

# Annual Report 2010–11



Department of Justice and Attorney-General

## Communication objective

The Department of Justice and Attorney-General's annual report summarises its financial and corporate performance for 2010-11. It has been prepared to meet the needs of stakeholders and the department's accountability requirements under the *Financial Accountability Act 2009*.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the annual report, you can contact the department on (07) 3239 3520 and we will arrange an interpreter to effectively communicate the report to you.

The full financial statements of the Department of Justice and Attorney-General for 2010-11 are contained on the CD attached to the inside back cover of the report.

Our report is also available at [www.justice.qld.gov.au/corporate-publications.htm](http://www.justice.qld.gov.au/corporate-publications.htm).

To provide feedback, a survey is available on the website.

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# Letter of compliance

13 September 2011

The Honourable Paul Lucas MP  
Deputy Premier and Attorney-General  
Minister for Local Government  
and Special Minister of State  
100 George Street  
Brisbane Queensland 4000

The Honourable Cameron Dick MP  
Minister for Education and Industrial Relations  
30 Mary Street  
Brisbane Queensland 4000

Dear Ministers

I am pleased to present the Annual Report 2010-11 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* published by the Department of the Premier and Cabinet.

This report is prepared on the basis of the administrative arrangements for this department applying for the whole of the 2010-11 financial year. That is, it reflects the current structure, operations and performance of the department.

In this regard, Liquor, Gaming and Fair Trading were previously part of the Department of Employment, Economic Development and Innovation before joining the Department of Justice and Attorney-General through the machinery-of-Government change in February 2011.

A checklist outlining the annual reporting requirements can be accessed at [www.justice.qld.gov.au/corporate-publications.htm](http://www.justice.qld.gov.au/corporate-publications.htm).

Yours sincerely

Philip Reed  
Director-General

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## Vision

*A fair, safe and just Queensland*



## Purpose

*To contribute to a fair and just society and safe, healthy, productive workplaces and community*



## Values

*The department's values underpin our work and guide our planning, service delivery and reporting:*



### **Purpose**

We focus our efforts on achieving results that make a significant difference to the wellbeing of Queenslanders.

### **People**

We invest in the development of our staff and encourage work-life balance. We celebrate diversity and equality in our workforce.

### **Partnership**

We work together in collaborative teams and partnerships with a strong focus on shared purpose and clear goals, respect and open communication.

### **Performance**

We are accountable for delivering effective, timely and responsive services that contribute to the achievement of our vision. We use innovation and initiative to improve our performance.

*When the colony of Queensland was signed into law in 1859, the Attorney-General was one of only four positions designated by the Colonial Office, making the Department of Justice and Attorney-General as old as Queensland itself.*

## Director-General's message



I am pleased to present the Department of Justice and Attorney-General's 2010-11 annual report. This annual report shows the progress we have made in 2010-11

toward our vision of a fair, safe and just Queensland.

During this year, as a result of machinery-of-Government changes in February 2011, we welcomed the Liquor, Gaming and Fair Trading division into the department. This annual report contains the performance for the full year for Liquor, Gaming and Fair Trading.

In the summer of 2010-11, Queensland faced its worst natural disasters in history. The department escaped significant damage or service interruption and was able to provide support services on the ground to help Queenslanders get back on their feet.

This annual report contains a special feature on the department's response to the floods and cyclones on pages 6-7 of this report.

### A fair Queensland

Fairness for vulnerable people in the Queensland community continued to be a priority for the department.

The department continued to improve its guardianship services by appointing an additional 22 frontline staff and by opening a second regional Office of the Adult Guardian in Ipswich.

The new victims of crime services established in 2009 helped 15 945 client contacts and received 1 593 applications for financial assistance. Payments totalling over \$8.4 million were made to victims of violent crime and funding was provided to five community organisations to help victims of crime access services which meet their needs.

A number of initiatives took place during the year to help Indigenous and other communities obtain personal identity documents, such as birth certificates.

For example, the department participated in the Mornington Island Identification Day which helped the island's Indigenous community obtain these important documents that most of us take for granted.

Another initiative to increase fairness for Indigenous Queenslanders was the Brisbane Murri Court Life and Employment Skills Bail Support Program, in partnership with Construction Skills Training Centre.

