓ Intergovernmental legal relationships
- ✓ Vexatious litigants



## Peter Dwyer

**Deputy Crown Solicitor – Native Title, Resources and Dispute Resolution Branch**

phone 323 90294

email peter.dwyer@crownlaw.qld.gov.au

- ✓ Major projects
- ✓ Resources law
- ✓ Native title and cultural heritage
- ✓ Indigenous Land Use Agreements
- ✓ Land management
- ✓ Commercial litigation
- ✓ Public liability
- ✓ Insolvency claims
- ✓ Dispute resolution



## Karen Watson

**Deputy Crown Solicitor – Public Law Branch**

phone 323 96106

email karen.watson@crownlaw.qld.gov.au

- ✓ Employment law
- ✓ Discrimination law
- ✓ Disciplinary matters
- ✓ Industrial relations
- ✓ Employment law
- ✓ Dangerous prisoners
- ✓ Advocacy
- ✓ Coronial inquiries
- ✓ Statutory prosecutions
- ✓ Mental health law



## Helen Freemantle

**Deputy Crown Solicitor – Commercial, Property, Insurance and Risk Branch**

phone 323 96920

email helen.freemantle@crownlaw.qld.gov.au

- ✓ Commercial contracts
- ✓ Infrastructure projects
- ✓ Property law
- ✓ Consumer law
- ✓ Corporations law and State-owned companies
- ✓ Government funding
- ✓ WorkCover
- ✓ Personal injury
- ✓ Dispute resolution
- ✓ Medical negligence

## Client Service Charter

Crown Law's Client Service Charter identifies our responsibilities to our clients. In addition to our vision, purpose and core values, the Client Service Charter sets out our commitment to consistently provide excellent client service that is:

- accessible
- accurate
- timely and responsive
- solution focussed
- value for money
- commercially attuned.

We will:

- contact you on receipt of instructions
- ensure that we respond to your telephone calls and emails promptly
- keep you informed of developments in your matter
- communicate with you concisely and in plain English
- keep you informed of any circumstances, including the scope of the work, that may significantly increase the cost of the legal service we are providing
- explain costing and billing arrangements to you
- deal with service delivery or billing concerns in a prompt and professional manner
- provide regular briefings on relevant areas of law
- continue to be committed to the relationship between you, as our client and Crown Law
- continually look for ways to improve our service to you.

## Our Clients

### Client Management Framework

We are committed to providing the highest quality service to our clients, as set out in our Client Service Charter.

Our key clients are those departments/agencies that use Crown Law to handle a large number of matters each year, and with whom we have built strong and mutually-beneficial working relationships.

Crown Law's Client Management Framework requires Client Relationship Managers to identify opportunities, resolve issues and ensure a consistently high level of service.

### Client Satisfaction Surveys

Overall our client satisfaction level was 4.62 out of 5. Our regular satisfaction surveys provide invaluable feedback directly from clients on performance measures such as the accessibility of our lawyers and legal information, promptness of service, commitment to deadlines, knowledge, skills and value for money.

2011–12 Score out of 5	2012–13 Score out of 5	2013–14 Score out of 5	2014–15 Score out of 5
4.48	4.05	4.55	4.62

## Performance and accountability

As a part of the Queensland State Government, Crown Law is bound, as are all agencies, to monitor and report on staff performance and remain accountable at all times.

The following measures direct our efforts, and support our continuous improvement culture:

- Client Relationship Management Framework which emphasises client feedback and information sharing within our Practice, ensuring clients' needs are understood and met
- Client reviews – in-depth interviews which provide a wealth of insight and understanding of our clients and our performance, helping to shape and improve our service delivery
- Client satisfaction surveys – our scorecard process surveys clients on performance in both current and recently completed legal matters
- Performance Planning Framework – all staff operate within a clear and comprehensive framework that supports the continuous monitoring and development of skills and competencies, through regular reviews, training and goal setting.

## Quality Assurance

Crown Law is certified against both the ISO9001:2008 and the LAW9000 Legal Best Practice standards. Our certification was independently assessed and issued by SAI Global in October 2010. Certification under the International Organisation for Standardisation's ISO9001:2008 signifies that we have strong management practices directed at realising clients' expectations of quality and outcomes.

LAW9000 builds on the ISO9001:2008 base set of standards and practices, adding specific requirements for legal practices, including:

- knowledge, understanding and compliance with processes and standards
- demonstrating how processes add value to business and client outcomes
- evaluating ongoing results of system performance, effectiveness and outcomes
- continuous improvement of processes based on objective management.

Our certification against these standards is subject to annual external audits and is further supported by our continuous improvement philosophy based on robust client feedback mechanisms and performance management processes.

## Crown Law Library and Research Services

The Crown Law Library has one of the most extensive public sector law collections in Queensland. It holds historic and current expert commentary (print and online) from all major common law jurisdictions. Between them our library staff has extensive experience in legal research.

The Library offers rapid retrieval of case law and quick resolution of legislation questions, as well as much lengthier research when required. Specialist legal research training is also available.

Our clients have direct access to librarians, library resources and training.

## Legal education and training

Crown Law has a long-standing, respected reputation for delivering quality legal training relevant to varied client groups. Our lawyers regularly develop and provide practical training workshops, briefings and manuals on topics relevant to officers at all levels across government. We also provide specific legal training, tailored to the needs of government officers and their agency's legislation.

The highlight of our events calendar is the Crown Law Legal Conference which was held on 12 March 2014 and attended by more than 100 government officers. The 2015 Conference was held on 22 July 2015.

Crown Law's annual Continuing Legal Education (CLE) Program was launched in February 2015 with lunch time up-skilling sessions conducted for lawyers on topics including:

- new government procurement contracts
- liability of public authorities
- disclosure, subpoenas and non-party disclosure
- mental health law.

Crown Law's WorkCover team presented a series of client information sessions during the year, providing practical, relevant guidance on such topics as 'injuries as a result of assaults in the workplace' and 'demystifying the WorkCover claims process'. These sessions were held specifically for officers from WorkCover Queensland.

There was an unprecedented response to Crown Law's training series on statutory interpretation with the original three sessions in early 2015 extended to 10 to meet client demand. The series was developed and presented by Joseph Kapeleris, a Principal Lawyer in our Constitutional Law Team.

## Investing in the future

Crown Law's Graduate Program has been comprehensively designed to provide law graduates with the practical skills and experience they need to develop as confident, knowledgeable public sector lawyers.

Our graduates participate in a rotation schedule across all four branches of law in the Practice. From the outset, they are exposed to a range of matters, including complex high-level cases, but always under the watchful eyes of senior lawyers. From experience, we have seen the benefits of this direct exposure to 'real world' legal matters in developing invaluable technical skills and confidence across the areas of law that are directly relevant to Queensland Government agencies and entities. While most of our graduates do choose to continue their legal careers within Crown Law, our aim is to provide the best possible start for these young lawyers to take with them on their professional journeys, regardless of where that may take them.

Graduates who join Crown Law can expect to experience:

- access to a wide variety of legal work
- the opportunity to work directly with clients
- real legal challenges affecting the State of Queensland
- the benefit of guidance and mentoring from some of the State's most experienced lawyers.

Crown Law also provides internal opportunities for Junior Lawyers to act in senior positions as part of a learning and development opportunity.

## **Business systems**

The Business Systems Team provides dedicated IT support and services to Crown Law staff. Through its high level of service and technical expertise, the team meets the demands of staff regarding prompt and professional advice and assistance.

It is responsible for the implementation and management of several advanced and customised IT systems that have increased staff productivity and assisted with the production of high quality work.

The team plays an important role in assisting Crown Law to be competitive and to maintain a high level of client satisfaction.

The Business Systems Team provides:

- IT helpdesk, systems and document support
- training on IT applications and processes, including mandatory training for new staff
- a database of precedent documents (legal templates) that are automated and integrated into our systems
- application development to customise and improve systems
- support to other Practice Management teams in the provision of services to legal staff.

Crown Law has a number of advanced, industry leading information systems, many of which are designed for use in law firms. They include:

- Elite3E – a legal practice management system to manage the financial needs of the Practice including time entry for fee earners, billing, reporting and financial process and workflow management.
- eDOCS – an electronic document and records management system that contains Crown Law's documents and relevant file information.
- Visualfiles – a case management system that staff use to manage their matters. It contains precedents with auto population of data when a document is created and key dates functionality.
- BigHand – a digital dictation system with workflow. BigHand also has a speech recognition module which is used by some staff.
- pdfDocs - a system to convert documents to PDF with additional functionality such as redaction (hiding of certain text in a document) and customised letterhead and defaults (e.g. security settings).

These systems contain powerful functionality that has been configured and customised to meet the unique requirements of Crown Law. This includes the implementation of data integration between the systems which:

- improves the quality of information by having a single source of truth for common data
- saves staff time by reducing the need for duplicate data entry.

## Operating results

Crown Law reported a profit of \$767,000 for 2014-15. Seventy per cent of this profit is returned to the Queensland State Government by way of a dividend.

### Annual profit / (loss) comparison

2011-12	2012-13	2013-14	2014-15
\$,000	\$,000	\$,000	\$,000
(310)	(27)	1,090	750

### Annual productivity comparison

2011-12	2012-13	2013-14	2014-15
100%	93%	97%	96%

## Significant Matters

### *Palmer & Ors v State of Queensland [2015] QDC 63*

Crown Law defended the State in a consolidated hearing of four matters brought by four plaintiffs against their mutual employer, the State of Queensland.

In 2008, the plaintiffs were working in managerial or administrative positions at their place of employment. In late 2008 and early 2009, there was a dispute in the workplace whereby a number of staff complained about several managers and administrative staff. An independent investigation was established which ultimately concluded that the complaints were not substantiated.

The court found that each of the allegations of negligence was either not made out or did not amount to a breach of duty by the employer.

### *Burke v State of Queensland*

Crown Law defended the State in respect of proceedings brought by a plaintiff alleging that he had been wrongfully arrested in September 2010.

The plaintiff was unsuccessful at trial and appealed to the Court of Appeal. The appeal was dismissed on several bases, including that:

- some of the evidence the appellant sought to introduce in the appeal would not have been admissible at trial
- other evidence the appellant sought to introduce was reasonably available to the appellant and could have been used at trial

- the appellant was bound by the conduct of his case at trial
- the trial judge was at liberty to make findings about the credibility of witnesses
- the trial judge's favouring of one witness over another did not amount to bias.

The appellant then sought special leave to appeal from the High Court. The application for special leave was dismissed by the High Court on 17 April 2015.

### ***Kuczborski v Queensland* [2014] HCA 46**

Crown Law acted for the State in successfully defending a High Court challenge to the *Vicious Lawless Association Disestablishment Act 2013* (VLAD Act) and related Queensland legislation introduced in 2013 to disrupt and destroy criminal gangs.

The challenge was brought by Stefan Kuczborski, a member of the Hell's Angels Motorcycle Club, who sought a declaration that the legislation was invalid because it infringed the principle identified in *Kable v Director of Public Prosecutions* (NSW) (1996) 189 CLR 51.

The legislation, which applies to participants in criminal organisations and associations, includes provisions which increase criminal sentences, reverses the presumption in favour of bail and creates new offences. Participation in a declared 'criminal organisation' is an element of the new offence provisions.

The High Court unanimously found that Mr Kuczborski did not have standing to challenge the sentencing or bail provisions of the VLAD Act as they did not affect his rights, liabilities, duties and obligations.

The State did not contest Mr Kuczborski's standing to challenge the new offence provisions. A majority (Hayne J dissenting) found that these provisions did not offend the *Kable* principle. The majority held that the stipulation of an element of an offence by the executive or the legislature did not infringe the judicial function of adjudging criminal guilt.

In addition, the new offence provisions did not require the judiciary to give effect to a decision of the executive or the legislature, or otherwise undermine the legitimacy of the judiciary.

### **Royal Commission into Institutional Responses to Child Sexual Abuse**

The Royal Commission into Institutional Responses to Child Sexual Abuse was commissioned to investigate how institutions such as schools, churches, sports clubs and government organisations have responded to allegations and instances of child sexual abuse.

In February 2013 Crown Law was engaged by the Department of the Premier and Cabinet to represent the State before the Royal Commission. Senior Deputy Crown Solicitor, Tony Keyes and Principal Lawyer, Mark Zemek provided representation for the State's whole-of-Government response at a range of investigative and other hearings into the Salvation Army's operation of Alkira Home for Boys, Indooroopilly, and the Riverview Training Farm, Riverview; the Roman Catholic Diocese of Toowoomba in relation to a primary school; swimming coaches; and St Joseph's Orphanage (Neerkol), Rockhampton. In addition, Crown Law has represented the State in relation to the Royal Commission's investigation of a number of policy issues including civil litigation reforms, redress schemes, working-with-children checks (blue card-style schemes) and out-of-home care.

The Royal Commission has published an interim report and a number of individual investigation reports. Its final report is due at the end of 2017.

### ***CEPU & Ors v Queensland Rail & QIRC [2015] 89 ALJR 434***

This matter was heard by the Full Court of the High Court in early February 2015. This matter concerned a dispute between 10 plaintiff unions and Queensland Rail over the constitutional validity of the *Queensland Rail Transit Authority Act 2013* (QRTA Act).

The unions challenged the status of Queensland Rail as a State system employer, arguing that, notwithstanding that the QRTA Act provides that Queensland Rail is not a body corporate (s 6(2)), Queensland Rail is a ‘trading corporation’ for the purposes of s 51(xx) of the Commonwealth *Constitution*. On that footing, the unions argued that Queensland Rail and its employees are regulated by the *Fair Work Act 2009* (Cth) and not the *Industrial Relations Act 1999* (Qld).

In particular, the plaintiffs argued that any artificial legal person is a ‘corporation’ for the purposes on s 51(xx). Such entities would then be within the scope of the Commonwealth’s legislative power if they are ‘trading or financial corporations’ or ‘foreign corporations’.

On 8 April 2015, the High Court unanimously found that Queensland Rail is a trading corporation within the meaning of s 51(xx) of the *Constitution*. Their Honours found that the Queensland Parliament’s declaration in s 6(2) of the QRTA Act that Queensland Rail is not a body corporate, applies in the context of the Queensland statute book, but is not to be understood as providing that the entity created is an artificial legal entity distinct from what s 51(xx) of the Commonwealth *Constitution* refers to as “corporations”. The Court found that the provisions in the Queensland legislation that purported to apply Queensland industrial relations law to Queensland Rail and its employees were invalid and that the relations between Queensland Rail and its employers are governed by federal industrial relations legislation.

### ***Quandamooka Yoolooburrabee Aboriginal Corporation RNTBC v State of Queensland HCA B26/2014***

The Quandamooka Yoolooburrabee Aboriginal Corporation commenced proceedings in the High Court in 2014, seeking a declaration that the *North Stradbroke Island Protection and Sustainability and Another Act Amendment Act 2013* is invalid because it is inconsistent with the *Native Title Act 1993* (Cth).

The parties have agreed on the terms of the special case and the questions to be posed to the Court. At a directions hearing before Justice Keifel on 28 November 2014, the matter was referred to the Full Court of the High Court for hearing. A hearing date is yet to be set.

### ***State Of Queensland v Tom Congoo, Layne Malthouse and John Watson on behalf of The Bar-Barrum People #4 & Ors [2015] HCA 17***

Between 1943 and 1945, a delegate of the Minister made military orders under Regulation 54 with respect to land, which was thereafter used.

The Bar-Barrum People brought an application in the Federal Court for a determination of native title over land, part of which had been subject to military orders made between 1943 and 1945 under a regulation made under the *National Security Act 1939* (Cth). The regulation provided that if it appeared to the Minister of State for the Army to be necessary or expedient to do so in the interests of public safety, the defence of the Commonwealth or the efficient prosecution of the war, or for maintaining supplies and services essential to the life of the Commonwealth, the Minister could, on behalf of the Commonwealth, take possession of any land and give such directions as appeared necessary or expedient in connection

with taking possession. The military orders directed a particular officer to occupy the land, authorised that officer to do anything in relation to the land that the holder of freehold title in the land could do by virtue of that interest, and prohibited all other persons from exercising “any right of way over the land or any other right relating thereto”. The land in question was used as an artillery range and a live fire manoeuvre range for the training of infantry and armoured units.

A Special Case was referred to the Full Court of the Federal Court setting out questions about the effect of the military orders on the native title rights and interests of the Bar-Barrum People. The Full Court of the Federal Court, by majority, held that the military orders did not have the effect of extinguishing the native title rights and interests.

By grant of special leave, the State of Queensland represented by Crown Law, appealed to the High Court. Three Justices would have dismissed the appeal, holding that the military orders did not have the effect of extinguishing the native title rights and interests. Three Justices would have allowed the appeal, holding that by taking exclusive possession of the land under the military orders, the Commonwealth asserted rights which were inconsistent with, and thereby extinguished, the native title rights and interests.

The Justices agreed that the test to be applied was one of inconsistency. The split in the bench arose from identifying the nature and content of the rights asserted to be inconsistent, and a difference in opinion as to the factors that they considered relevant to concluding whether the Commonwealth’s possession was exclusive possession.

Due to the split in the bench the appeal was effectively dismissed and the decision of the Full Federal Court, that native title was not extinguished by military orders, stands.

## **Turrbal/Yugara Yugarapul consolidated native title trial over the wider Brisbane area**

The Brisbane area has been the subject of long-running native title applications, with the Turrbal People initially lodging their native title claim in 1998 and the Yugara/Yugarapul People filing an overlapping native title claim in 2011.