This program focuses on building life skills and gaining employment for suitable offenders referred from the Murri Court. The program has placed a number of young men into employment in the building industry.

Fair workplaces were on the agenda again with the Queensland Industrial Relations Commission declaring by General Ruling an increase in award rates of pay by \$20.00 per week, an increase to the minimum wage for all Queensland full-time employees to \$588.20 per week and an increase to work-related allowances by three per cent.

The department worked with other Australian governments to implement the Australian Consumer Law, which commenced on 1 January 2011. This initiative is aimed at reducing red tape for businesses while increasing consumer protection.

### A safe Queensland

In 2010-11, the department worked to make Queensland a safer place by commencing a two year trial of Drink Safe Precincts to encourage a healthy and vibrant night time environment where people can safely relax. This trial funds additional police presence and community group support services in the precincts.

Nationally, the department worked with the Commonwealth Government and all other state and territory governments on the future policy direction for gambling in Australia through participating in the Council of Australian Government's Select Council on Gambling Reform.

The department also lead the way with a national electrical safety review through the *Electrical Safety and Other Legislation Amendment Act 2011*, which implements a new electrical equipment safety system in Queensland and serves as model legislation for other jurisdictions.

Closer to home, we continued to work with other Queensland agencies involved in the renewable energy sector, to ensure adequate consideration of electrical safety issues during the installation of solar panels.

Workplace safety was also improved by the new Injury Prevention and Management program which focuses on working with businesses whose WorkCover premiums are capped at two times the average rate for their industry to reduce injury rates and getting injured workers back to work as soon as possible.

## **A just Queensland**

In 2010-11, the department successfully developed and implemented one of the biggest changes to Queensland's criminal justice procedure in over 100 years through the *Civil and Criminal Jurisdiction Reform and Modernisation Amendment Act 2010*. These reforms are aimed at delivering improvements across the justice system and making Queensland's courts more efficient. This is the first stage of the Government's response to the *Review of the civil and criminal justice system in Queensland* (the Moynihan review).

Another major initiative of the department this year was the commencement of the Sentencing Advisory Council. The council was established to give the community a greater say on sentencing in Queensland, promote consistency in sentencing, encourage public debate about sentencing issues, inject community opinion into the sentencing process and foster confidence in the sentencing system.

The Queensland Civil and Administrative Tribunal (QCAT), an amalgamation of 18 tribunals and 23 jurisdictions into a single tribunal, completed its first full year of operation in 2010-11.

During the year, QCAT received 30 032 matters and finalised 27 457 of them, achieving an impressive clearance rate of 91 per cent.

In 2010-11, the department also continued its program to build modern and accessible courthouses across Queensland. Construction of the Brisbane Supreme and District Court complex, which is on track for completion in mid 2012, continued and significant improvements were made to the Southport and Toowoomba Courthouses.

Of course our achievements would not be possible without the dedication and expertise of our staff who continue to show commitment and innovation in their work, including those who played a key role in Queensland's disaster recovery efforts. I would like to thank them for their contribution and dedication. I would also like to thank all the other people, as well as the growing number of volunteers, organisations and partners who work with us to serve the Queensland community.

**Philip Reed**  
Director-General



## Our ministers

The Department of Justice and Attorney-General is part of the portfolio of the Honourable Paul Lucas MP, Deputy Premier and Attorney-General, Minister for Local Government and Special Minister of State in relation to justice issues; and the Honourable Cameron Dick MP, Minister for Education and Industrial Relations in relation to safe and fair workplaces.

The Attorney-General's functions and powers are set out in the *Attorney-General Act 1999*. As the State's first law officer, the Attorney-General may start and conduct litigation for the State, the Governor, a minister or a person suing or being sued on behalf of the State. The Attorney-General also acts as the guardian of the public interest, balancing conflicting private and collective interests.

The Attorney-General provides legal advice to Cabinet and the Executive Council and advises the Executive Council on judicial appointments. The Attorney-General can also initiate or terminate criminal proceedings, advise on the exercise of the prerogative of mercy, grant immunities from prosecution and appear before a court in appropriate cases.