From what was known of Aboriginal life and society at and shortly after contact, it had been established as common ground at the trial that the Brisbane area was occupied by Aboriginal people and that those people had a system of laws and customs. However, Justice Jessup of the Federal Court found that the evidence disclosed at the trial was not sufficient to establish the continuity required by either the Yugara/Yugarapul People or the Turrbal People and no other group chose to participate in the trial.

On 16 March 2015, Justice Jessup handed down a determination that native title does not exist in relation to the land and waters of Brisbane and its surrounding areas.

## ***Lyons v State of Queensland* [2013] QCAT 731 and *Lyons v State of Queensland* [2014] QCATA 302**

In 2012, the Queensland District Court involuntarily excused the applicant, a hearing impaired person, from jury service on the basis that she required the assistance of sign language interpreters. The applicant brought a complaint alleging discrimination on the basis of her impairment. The State relied on various arguments before QCAT and QCATA to successfully defend the complaint, including the confidentiality of jury deliberations, the prospective juror’s capability to perform the duties of a juror and the prevailing right of an accused person to a fair trial. The applicant appealed QCATA’s decision and the appeal was heard in the Court of Appeal on 20 May 2015. The Court of Appeal has reserved its decision.

## Crown Law in the community

### Crown Law Choir

The Crown Law Choir continues to entertain and delight audiences in the CBD at Christmas, as well as performing at special events such as the annual launch of Law Week.

The Choir, which was formed in 2002, welcomed a new conductor in late 2014, Elizabeth Wilson from the Department of Justice and Attorney-General.

Originally consisting of only Crown Law staff, the Choir has grown to include members of the Queensland Bar Association, the judiciary, the Crown Law alumni including a former Crown Solicitor, judges' associates and staff from the Office of the Director of Public Prosecutions and other sections of the Department of Justice and Attorney-General.

A highlight for the Choir was an invitation to perform at the Governor's Christmas Reception at Government House on 11 December 2014. Donations are collected at performances with funds raised in 2014–15 going to the Cancer Council Queensland.

### Pro bono

Crown Law is committed to providing legal pro bono assistance to clients and the community. Our lawyers regularly provide pro bono legal assistance to the community through Queensland Public Interest Law Clearing House (QPILCH) and Legal Aid Queensland.

### Charity

Crown Law supports and leads staff in our commitment to charitable causes in the community through contributions to, and participation in, a wide range of charitable activities including:

- Walk to Cure Cancer
- the purchase of corporate Christmas cards through Charity Greeting Cards who donate a portion of all profits to a nominated charity. In 2014, Crown Law nominated Assistance Dogs Australia to receive its proceeds, and
- Red Cross Club Red program – a unique giving program uniting groups and organisations around Australia to save lives through blood donation.

# Glossary of terms

ADG – Assistant Director-General

AG – Attorney-General

ARMC – Audit and Risk Management Committee

BCCM – Office of the Commissioner for Body Corporate and Community Management

BDM – Registry of Births, Deaths and Marriages

BoM – Board of Management

CCC – Crime and Corruption Commission

CGU – Corporate Governance Unit

CLLO – Cabinet Legislation and Liaison Officer

DDG – Deputy Director-General

DG – Director-General

DJAG – Department of Justice and Attorney-General

DRB – Dispute Resolution Branch

eDOCS – DJAG's electronic document records management system

FMPM – Financial Management Practice Manual

FROG – Fraud Risk Operational Group

FSB – Financial Services Branch

HR – Human Resources

IMC – Information Management Committee

ITS – Information Technology Services

JS – Justice Services

LGFT – Liquor, Gaming and Fair Trading

ODG – Office of the Director-General

ODPP – Office of the Director of Public Prosecutions

OFSWQ – Office of Fair and Safe Work Queensland

OPG – Office of the Public Guardian

OSS – One-Stop Shop

PSC – Public Service Commission

QAO – Queensland Audit Office

QCAT – Queensland Civil and Administrative Tribunal

QCS – Queensland Corrective Services

QFCC – Queensland Family and Child Commission

QFRC – Family Responsibilities Commission

QO – Queensland Ombudsman

QPS – Queensland Police Service

SPLS – Strategic Policy and Legal Services

VRC – Vacancy Review Committee

YJS – Youth Justice Services





# Appendices

---



## APPENDIX 1

# Government bodies (Statutory bodies and entities) and appointments<sup>1</sup>

- Anti-Discrimination Commission Queensland<sup>2</sup>
- Anzac Day Trust
- Appeal Costs Board
- Building and Construction Industry (Portable Long Service Leave) (QLeave) Board<sup>2</sup>
- Central and Northern Queensland Regional Parole Board
- Construction Industry Sector Standing Committee
- Contract Cleaning Industry (Portable Long Service Leave) Authority Board<sup>2</sup>
- Council of the Queensland Law Society Incorporated<sup>2</sup>
- Crime and Corruption Commission<sup>2</sup>
- Crime Reference Committee
- Criminal Organisation Public Interest Monitor<sup>2</sup>
- Director (and Deputy Director) of Public Prosecutions<sup>2</sup>
- Disaster Appeals Trust Fund Committee
- Electoral Commission of Queensland<sup>2</sup>
- Electrical Licensing Committee
- Electrical Safety Board
- Gambling Community Benefit Fund Committee
- Health and Community Services Industry Sector Standing Committee
- Land Tribunal (Aboriginal)
- Legal Aid Board and Legal Aid Queensland<sup>2</sup>
- Legal Practice Committee
- Legal Practitioners Admissions Board<sup>2</sup>
- Legal Services Commission<sup>2</sup>
- Manufacturing Industry Sector Standing Committee
- Office of the Information Commissioner
- Office of the Regulator under the *Workplace Health and Safety Act 2011*
- Professional Standards Council<sup>2</sup>
- Prostitution Licensing Authority<sup>2</sup> Public Advocate<sup>2</sup>
- Public Interest Monitor<sup>2</sup>
- Public Guardian<sup>2</sup>
- Public Trustee of Queensland<sup>2</sup>
- Public Trust Office Investment Board
- Queensland Civil and Administrative Tribunal<sup>2</sup>
- Queensland Industrial Relations Commission<sup>2</sup>
- Queensland Law Reform Commission<sup>2</sup>
- Queensland Ombudsman<sup>2</sup>
- Queensland Parole Board<sup>3</sup>
- Retail and Wholesale Sector Standing Committee
- Registrar-General (and Deputy) of Births, Deaths and Marriages
- Responsible Gambling Advisory Committee
- Rural Sector Standing Committee
- Solicitor-General
- Southern Queensland Regional Parole Board
- State Coroner<sup>2</sup>
- Supreme Court Library Committee<sup>2</sup>
- Transport and Storage Industry Sector Standing Committee
- Work, Health and Safety Board
- WorkCover Queensland Board<sup>2</sup>

1. Legislation establishing the portfolio's statutory bodies and authorities is listed in Appendix 2.  
 2. The statutory bodies/statutory appointments prepare their own annual reports.  
 3. The department is jointly responsible with the Minister for Corrective Services.



## APPENDIX 2

# Acts Administered by the Department of Justice and Attorney-General

## Minister for Police, Fire and Emergency Services and Minister for Corrective Services

- *Corrective Services Act 2006*
- *Parole Orders (Transfer) Act 1984*

## Treasurer, Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships

- *Anzac Day Act 1995*
- *Building and Construction Industry (Portable Long Service Leave) Act 1991*
- *Child Employment Act 2006*
- *Contract Cleaning Industry (Portable Long Service Leave) Act 2005*
- *Electrical Safety Act 2002*
- *Fair Work (Commonwealth Powers) and Other Provisions Act 2009*
- *Holidays Act 1983*
- *Industrial Relations Act 1999*
- *Pastoral Workers' Accommodation Act 1980*
- *Private Employment Agents Act 2005*
- *Safety in Recreational Water Activities Act 2011*
- *Trading (Allowable Hours) Act 1990*
- *Workers' Accommodation Act 1952*
- *Workers' Compensation and Rehabilitation Act 2003*
- *Work Health and Safety Act 2011*

## Attorney-General and Minister for Justice and Minister for Training and Skills

- *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984* Part 4, sections 18-25 (sections 4, 8, 64-67, 70 and 71 jointly administered with the Treasurer, Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships)
- *Aboriginal Land Act 1991* (sections 62 to 73; Part 19; sections 286 and 294 as they apply to the provisions of the Act administered by the Minister and relevant sections relating to the Land Tribunal, Land Court, Land Appeal Court and Supreme Court)
- *Acts Interpretation Act 1954*
- *Adoption Act 2009 (Part 14A)*
- *Agents Financial Administration Act 2014*