The Minister for Industrial Relations is responsible for workplace health and safety and electrical safety, workers' compensation and public sector industrial relations. The Minister also has responsibility for some private sector industrial relations issues including trading hours, public holidays and child employment.

The role of the department's ministers, like that of other ministers, also involves:

- being collectively responsible as a member of Cabinet for the policy decisions of the Queensland Government
- being individually responsible to parliament for their own actions and that of their department
- being a spokesperson for the Queensland Government
- initiating legislation with the assistance of a ministerial policy committee and introducing legislation in parliament
- playing a dominant role in parliamentary debates
- serving on Cabinet committees
- reporting to their parliamentary parties
- representing the people of their electorates.

The Deputy Premier and Attorney-General, Minister for Local Government and Special Minister of State is responsible for administering 210 Acts of Parliament relating to the operations of the Department of Justice and Attorney-General.

The Minister for Education and Industrial Relations is responsible for administering 15 Acts of Parliament relating to the operations of the Department of Justice and Attorney-General.

This legislation includes establishing various bodies and statutory officers<sup>1</sup>. These bodies and individuals have varying degrees of independence from their minister. However, the ministers are ultimately responsible to parliament for the legislation under which each of them is established.

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<sup>1</sup> The portfolio's statutory bodies and appointments are listed in Appendix 1. Legislation establishing the portfolio's statutory bodies and authorities is listed in Appendix 2.



## Highlights for 2010-11

The department was successful in a number of achievements throughout the year which are outlined in the performance chapters of this report. The department is proud to highlight some of its most significant achievements for 2010-11:

<b>Fair and safe work service</b>	<ul style="list-style-type: none"> <li>→ Continued to work successfully with the federal, state and territory governments, employers and unions to nationally harmonise work health and safety laws, being the first jurisdiction to pass the laws.</li> <li>→ Finalised negotiation of industrial relations to facilitate aspects of the restructure of the Queensland Government's asset portfolio.</li> <li>→ Continued to provide leadership of the national electrical safety review through the <i>Electrical Safety and Other Legislation Amendment Act 2011</i>, which implements the new electrical equipment safety system in Queensland and serves as a model legislation for other jurisdictions.</li> <li>→ Delivered industrial relations services under contract to Fair Work Australia for the federal jurisdiction.</li> </ul>
<b>Legal service</b>	<ul style="list-style-type: none"> <li>→ Developed and introduced the Neighbourhood Disputes Resolution Bill 2010.</li> <li>→ Developed and introduced the <i>Civil and Criminal Jurisdiction Reform and Modernisation Amendment Act 2010</i>, the first stage of the Government's response to the review of the civil and criminal justice system in Queensland (the Moynihan Review). All of the reforms in the first stage response commenced by 1 November 2010.</li> <li>→ Developed the <i>Dangerous Prisoners (Sexual Offenders) and Other Legislation Amendment Act 2010</i>, which commenced 1 December 2010.</li> <li>→ Developed the <i>Electoral Reform and Accountability Amendment Act 2011</i> which commenced 19 May 2011.</li> </ul>
<b>Criminal and civil justice service</b>	<ul style="list-style-type: none"> <li>→ Implemented the <i>Civil and Criminal Jurisdiction Reform and Modernisation Amendment Act 2010</i> which expanded jurisdictions for the Magistrates Courts and District Court.</li> <li>→ Formed the Queensland Courts Service, by amalgamating administrative support service units within the courts and realigning registry operations to deliver more efficient and effective court services to Queenslanders.</li> </ul>
<b>Human rights protection service</b>	<ul style="list-style-type: none"> <li>→ Increased services to vulnerable adults by opening a second regional Office of the Adult Guardian based in Ipswich and by appointing additional guardians and frontline staff to meet the demands of an ageing and growing population.</li> <li>→ Administered funding to five organisations to provide specialised counselling services, court support and supported referrals to victims of crime.</li> <li>→ Commenced a project to digitise approximately six million births, deaths and marriages records currently held in paper format.</li> <li>→ Began providing coordinated court and guardianship services to homeless people in the Townsville area.</li> </ul>
<b>Liquor, gaming and fair trading service</b>	<ul style="list-style-type: none"> <li>→ Implemented the Australian Consumer Law, an integral part of the COAG Seamless National Economy agenda resulting in a single law, jointly enforced by the Commonwealth in partnership with states and territories.</li> <li>→ Coordinated the establishment of the drink safe precinct committees and the development of the local management plans aimed at curbing alcohol-related violence.</li> <li>→ Supported the continued roll out of pre-commitment technology on gaming machines to over 40 clubs and hotels in Queensland, providing consumers with the ability to control the amount of money and time spent gambling.</li> </ul>

## Our disaster response

### Keeping Queenslanders safe and well

The department made an important contribution to helping Queenslanders stay safe and well during and after the disasters and to recovery efforts across the State. The department's Workplace Health and Safety Queensland and Electrical Safety Office led this important work.

- Following the floods, a response team was set up which helped affected businesses, workers and residents. In flood affected areas, 72 workplace health and safety inspectors provided assistance or advice to approximately 1 600 businesses and individuals.
- Key issues encountered were the safe removal of asbestos-containing materials; electrical safety (downed lines and generators); working at heights; chainsaw use; traffic management and control; working around mobile plant; tree removal; underwater diving work to salvage submerged vessels; hygiene issues such as wearing shoes, washing hands, wearing gloves and disinfecting cuts and scratches; and airborne contaminants such as mould.
- A natural disaster hotline was set up to help businesses manage the hazards associated with cleaning up and rebuilding. The hotline operated seven days a week from 7.00am to 7.00pm. Over 300 calls were received.
- An information kit with 24 documents relevant to flood and cyclone safety was prepared. The kit was used by field staff and was provided to workplaces and members of the public.
- Information about correct handling and disposal of asbestos-containing materials was provided along with warning stickers and wrapping materials to workplaces and members of the public.
- Information on electrical safety before, during and after storms, cyclones and floods was made available through a variety of media. Electrical safety messages were provided at disaster centres for tradespeople and community members and covered topics such as our top priority – keeping people safe, power reconnection, solar panels and Don't Do it Yourself electrical work.

### Regional efforts

With its strong regional presence, the department had staff in most affected areas and they played an important role in helping their local communities through this difficult time. For example:

- In the immediate aftermath of Cyclone Yasi all 19 North Queensland workplace health and safety inspectors were taken offline to assist over 500 businesses and individuals. The Cairns and Innisfail workplace health and safety team covered an extensive area of North Queensland, working long hours in highly emotive situations – all of which they did in addition to their normal duties. They also quickly put together 'Asbestos Kits' for distribution to ensure public safety and minimise exposure to asbestos fibres in cyclone ravaged areas.
- Court staff quickly readied the Tully courthouse so that it could be used as a temporary base for the community recovery effort. They then continued to provide operational assistance and relief to regional offices while effectively maintaining their regular roles as well as their own personal community recovery volunteering.



*Regional Manager Rob White and Tully QGAP Manager Mark Oats at the Tully QGAP after Cyclone Yasi.*

## Service strategies for recovery

The department also developed service strategies to assist people affected by the natural disasters and to help them on the road to recovery.

- Working in partnership with Legal Aid Queensland and other legal organisations to establish Flood and Cyclone Legal Help to provide free legal assistance to persons affected by the disasters.
- Waiving fees for replacement certificates for victims who had damaged or lost life event certificates or occupational and business licences and certificates as a result of the disaster.
- Temporarily deferring all enforcement action, the majority of payment arrangements (such as direct debits) and fine option orders (unpaid community service).
- Working cooperatively with national partners to provide immediate information and support to consumers and traders affected by disasters by developing web content and fact sheets to educate about profiteering and price gouging, insurance, water damaged vehicles, door-to-door traders and charities.
- Posting detailed information on the department's website to assist community titles schemes affected by the floods. Applications concerning flood issues were given priority and processed within an average of four days.
- Authorising payment of liquor licence fees by instalments for adversely affected licensees.
- Delaying finalising gambling community benefit funding decisions to allow affected organisations time to review and amend applications given their potentially changed needs.

## Volunteers

The department assisted recovery efforts across Queensland by volunteering to assist government recovery programs and by establishing its own volunteering program for staff.