- *All Saints Church Lands Act 1924*
- *All Saints Church Lands Act 1960*
- *Anglican Church of Australia Act 1895*
- *Anglican Church of Australia Act 1895 Amendment Act 1901*
- *Anglican Church of Australia Act 1977*
- *Anglican Church of Australia Constitution Act 1961*
- *Anglican Church of Australia (Diocese of Brisbane) Property Act 1889*
- *Ann Street Presbyterian Church Act 1889*
- *Anti-Discrimination Act 1991*
- *Appeal Costs Fund Act 1973*
- *Associations Incorporation Act 1981*
- *Attorney-General Act 1999*
- *Australia and New Zealand Banking Group Limited (NMRB) Act 1991*
- *Australian Consular Officers' Notarial Powers and Evidence Act 1946*
- *Bail Act 1980*
- *Births, Deaths and Marriages Registration Act 2003*
- *Bishopsbourne Estate and See Endowment Trusts Act 1898*
- *Body Corporate and Community Management Act 1997*
- *Boonah Show Ground Act 1914*
- *Breakwater Island Casino Agreement Act 1984*
- *Brisbane Casino Agreement Act 1992*
- *British Probates Act 1898*
- *Building Units and Group Titles Act 1980* (Parts 4 and 5; sections 121 to 125; sections 127 to 132; Schedules 2, 3 and 4; sections 5, 5A, 119, 133 and 134 jointly administered with the Minister for State Development and Minister for Natural Resources and Mines)
- *Burials Assistance Act 1965*
- *Business Names (Commonwealth Powers) Act 2011*
- *Cairns Casino Agreement Act 1993*
- *Carruthers Inquiry Enabling Act 1996*
- *Casino Control Act 1982*
- *Cattle Stealing Prevention Act 1853*
- *Charitable and Non-Profit Gaming Act 1999*

ACTS ADMINISTERED BY THE DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL

- *Charitable Funds Act 1958*
- *Child Protection Act 1999* (jointly administered with the Minister for Communities, Women and Youth, Minister for Child Safety and Minister for Multicultural Affairs)
- *Childrens Court Act 1992*
- *Chinese Temple Society Act 1964*
- *Choice of Law (Limitation Periods) Act 1996*
- *Churches of Christ, Scientist, Incorporation Act 1964*
- *Civil Liability Act 2003*
- *Civil Proceedings Act 2011*
- *Classification of Computer Games and Images Act 1995*
- *Classification of Films Act 1991*
- *Classification of Publications Act 1991*
- *Collections Act 1966*
- *Commercial Arbitration Act 2013*
- *Commissions of Inquiry Act 1950*
- *Commonwealth Places (Administration of Laws) Act 1970*
- *Commonwealth Powers (De Facto Relationships) Act 2003*
- *Commonwealth Powers (Family Law-Children) Act 1990*
- *Companies (Acquisition of Shares) (Application of Laws) Act 1981*
- *Companies and Securities (Interpretation and Miscellaneous Provisions) (Application of Laws) Act 1981*
- *Companies (Application of Laws) Act 1981*
- *Co-operative Schemes (Administrative Actions) Act 2001*
- *Cooperatives Act 1997*
- *Coroners Act 2003*
- *Corporations (Administrative Actions) Act 2001*
- *Corporations (Ancillary Provisions) Act 2001*
- *Corporations (Commonwealth Powers) Act 2001*
- *Corporations (Queensland) Act 1990*
- *Court Funds Act 1973*
- *Credit (Commonwealth Powers) Act 2010*
- *Credit (Rural Finance) Act 1996*
- *Cremations Act 2003*
- *Crime and Corruption Act 2001*
- *Crimes at Sea Act 2001*
- *Criminal Code Act 1899 (including Criminal Code)*
- *Criminal Code Amendment Act 1922*
- *Criminal Law Amendment Act 1892*
- *Criminal Law Amendment Act 1894*
- *Criminal Law Amendment Act 1945*
- *Criminal Law (Rehabilitation of Offenders) Act 1986*
- *Criminal Law (Sexual Offences) Act 1978*
- *Criminal Organisation Act 2009*
- *Criminal Proceeds Confiscation Act 2002*
- *Crown Proceedings Act 1980*
- *Dangerous Prisoners (Sexual Offenders) Act 2003*
- *Debt Collectors (Field Agents and Collection Agents) Act 2014*
- *Defamation Act 2005*
- *Director of Public Prosecutions Act 1984*
- *Disposal of Uncollected Goods Act 1967*
- *Disposal of Unexecuted Warrants Act 1985*
- *Dispute Resolution Centres Act 1990*
- *District Court of Queensland Act 1967*
- *Domicile Act 1981*
- *Drugs Misuse Act 1986* (except to the extent administered by the Minister for Agriculture and Fisheries and Minister for Sport and Racing)
- *Electoral Act 1992*
- *Electronic Transactions (Queensland) Act 2001*
- *Evidence Act 1977*
- *Evidence and Discovery Act 1867*
- *Evidence (Attestation of Documents) Act 1937*
- *Evidence on Commission Act 1988*
- *Factors Act 1892*
- *Fair Trading Act 1989*
- *Fair Trading Inspectors Act 2014*
- *Federal Courts (State Jurisdiction) Act 1999*
- *Financial Transaction Reports Act 1992*
- *Funeral Benefit Business Act 1982*
- *Futures Industry (Application of Laws) Act 1986*
- *Gaming Machine Act 1991* (except to the extent administered by the Treasurer, Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships)
- *Guardianship and Administration Act 2000*
- *Guides Queensland Act 1970*
- *Imperial Acts Application Act 1984*
- *Information Privacy Act 2009*
- *Interactive Gambling (Player Protection) Act 1998*
- *Introduction Agents Act 2001*
- *Invasion of Privacy Act 1971*
- *Judges (Pensions and Long Leave) Act 1957* (except to the extent administered by the Treasurer, Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships)
- *Judicial Remuneration Act 2007*
- *Judicial Review Act 1991*
- *Jupiters Casino Agreement Act 1983*
- *Jurisdiction of Courts (Cross-vesting) Act 1987*
- *Jury Act 1995*
- *Justice and Other Information Disclosure Act 2008*
- *Justices Act 1886*

- *Justices of the Peace and Commissioners for Declarations Act 1991*
- *Keno Act 1996*
- *Land Court Act 2000*
- *Land Sales Act 1984*
- *Law Reform Act 1995*
- *Law Reform Commission Act 1968*
- *Legal Aid Queensland Act 1997*
- *Legal Profession Act 2007*
- *Limitation of Actions Act 1974*
- *Liquor Act 1992*
- *Lotteries Act 1997*
- *Magistrates Act 1991*
- *Magistrates Courts Act 1921*
- *Maintenance Act 1965*
- *Mercantile Act 1867*
- *Motor Dealers and Chattel Auctioneers Act 2014*
- *Neighbourhood Disputes (Dividing Fences and Trees) Act 2011*
- *Oaths Act 1867*
- *Ombudsman Act 2001*
- *Partnership Act 1891*
- *Peace and Good Behaviour Act 1982*
- *Peaceful Assembly Act 1992*
- *Penalties and Sentences Act 1992*
- *Personal Injuries Proceedings Act 2002*
- *Personal Property Securities (Ancillary Provisions) Act 2010*
- *Personal Property Securities (Commonwealth Powers) Act 2009*
- *Powers of Attorney Act 1998*
- *Presbyterian Church of Australia Act 1900*
- *Presbyterian Church of Australia Act 1971*
- *Printing and Newspapers Act 1981*
- *Prisoners International Transfer (Queensland) Act 1997*
- *Prisoners (Interstate Transfer) Act 1982*
- *Professional Standards Act 2004*
- *Property Law Act 1974*
- *Property Occupations Act 2014*
- *Prostitution Act 1999*
- *Public Guardian Act 2014*
- *Public Interest Disclosure Act 2010*
- *Public Trustee Act 1978*
- *Queensland Civil and Administrative Tribunal Act 2009*
- *Queensland Congregational Union Act 1967*
- *Queensland Temperance League Lands Act 1985*
- *Recording of Evidence Act 1962*
- *Referendums Act 1997*
- *Regulatory Offences Act 1985*
- *Relationships Act 2011*
- *Retail Shop Leases Act 1994*
- *Returned & Services League of Australia (Queensland Branch) Act 1956*
- *Returned Servicemen's Badges Act 1956*
- *Right to Information Act 2009*
- *Roman Catholic Church (Corporation of the Sisters of Mercy of the Diocese of Cairns) Lands Vesting Act 1945*
- *Roman Catholic Church (Incorporation of Church Entities) Act 1994*
- *Roman Catholic Church Lands Act 1985*
- *Roman Catholic Church (Northern Lands) Vesting Act 1941*
- *Roman Catholic Relief Act 1830*
- *Sale of Goods Act 1896*
- *Sale of Goods (Vienna Convention) Act 1986*
- *Salvation Army (Queensland) Property Trust Act 1930*
- *Scout Association of Australia Queensland Branch Act 1975*
- *Sea-Carriage Documents Act 1996*
- *Second-hand Dealers and Pawnbrokers Act 2003*
- *Securities Industry (Application of Laws) Act 1981*
- *Security Providers Act 1993*
- *Solicitor General Act 1985*
- *Standard Time Act 1894*
- *State Penalties Enforcement Act 1999* (to the extent that it is relevant to the prescription of offences as infringement notice offences)
- *Status of Children Act 1978*
- *Storage Liens Act 1973*
- *Succession Act 1981*
- *Succession to the Crown Act 2013*
- *Supreme Court Library Act 1968*
- *Supreme Court of Queensland Act 1991*
- *Surrogacy Act 2010*
- *TAB Queensland Limited Privatisation Act 1999*
- *Tattoo Parlours Act 2013*
- *Telecommunications Interception Act 2009*
- *Terrorism (Commonwealth Powers) Act 2002*
- *Torres Strait Islander Land Act 1991* (sections 190 and 197 as they apply to the provisions of the Act administered by the Minister and relevant sections relating to the Land Court and Supreme Court)
- *Tourism Services Act 2003*
- *Trust Accounts Act 1973*
- *Trustee Companies Act 1968*
- *Trusts Act 1973*
- *United Grand Lodge of Antient Free and Accepted Masons of Queensland Trustees Act 1942*

ACTS ADMINISTERED BY THE DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL

- *Uniting Church in Australia Act 1977*
- *Vexatious Proceedings Act 2005*
- *Vicious Lawless Association Disestablishment Act 2013*
- *Victims of Crime Assistance Act 2009*
- *Wagering Act 1998*
- *Wesleyan Methodist Trust Property Act 1853*
- *Wesleyan Methodists, Independents, and Baptists Churches Act 1838*
- *Wine Industry Act 1994*
- *Witness Protection Act 2000*
- *Young Offenders (Interstate Transfer) Act 1987*
- *Youth Justice Act 1992* (jointly administered with the Minister for Communities, Women and Youth, Minister for Child Safety and Minister for Multicultural Affairs)

## APPENDIX 3

# Funding for legal assistance services

## Legal assistance services provided to vulnerable and disadvantaged Queenslanders

The Queensland Government allocates funds from the Legal Practitioner Interest on Trust Accounts Fund (LPITAF) and State Budget Consolidated Fund to Legal Aid Queensland (LAQ) and community organisations (mostly Community Legal Centres) for the delivery of legal assistance services.

In 2014–15, LAQ provided 900,924 legal assistance services regarding State law matters, including community legal education, legal information by telephone and website, legal advices, duty lawyer services, and legal representation. LAQ provides detailed information about its service delivery in its annual report.

In 2014–15, the following total numbers of services were provided by community organisations with funds allocated by the Queensland Government.

Legal information	67,939
Legal advice	26,953
Legal casework services (new cases opened during period)	4,911
Community legal education projects delivered	395

Note: Between 2013–14 and 2014–15, improvements were made to community organisation data collection and reporting processes.

## Service delivery funding

LAQ received \$64.46 million and community organisations received \$9.75 million in the 2014–15 financial year to provide free or low-cost legal services to vulnerable and disadvantaged Queenslanders.

In 2015–16, LAQ will receive \$66.52 million.

Community organisations will receive \$30.34 million in total over 2014–17. A breakdown of the service delivery funding allocated to individual community organisations is set out below.

Community organisation	2014-15 actual funding	2014-17 total approved funding
Aboriginal and Torres Strait Islander Women's Legal Service NQ Inc.	\$45,381	\$140,095
Banana Shire Community Legal Service	\$119,953	\$370,304
Basic Rights Queensland Inc.1	\$402,862	\$1,243,666
Bayside Community Legal Service Inc.	\$118,146	\$364,726
Cairns Community Legal Centre Inc.	\$244,745	\$755,546
Care Goondiwindi Association Inc.	\$118,723	\$366,507
Carers Queensland Inc.	\$237,303	\$732,572
Caxton Legal Centre Inc.	\$345,402	\$1,066,282
Centacare	\$151,729	\$468,399
Central Queensland Community Legal Centre Inc.	\$77,526	\$239,329
Court Network Inc.	\$400,301	\$1,235,760
DVConnect Ltd	\$123,202	\$380,334

FUNDING FOR LEGAL ASSISTANCE SERVICES

Gladstone Community Legal Advice Program	\$119,953	\$370,304
Gold Coast Community Legal Centre and Advice Bureau Inc. <sup>2</sup>	\$215,097	\$664,021
Mackay Regional Community Legal Centre Inc.	\$231,329	\$714,131
Moreton Bay Regional Community Legal Service Inc.	\$118,146	\$364,726
North Queensland Women's Legal Service Inc.	\$310,155	\$957,472
Nundah Community Support Group Inc.	\$118,723	\$366,507
Pine Rivers Community Legal Service	\$219,568	\$677,824
Prisoners' Legal Service Inc.	\$367,118	\$1,133,322
Queensland Advocacy Incorporated	\$436,773	\$1,348,351
Queensland Aged and Disability Advocacy Inc.	\$123,202	\$380,334
Queensland Association of Independent Legal Services Inc.	\$212,545	\$656,143
Queensland Indigenous Family Violence Legal Service	\$122,444	\$377,994
Queensland Public Interest Law Clearing House Inc.	\$1,015,167	\$3,133,897
Refugee and Immigration Legal Service Inc.	\$444,307	\$1,371,610
Roma Community Legal Service Inc.	\$263,227	\$812,602
South West Brisbane Community Legal Centre Inc.	\$558,524	\$1,724,207
Suncoast Community Legal Service Inc.	\$252,473	\$779,404
Taylor Street Community Legal Service	\$122,243	\$377,373
Tenants Queensland Inc. <sup>3</sup>	\$205,869	\$635,534
The Advocacy and Support Centre Inc.	\$703,191	\$2,170,804
Townsville Community Legal Service Inc.	\$93,056	\$287,271
Women's Legal Service Inc.	\$587,422	\$1,791,648
Youth Advocacy Centre Inc.	\$193,505	\$597,364
YFS Ltd <sup>4</sup>	\$325,605	\$1,005,167
Community Organisation Bulk and Sundry Expenses <sup>5</sup>	-	\$278,403

<sup>1</sup>Formerly Welfare Rights Centre Inc.

<sup>2</sup>Formerly Citizens Advice Bureau and Gold Coast Legal Service

<sup>3</sup>Formerly Tenants' Union of Queensland Inc.

<sup>4</sup>Formerly Logan Legal Advice Centre Association Inc. and Logan Youth Legal Service

<sup>5</sup>From 2014–15, Community Organisation Bulk and Sundry Expenses operates as a draw down facility. A previously accumulated surplus was used in 2014–15 (no drawdown was made).

Notes:

- To preserve the quality and quantity of legal assistance services, community organisations will receive indexation on all service delivery funding for the 2014–17 financial years. This represents an additional investment of \$628,287. The total 2014–17 amounts shown above include confirmed 2014–15 and 2015–16 amounts and indicative amounts for indexation in 2016–17.

### Emergency funding

In 2014–15, \$500,000 was set aside to address emergency community legal needs. No applications for emergency funding were received in 2014–15.

### Project funding

The Queensland Government allocates funding for projects that have a legal assistance sector-wide focus or benefit. The projects produce a predetermined product or outcome, have no ongoing costs, and ideally involve collaboration between organisations. In 2014–15, approximately \$450,000 was set aside for one-off projects. A total of \$280,000 of project funding was allocated in 2014–15. A breakdown by project is set out below.

Legal Health Check Project: 2014–16, delivered by the Queensland Public Interest Law Clearing House Inc.	\$100,000
Training and Development Project: 2014–16, delivered by the Queensland Association of Independent Legal Services Inc.	\$50,000
Queensland Law Handbook Project: 2014–16, delivered by Caxton Legal Centre Inc.	\$130,000



## APPENDIX 4

# Funding for legal profession regulation and law library services

## Legal profession regulation and law library services

The Queensland Government allocates funds from the LPITAF and State Budget Consolidated Fund for the delivery of legal profession regulation and law library services. A breakdown of the funding allocated for these services is set out below.

Specified entity	2014–15 budget	2014–15 actual funding	2015–16 approved funding
Legal Services Commission	\$5.426 million	\$4.825 million	\$5.412 million
Bar Association of Queensland	\$0.154 million	\$0.154 million	\$0.158 million
Supreme Court Library Queensland	\$0.290 million	\$0.290 million	\$3.543 million

### Notes:

- The Supreme Court Library Queensland used its accumulated surplus to cover its operational expenses in 2013–14 and 2014–15.
- The amount equivalent to the Legal Services Commission's payroll tax contribution is withheld and paid centrally from 2014–15.