## Community recovery program overseen by the Department of Communities

- Community recovery workers assessed the needs of affected individuals and families and provided appropriate support from a range of options including referrals to non-government organisations and financial assistance.
- From late December 2010, 125 staff were deployed 237 times for this recovery work in natural disaster locations across the State, many of them showing extraordinary commitment by working multiple times, totalling 1 185 days.

## Supporting other government departments during the Brisbane flood crisis

- 33 staff were deployed to the Smart Service Queensland call centre and six staff received ongoing training for deployment to the Emergency Management Queensland's State Disaster Coordination Centre.

## Department of Justice and Attorney-General volunteer program

- The department set up a volunteer program to help organisations with the Brisbane, Ipswich and Toowoomba flood clean up. Department staff involved in local clean up events used their leave and flex arrangements to volunteer at registered organisations, receiving up to three days paid leave from the department on a 'day-for-a-day' matching system (without compromising service delivery).
- 62 staff volunteered 132 days on a number of community rebuilding projects, including:
  - 50 days of work assisting land managers on the Darling Downs and in the Toowoomba and Warwick districts to repair fences and remove debris from properties
  - 25 days of work sorting tonnes of clothes and items donated to St Vincent de Paul
  - 28 days of work organising books, items and packs for schools
  - 18 days of work assisting the Red Cross in Brisbane and North Queensland
  - 10 days cleaning up Brisbane parks
  - 1 day cleaning up Jindalee State Primary School.

## Locations

While many services are delivered in and around Brisbane, the department has a strong presence throughout regional Queensland as well.

Courthouses are most people's primary contact point with the justice system. There are 78 courthouses located in communities throughout Queensland including Thursday Island in the north to Stanthorpe in the south and Mount Isa in the west.

Many courthouses provide access to other departmental services including:

- support services for victims of crime
- registration and certificate services for Queensland births, deaths and marriages
- court and tribunal services
- information about guardianship and supporting adults who have an impaired decision-making capacity
- information about resolving a neighbourhood, consumer or civil dispute.

Judges and Magistrates regularly circuit from major centres to various locations across the State so that court is accessible to all communities in Queensland.

The department is the lead agency for 23 of the 78 Queensland Government Agent (QGAP) offices from Cooktown in the north to Cunnamulla in the south.

Each QGAP office provides essential information, face-to-face assistance and advice on a range of state and federal government services to clients in areas where access to services can be limited. For example, someone in Cunnamulla can access Department of Transport services and apply for a driver licence or have a vehicle inspected at the Cunnamulla QGAP.

Some other government services available at QGAPs include:

- State Government services from the Department of Communities and Department of Education and Training
- federal government services from the Australian Taxation Office and the Department of Immigration and Citizenship.

QGAP offices can also offer additional services such as Medicare, insurance and, in some centres, Centrelink services.

In addition, the Justices of the Peace (JP) program undertakes regional training courses and supports thousands of volunteers at JPs in the Community signing sites in 151 locations across the State.

Magistrates Courts formed by local Indigenous JPs are held monthly and on a needs basis in the communities of Aurukun, Cherbourg, Kowanyama, Lockhart River, Bamaga, and Pormpuraaw. The department is working to re-establish JP Magistrates Courts in Mornington Island and Palm Island.

The Office of the Director of Public Prosecutions has 15 chambers and sub-offices in 10 locations across the State.

In addition to conducting proceedings in Brisbane, the Queensland Civil and Administrative Tribunal conducts proceedings at various courthouses throughout Queensland.

Civil mediation services and conflict management training is available in South East Queensland and five regional centres in Cairns, Townsville, Mackay, Rockhampton and Hervey Bay.

Criminal mediation services are available in Brisbane, Southport, Townsville and Cairns.

# Our department

Victim Assist Queensland has court support officers located in Rockhampton, Cairns, Townsville, and Ipswich courthouses with an outreach service to Toowoomba.

The Office of the Adult Guardian has increased its services to regional communities by opening a second regional office based in Ipswich. This is in addition to the previously established Townsville office.

The Office of Fair and Safe Work Queensland provides workplace health and safety services, electrical safety services and industrial relations services in 22 locations across Queensland.