## APPENDIX 5

# Disbursement of funds – community benefit

Role and membership	Activities	Achievements
<b>Consumer credit fund</b>		
<p>The Consumer Credit Fund holds money generated by fines imposed on financial institutions under the <i>Credit (Commonwealth Powers) Act 2010</i>. The Office of Fair Trading uses these funds to undertake consumer engagement, education, research and surveys.</p> <p>The fund balance was \$710,452 as at 30 June 2014 and \$625,678 as at 30 June 2015.</p>	<p>There was no revenue during 2014–15.</p>	<p>\$84,774 disbursements from the fund</p>
<b>Disaster Appeals Trust Fund Committee</b>		
<p>The Disaster Appeals Trust Fund committee is constituted under the <i>Collections Act 1966</i>. The committee comprises five members. The Public Trustee holds the position of ex-officio and the remainder of the committee is appointed by the Governor in Council.</p> <p>The committee manages the fund, which is kept by The Public Trustee. The fund is made up of monies from previous disaster relief appeals and is allocated by the committee to current disaster relief, subject to the approval of the Governor in Council.</p>	<p>There was no activity during 2014–15.</p>	
<b>Responsible Gambling Advisory Committee</b>		
<p>The Responsible Gambling Advisory Committee is a non-statutory advisory body to the Queensland Government that provides advice on gambling-related issues to the Minister responsible for gambling. The committee also provides a forum for the community sector, gambling industry and the Queensland Government to work together to develop ethical responsible gambling approaches to gambling</p> <p>Membership of the Responsible Gambling Advisory Committee includes gambling help service providers, the gambling industry, community group representatives and departmental officers.</p> <p>Gambling industry representation occurs through Clubs Queensland, Queensland Hotels Association, Tabcorp Holdings Ltd, UBET Limited, Echo Entertainment and Tatts Lotteries.</p> <p>The community sector representation is achieved through the Gambling Help Network, the Queensland Council of Social Service and Ethnic Communities Council of Queensland.</p> <p>The Queensland Government is represented by the Department of Communities, Child Safety and Disability Services, Queensland Health and the Department of Justice and Attorney-General.</p>	<p>The committee formally held three meetings during 2014–15.</p>	<p>Conducted the annual responsible gambling community services and industry forum in Brisbane on 31 July 2014.</p> <p>Continued to monitor the trial of a remotely assisted self-exclusion program, established between Relationships Australia, Centacare and Jupiters Limited, to assist people with gambling related problems wishing to self-exclude from venues.</p> <p>Continued to monitor gambling related research to inform relevant policy issues.</p>

Role and membership	Activities	Achievements
<b>Gambling and Casino Community Benefit Funds</b>		
<i>Gambling Community Benefits Fund</i>		
<p>The Gambling Community Benefit Fund was established in 1994 under the <i>Gaming Machine Act 1991</i>. The fund aims to enhance the capacity of community organisations to provide services and activities to Queenslanders.</p> <p>The committee comprises 12 members who make funding recommendations to the Minister.</p> <p>The four community benefit funding programs were amalgamated into a single State-wide program from 24 August 2014.</p> <p>The first round for the new amalgamated Gambling Community Benefit Fund opened mid July 2014 and closed on 31 August 2014.</p>	<p>The committee held four meetings during 2014–15.</p>	<p>2,347 applications were approved, totalling more than \$51.9 million.</p>
<i>Jupiter's Casino Community Benefits Fund</i>		
<p>The Jupiter's Casino Community Benefit Fund was established in 1987 under the <i>Casino Control Act 1982</i>, to provide non-recurrent grants to not-for-profit community organisations. The fund's geographical jurisdiction extends from the Queensland - New South Wales border to the northern boundaries of Boulia, Winton, Barcaldine and Isaac.</p> <p>The board comprised seven members who made funding recommendations to the Minister.</p> <p>The final funding round (round 86) closed on 31 May 2014. The fund was amalgamated with the Gambling Community Benefit Fund from 24 August 2014.</p>	<p>The board met for the final time in August 2014.</p>	<p>63 applications were approved, totalling more than \$1.5 million.</p>
<i>Reef Hotel Casino Community Benefits Fund</i>		
<p>The Reef Hotel Casino Community Benefit Fund was established in 1996 under the <i>Casino Control Act 1982</i>, to provide non-recurrent grants to not-for-profit community organisations in Far North Queensland. The geographical jurisdiction of the fund extends north from Burke, Carpentaria, Croydon, Etheridge, Tablelands and Cassowary Coast, including Torres Strait and Thursday Island.</p> <p>The board comprised seven members who made funding recommendations to the Minister.</p> <p>The final funding round (round 35) closed on 28 February 2014. The fund was amalgamated with the Gambling Community Benefit Fund from 24 August 2014.</p>		<p>No payments were made in 2014–15.</p>

## APPENDIX 6

# Payments and investments

## Payments to members of government boards and tribunals

The department's work is greatly assisted by a range of boards and committees. In some cases, part time members are entitled to receive remuneration in accordance with a scale of fees determined by the government. Remuneration paid to part time members of such bodies during 2014–15 are summarised below.

Details of the remuneration paid to members of the boards of statutory bodies and companies that report to Parliament separately are not included below. Such information can be obtained from the annual reports of those organisations.

Board or tribunal	Expenses
Electrical Safety Board	\$6,373
Electrical Safety Committees	\$13,231
Workplace Health and Safety Board	\$14,247
Gambling Community Benefit Fund	\$36,166
Jupiters Casino Community Benefit Fund	\$423
Breakwater Casino Community Benefit Fund	\$282
Parole Boards <sup>1</sup>	\$463,702

<sup>1</sup> Includes the following statutory authorities:

- Queensland Parole Board
- Southern Queensland Regional Parole Board
- Central and Northern Queensland Regional Parole Board



## APPENDIX 7

# Workplace Health and Safety Board report

The Work Health and Safety Board is the peak advisory body to the Queensland Government and the

Treasurer, Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships on work health and safety matters.

The *Work Health and Safety Act 2011* establishes the Work Health and Safety Board under schedule 2, division 2 of the Act to give advice and make recommendations to the Minister regarding policies, strategies, allocation of resources and legislative arrangements for work health and safety. Through the board, key industry representatives work collaboratively to assist Workplace Health and Safety Queensland (WHSQ) in developing work health and safety strategies, legislation and advice.

## Board membership

The current WHS board was appointed for a three year term from 22 March 2014 up to and including 21 March 2017. Members are selected by the Minister for their knowledge and experience in work health and safety.

### Work Health and Safety Board membership from 22 March 2014 to 21 March 2017

**Chair:** Mr Derek Pingel, Past Executive President, Queensland Master Builders' Association and State Councillor

#### Representing employers

Mr David Foote	Chief Executive Officer, Australian Country Choice Pty Ltd
Mr Peter Garske	Chief Executive Officer, Queensland Trucking Association
Mr Mick Crowe	Managing Director, G&S Engineering Services

Vacancy

#### Representing workers

Ms Amanda Richards	Secretary/General Manager, Asbestos Related Diseases Support Society Qld
Mr Ian Leavers	General President & Chief Executive Officer, Queensland Police Union of Employees
Mr Bradley O'Carroll	Former State Secretary, Plumbers Union Queensland
Ms Wendy Streets	Local Executive Secretary, Finance Sector Union of Australia, Queensland Branch

#### Other members

Mr John Crittall	Director, Construction Division, Master Builders Association Queensland
Mr Murray Procter	Partner, DLA Piper Australia
Ms Irene Violet	General Manager Corporate Services, WorkCover Queensland

## Meetings

The board formally met five times during 2014–15.

## WHS Board Work Plan

In August 2014 the newly appointed board held its first annual planning day to develop its work plan for 2014–15. The plan is based upon the board's:

- goal to enhance the board's engagement and leadership to ensure a reduction in fatalities and serious injuries;
- purpose to bring the views of Queensland business and workers to the Minister, in collaboration with Workplace Health and Safety Queensland, to improve work health and safety outcomes; and
- three strategic areas, i.e. strengthen stakeholder engagement, foster better utilisation of technology and enhance work health and safety industry leadership.

The plan also complements the Australian Work Health and Safety Strategy 2012–2022 and supports the national targets to be achieved by 2022.

As at 30 June 2015, board members attended over 35 industry engagement activities to promote the safety message and 25 leadership program events.

The board's work plan also includes a range of actions which are designed to assist business improve health and safety outcomes, create productive and innovative workplaces and in turn reduce workers' compensation premiums for employers.