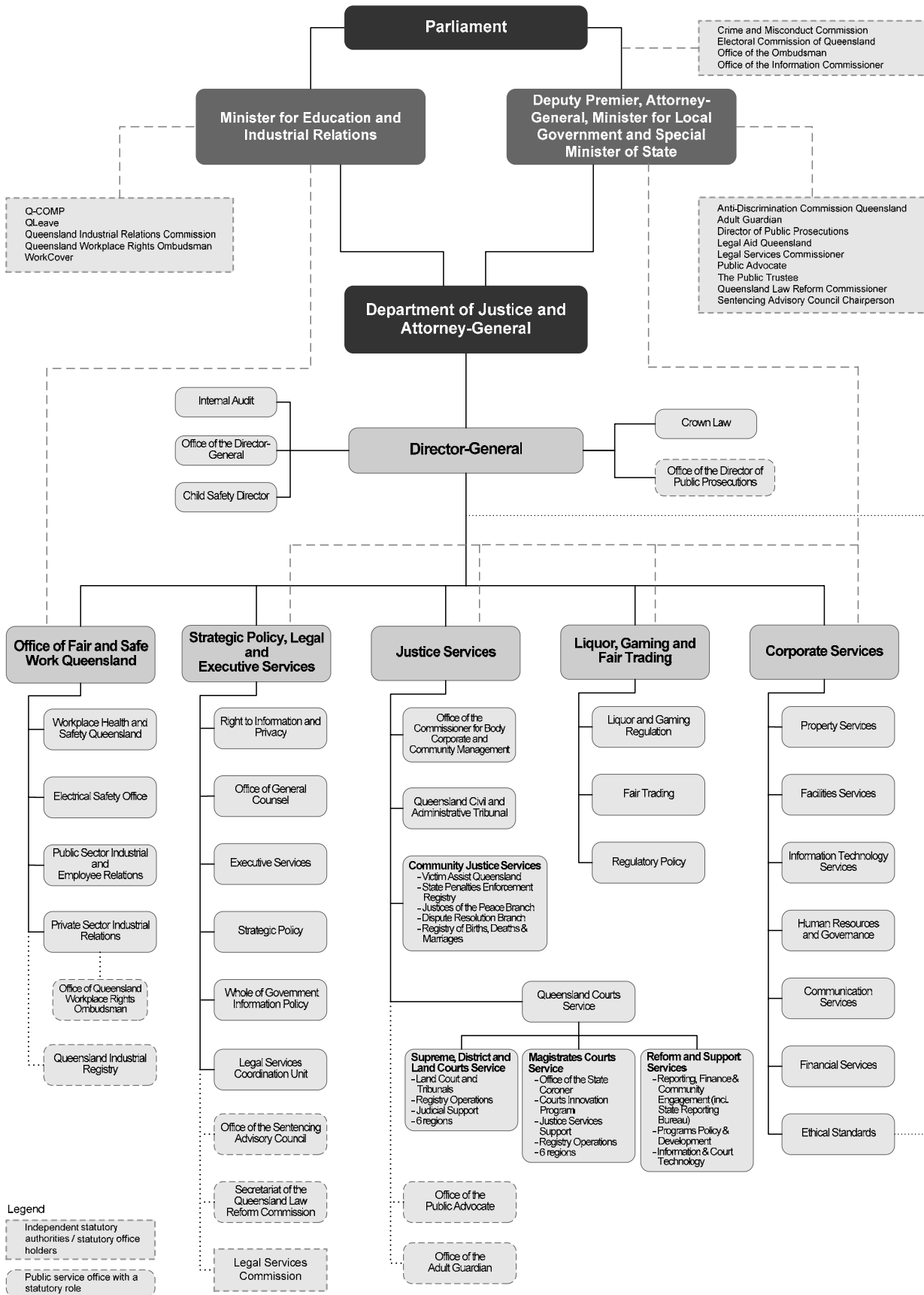
A range of services including investigations and licensing assistance are provided by Liquor, Gaming and Fair Trading in nine regional centres throughout the State.

The map below displays the major centres of the department's vast presence across Queensland.