## Safety Leadership at Work

A key platform to achieving the plan's objectives is continuing to build collaborative partnerships with business and workers to foster a culture of safety leadership in Queensland workplaces. The previous board successfully promoted safety leadership through its Zero Harm at Work Leadership Program, which was designed to engage senior management. It achieved a membership base of more than 300 organisations and reached hundreds of participants via digital media and face to face conferencing.

The current board agreed to rename the program to Safety Leadership at Work (Safety Leadership) to increase the reach of the safety leadership message beyond the traditional networks and to invite participation from all levels of industry. The overall goal of Safety Leadership is to develop safety leadership capacity, improve safety culture and reduce work-related injuries and fatalities in Queensland workplaces. Small, medium and large businesses are encouraged to participate and contribute to the safety leadership discussion. A formal launch of Safety Leadership at Work will occur in Brisbane on 20 August and in Mackay on 21 August 2015.

As at 30 June 2015, there were 755 members from over 390 organisations participating in the program's business-to-business engagement format.

Key initiatives delivered to more than 1,200 participants during 2014–15 included:

- The Manufacturing Innovation in Safety seminar attended by more than 100 delegates offered delegates insights into realistic methods to innovate for increased efficiencies, cost savings and safety, and in turn, improve your business' bottom line.
- Transport coordinated a safety showcase held at the Toll NQX Karawatha depot to focus on safe load restraint and attracted 600 industry delegates.
- A construction forum to over 120 participants showcased different ways construction companies implemented a safety culture while managing major projects.
- Four safety leadership films released during the 2014–15 period, which feature senior Australian business leaders sharing their approach to safety leadership, had 1,381 downloads.
- Manufacturing and Transport Healthy Worker Leadership forum attended by over 110 delegates highlighted various industry approaches to managing sedentary work for drivers including the long shifts.
- A young worker webinar where 270 supervisors and managers logged on to hear what good work design for young workers looks like.
- The Young Workers: Safe, Healthy, Supported, Productive forum was held in November 2014 and attracted 110 industry stakeholders. The forum shared innovative and effective examples of support and engagement with young people around work health and safety and launched the new safety leadership film.

## Injury Prevention and Management Program

A key focus of the WHS Board is to assist poor performing businesses improve their work health and safety outcomes. As a result, the Board continues to strongly support the Injury Prevention and Management Program (IPaM) which is a joint initiative between Workplace Health and Safety Queensland (WHSQ) and WorkCover Queensland (WCQ).

The program works with selected employers who compared to other businesses of similar size and nature, experience higher workers' compensation claim rates and costs. Through a 24 month case management model, the IPaM program assists and enables these businesses to improve their injury prevention and rehabilitation and return to work systems. The IPaM program is currently working with 511 organisations (as at 30 June 2015) providing one-on-one assistance and consultation to improve their WHS safety and to assist them to reduce their workers' compensation premium. To date, 204 organisations have completed the two year IPaM intervention.

The employers participating in the IPaM program experienced a reduction of:

- 17.6 per cent in claim frequency
- 12.1 per cent in total statutory claim costs
- 3.5 per cent in average paid days (compensation for an injured worker's time off work).

### **Industry sector standing committees**

The board is supported by six industry sector standing committees:

- Construction Industry Sector Standing Committee
- Health and Community Services Industry Sector Standing Committee
- Manufacturing Industry Sector Standing Committee
- Retail and Wholesale Industry Sector Standing Committee (incorporating hospitality, recreation and other services)
- Rural Industry Sector Standing Committee
- Transport and Storage Industry Sector Standing Committee.

These committees provide advice and make recommendations to the board about work health and safety in the industry sector for which the committee was established. The term of the former committees expired on 31 August 2014. Appointments for a new term of committees is in train.

### **Payments to members of the board 2014-15**

Payments to members of the board for 2014–15 totalled \$12,214.



## APPENDIX 8

# Electrical Safety Board report

The *Electrical Safety Act 2002 (the Act)* provides a legislative framework to help protect people and property from the risks associated with electricity. The Act establishes an Electrical Safety Board and the Electrical Licensing Committee. The Committee reports to the Board.

The primary function of the Board is to give advice and make recommendations to the Minister about policies, strategies and legislative arrangements for electrical safety.

Board and Committee members represent employers, workers and the community.

## Board membership

The previous Board was appointed in 2011 for a three year term which expired on 30 September 2014. Members represented employers, workers and the community. The Board's membership also includes the Regulator under the *Electrical Safety Act 2002*.

### Electrical Safety Board membership up to and including 30 September 2014

**Chair:** Mr Richard Flanagan Managing Director, RCF Group Pty Ltd

#### Regulator

Dr Simon Blackwood	Deputy Director-General Office of Fair and Safe Work Queensland Department of Justice and Attorney-General
--------------------	--

#### Representing employers

Mr Malcolm Richards	Chief Executive Officer Master Electricians Australia
Mr Michael Logan	Chief Executive Officer National Electrical and Communications Association

#### Representing workers

Mr Keith McKenzie	State Assistant Secretary Electrical Trade Union
Ms Sandra Bratt	Electrical fitter/mechanic

#### Representing the community

Ms Cherie Dalley	President, Queensland Consumers Association Councillor, Logan City Council
Ms Peta Frampton	Queensland Consumers Association

The Minister made appointments to the Board for a new term from 10 November 2014 up to and including 30 September 2017. Members are selected by the Minister for their knowledge of and practical experience in the management of electrical safety.

#### Electrical Safety Board membership from 10 November 2014 to September 2017

**Chair:** Mr Richard Flanagan Managing Director, RCF Group Pty Ltd

#### Regulator

Dr Simon Blackwood Deputy Director-General  
Office of Fair and Safe Work Queensland  
Department of Justice and Attorney-General

#### Representing employers

Mr Malcolm Richards Chief Executive Officer  
Master Electricians Australia

Mr Michael Logan Chief Executive Officer  
National Electrical and Communications Association

#### Representing workers

Mr Keith McKenzie State Assistant Secretary  
Electrical Trade Union

Ms Stacey McDonald Electrician/Instrument Technician  
Bechtel

#### Representing the community

Ms Nicola Irvine Director  
BMI Group

Mr Bill Martin Health and Safety Manager  
Bunnings Group Ltd

## Board activities and achievements

The Board met five times during 2014–15.

### Electrical Safety Plan for Queensland 2014-2019

During 2014–15, the Board reviewed and developed its Electrical Safety Plan for Queensland 2014–2019. This strategic plan outlines the Board's:

- vision, in partnership with its stakeholders, to strive to achieve the lowest rate of preventable electrical fatalities of any state or territory in Australia;
- goal of a continuing reduction in preventable electrical fatalities and other serious electrical incidents in Queensland over the life of the plan; and
- targets for the Queensland five year moving average electrical fatality rate to be below the national average, and reduction in the number of serious electrical incidents over the life of the plan.

The Electrical Safety Plan also details the Board's priorities and high level objectives and strategies to support improvements in electrical safety in Queensland over a five year period. While there is no direct accountability relationship between the Board and the Electrical Safety Office, the strategies identified in the plan will generally guide the focus of the Electrical Safety Office over the life of the plan. The Board will continue to assess performance against the plan, and identify and address emerging risk areas as and when they occur.

## Other activities

The Board considered and/or made recommendations on various other issues throughout the year, including:

- the state-wide Safety switch awareness advertising campaign targeting homeowners to encourage the installation of safety switches on all circuits

- a post-campaign evaluation of the Stay safe up there, switch off down here ceiling spaces advertising campaign aimed at improving electrical safety for homeowners and tradespeople
- the Electrical Safety Office's participation in the Australian Competition and Consumer Commission taskforce on the voluntary recall and remediation program for electrical cable imported, sold or distributed by Infinity Cable Co Pty Ltd
- the prohibition on the supply or installation of certain models of DC isolators used in solar electricity system installations, and the recall of certain models of DC isolators used including the mandatory recall and replacement of ten models of Avanco brand DC isolators
- the oversight of reports of electrical incidents and trends in electrical safety compliance outcomes
- the Electrical Safety Office's statewide compliance and engagement program for engaging with the electrical industry and implementing cooperative strategies to achieve positive safety outcomes.

## Electrical Licensing Committee

The Electrical Licensing Committee establishes and safeguards appropriate standards of performance for electrical services providers and advises the board about electrical licences and training. It takes appropriate disciplinary action against electrical contractors and workers and hears review appeals against decisions refusing electrical licence applications.

The previous term of the Electrical Licensing Committee expired on 30 September 2014. The Minister made appointments to the Committee for a new term from 13 October 2014 up to and including 30 September 2017. Members are selected by the Minister for their knowledge of and practical experience in the management of electrical safety and electrical training.

### Electrical Licensing Committee membership from 13 October 2014 to 30 September 2017

**Chair:** Mr Noel Ryan, Energy Consultant

#### Representing employers

Vacant

#### Representing workers

Mr Keith McKenzie	State Assistant Secretary Electrical Trade Union
-------------------	---

#### Representing the community

Mr John Love	Non-Executive Director Ergon Energy Corporation
--------------	--

#### Technical expert

Ms Veronica Mauri	Training and Safety Consultant
-------------------	--------------------------------

The Electrical Licensing Committee met eight times during 2014–15. Matters involving four electrical licence holders were referred to the Committee for consideration of disciplinary action as a result of unsafe electrical work and non-compliant practices.

One application for external review to the Queensland Civil and Administrative Tribunal (QCAT) was lodged by an electrical licence holder in relation to a decision by the Electrical Licensing Committee to take disciplinary action against the licence holder. The matter was heard by QCAT on 19 November 2014, at which time the licence holder decided to withdraw the application.

In relation to disciplinary hearing decisions, the Committee has reviewed its scale of penalties spreadsheet based on a range of applicable criteria for comparison of decisions for each disciplinary hearing.

In addition to its disciplinary and review functions, the Committee has defined a number of tracked deliverables to facilitate providing advice to the Board about electrical licences and training matters. These deliverables include analysis of:

- non-compliance reports
- the context of issues within disciplinary hearings and any linkage with ongoing non-compliances
- the quality of training delivery in relation to licence-related qualifications.



## APPENDIX 9

# ANZAC Day Trust Annual Report 2014–15

Legislation was passed in 1965 that allowed places of public entertainment and amusement to trade on the afternoon and evening of ANZAC Day. This signalled the end of an era in which ANZAC Day was a ‘closed day’ and business trading was very restricted. The Parliament of the day was optimistic that in return for the bonus of extra trading hours on ANZAC Day, those businesses which benefited, would donate to the ANZAC Day Trust Fund. The fund was established under the same legislation and provides funding, on application, to organisations offering financial assistance and relief to ex-service men and women and their dependants.

The annual disbursement of the trust fund to more than 250 ex-service organisations, supports:

- aged and infirm veterans wishing to remain in their own homes
- maintenance of essential services
- the construction and maintenance of homes/units for war veterans
- many other services such as advocacy, hospital visits, food hampers and gift/amenities parcels for the sick.

An annual appeal for donations each April begins with a mail out targeting those businesses providing public entertainment and amusement. However, the main source of funds continues to be an annual grant provided by the Queensland Government.

## The Board of Trustees

The following members of the Board of Trustees were appointed for a three year term commencing 26 April 2013 until 25 April 2016:

- Mr J S (Steve) Rowan – Chairperson
- Mr Greg Shannon OAM – representing the Legacy Clubs of Queensland
- Mr Scott Leonard – representing the Returned and Services League of Australia (Qld Branch)
- Mrs Mary Bennet – representing all other ex-service organisations.

Due to Mr Scott Leonard’s resignation as Trustee in January 2014, Mr William O’Chee was appointed as Trustee representing the Returned and Services League of Australia (Qld Branch) commencing 25 April 2014 until 25 April 2016.

## Activities

The main activities of the trust throughout 2014–15 were the public appeal in April and the disbursement of the trust fund, including the Government grant appropriation, in November.

Queensland bowls clubs, sporting clubs, cinemas and theme parks/tourist attractions were canvassed in the 2015 appeal which netted a total of \$15,806 from 25 donors (compared to \$14,626 from 32 donors in 2014).

In 2014–15, payments totalling \$1,277,983 were disbursed to 254 applicant ex-service organisations. In 2013–14, 246 organisations benefited. Preliminary indications are that disbursements will be given to more than 240 organisations in 2015–16.

## Income

The trust was funded predominantly by way of a grant appropriation of \$1,259,206 from the Queensland Government.

Proceeds of the annual appeal totalled \$15,806.

Interest on investments during the year amounted to \$7,380, and cash at bank as at 30 June 2015 was \$16,340.

## Acknowledgments

The trustees wish to record their gratitude and appreciation to all supporters of the trust, in particular the donors who have maintained their generosity for many years. Certificates of appreciation were issued to all those who contributed.

The Queensland Government is once again commended by the trustees for its generous financial support. The secretariat and administrative support provided by the Department of Justice and Attorney-General is also gratefully acknowledged.

## Financial audit and statements

The audit of the books and accounts of the trust has been performed under the provisions of the *Financial Accountability Act 2009*.

## Disbursement of the ANZAC Day Trust Fund

The trust fund is disbursed annually to applicant ex-service organisations in November. In 2014, \$1,277,983 was disbursed as follows:

**Returned and Services League of Australia (Queensland Branch)** **\$641,435**  
(branches and sub-branches)

**Legacy Clubs of Queensland** **\$252,852**

Made up as follows:

	\$
Brisbane	100 000
Bundaberg	9 970
Cairns	10 365
Coolangatta/ Tweed Heads	6 237
Fraser Coast and Country Burnett	15 104
Gold Coast	36 487
Ipswich	10 442
Mackay	5 542
Rockhampton and Central Queensland	15 663
Toowoomba	12 071
Townsville	30 971

**Other Organisations** **\$383 696**

Made up as follows:

	\$
2/10th Field Regiment Association	1 500
2nd Battalion Royal Australian Regiment Association	1 500
2nd Field ambulance Past members Association Queensland Branch	1 500
Air Crew Association Brisbane Branch	1 500
Anzac Day Commemoration Committee Qld	15 000
Armed Services Assistance Centre	1 500
Association of Queensland Korean Veterans Inc	1 500
Australian Army Aviation Association	1 371
Australian Army Training Team Vietnam Qld Branch	1 500
Australian Federation of TPI Ex-servicemen and Women Qld Branches	16 308

Bundaberg & District Disabled Veterans Association Inc	1 500
Bundaberg & District Ex Servicewomens Association Inc	1 500
Council of Ex-Servicewomens Associations (Qld)	1 500
Defence Force Welfare Association Queensland Branch	2 125
Ex-servicemen and Women Welfare Association Inc	1 500
F.E.S.R. Navy Association (Qld Division)	1 500
Hervey Bay Ex-Servicewomen's Assoc. Social Club	1 500
Incapacitated Servicemen and Women's Association of Aust	5 745
Mates4Mates	100 000
National Servicemen's Association of Australia (Qld)	43 846
Naval Associations of Australia - Queensland	22 188
Post 1955 Veterans Group Inc	1 500
RAAF Associations	25 842
Rats of Tobruk Association (Queensland)	1 500
Redcliffe District Ex-Service Womens Club Inc.	1 500
Royal Australian Army Nursing Corps Association Queensland Inc	1 500
Royal Australian Army Ordnance Corps Association (Queensland Division)	1 500
Royal Australian Navy Corvettes Association (Qld)	1 500
Royal Australian Regiment Association (Queensland Division) Inc	1 500
Royal Marines Association Queensland	1 500
Royal Naval Association Queensland Branch	1 500
Salvation Army	7 000
Submarines Association of Australia Queensland	1 500
Totally and Permanently Disabled Ex-Servicemen's Association (Townsville) Inc	5 709
Totally and Permanently Disabled Soldiers' Association Queensland Branches	7 500
Veterans Support and Advocacy Service Australia Inc	9 715
Victoria Barracks Historical Society	1 500
Vietnam Veterans Association of Australia (Queensland) Sub Branches	24 485
Vietnam Veterans and Associated Forces Social Club Hervey Bay	1 500
Vietnam Veterans Federation Brisbane/Gold Coast Regional Sub Branch	1 500
Vietnam Veterans Federation of Australia Townsville Sub Branch Inc	1 862
War Widows Guild of Australia (Qld)	50 000
War Widows Guild of Australia (Qld) - Caloundra Sub Branch	1 500
Womens Royal Australian Army Corps Queensland Inc	1 500
<b>TOTAL</b>	<b>\$1 277 983</b>

## ANZAC Day Trust Donors

Aussie World

Australia Zoo

Bay Boozatorium

Biggenden Bowls Club

Birch Carrol & Coyle

Blackbutt Golf Club

Buderim Bowls Club Inc

Bundaberg & District RSL & Citizens Memorial Club

Cairns RSL Sub Branch

Carina Leagues Club Ltd

Event Cinemas

Gatton RSL Services Club Inc

Gaythorne RSL

Goomeri Bowls Club Inc

Kedron Wavell RSL Sub Branch

King Tutts Putt-Putt

Kingaroy & District RSL & Citizens Memorial Club

Laserforce International

Murgon & District Services & Citizens Memorial Club

Paradise Point Bowls Club

Pomona Bowls Club Inc

Proserpine Bowls Club

RAMM Trading Pty Ltd (Caltex Carseldine)

Redcliffe Golf Club

Sherwood Services Club

Solander Lake Bowls Club

Sporting Shooters Association of Australia (Brisbane)

TOEA Pty Ltd (Carrara Markets & Hinterland Country Market

Townsville RSL Sub-Branch