# Our department

## Organisational structure





## Performance framework

The Department of Justice and Attorney-General demonstrates its accountability to government and the community through this annual report and other performance reporting mechanisms, including the Service Delivery Statement, Parliamentary Estimates Committee Hearings and the Report on Government Services.

The department's performance is reported against its service structure and service standards, strategic plan objectives and performance indicators and the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions.

### Service structure

This annual report details performance under the department's five services:

- Fair and safe work
- Legal
- Criminal and civil justice
- Human rights protection
- Liquor, gaming and fair trading.

### Strategic plan objectives

During 2010-11 the department's services focused on the following strategic plan objectives:

- workplace and legal rights are upheld and protected
- criminal, civil and workplace justice is accessible, timely, cost effective, fair, equitable and independent
- the rights and interests of adults with impaired decision-making capacity, victims of crime, children and other vulnerable people are protected
- productivity is enhanced through fairer and safer workplaces
- creating the conditions for business success (health, safety and harm minimisation)<sup>2</sup>.

A number of strategies support the delivery of departmental objectives. Performance against these strategies is outlined in the performance chapters of this report.

### Future strategic direction

The department's Strategic Plan 2011-15 objectives are:

- improve the administration of Queensland's justice system
- better protect the rights and interests of Queenslanders
- improve health, safety and fairness in workplaces and the community
- improve safety and fairness for Queensland businesses and consumers
- improve our organisational effectiveness.

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<sup>2</sup> This objective relates to Liquor, Gaming and Fair Trading. It was included in the 2010-14 Department of Employment, Economic Development and Innovation strategic plan.



## How we contribute to *Toward Q2: Tomorrow's Queensland*

The department's services are aligned to three of the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions.

The department is a contributing agency to these three ambitions:

### → Strong

*Creating a diverse economy powered by bright ideas*

**Target:** Increase by 50 per cent the proportion of Queensland businesses undertaking innovation or research and development.

**How we contribute:** The department contributes to creating a diverse economy powered by bright ideas through a fair and equitable industrial relations framework, a fair and equitable public sector wages policy and safe collaborative, flexible and fair workplaces.

Safe and collaborative workplaces provide environments that support innovation.

### → Fair

*Supporting safe and caring communities*

**Target:** Increase by 50 per cent the proportion of Queenslanders involved in their community as volunteers.

**How we contribute:** The department contributes to safe and caring communities through providing services that deliver justice, protect vulnerable people, increase community and workplace safety, uphold rights and ensure a fair, equitable and safe marketplace.

The department supports volunteering through the Justices of the Peace and Court Network programs. The department also promotes work-life balance and flexible work practices which increases workers' availability to volunteer in their community.

Over 89 000 JPs provide assistance to Queenslanders accessing justice services, including those operating at 151 JPs in the Community sites across the State.

### → Healthy

*Making Queenslanders Australia's healthiest people*

**Target:** Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure.

**How we contribute:** The department contributes to making Queenslanders Australia's healthiest people by providing services that promote healthier workers and workplaces.

The department encourages responsible liquor supply and consumption.

Targeted industry programs aim to reduce the incidence of preventable diseases in workers.

The department uses intervention and diversionary strategies to address the impact of drugs and alcohol on crime.

## *Toward Q2: Tomorrow's Queensland* – leading by example

The department published a companion document to the Strategic Plan 2010-15 which set out the ways it is leading by example to achieve the Queensland Government's five Q2 ambitions.

The companion document can be found on the department's website:  
[www.justice.qld.gov.au/corporate/general-publications](http://www.justice.qld.gov.au/corporate/general-publications)

The following is the department's achievements in 2010-11 against the five Q2 ambitions:

<p>→ <b>Strong</b></p> <p><i>Creating a diverse economy powered by bright ideas</i></p>	<p>→ <b>Fair</b></p> <p><i>Supporting safe and caring communities</i></p>
<ul style="list-style-type: none"> <li>→ Delivered five new in-house workshops to 87 employees since the workshops commenced in February 2011.</li> <li>→ Began researching better ways to engage with and disseminate information to our stakeholders, including social media possibilities and solutions such as Facebook and Twitter.</li> </ul>	<ul style="list-style-type: none"> <li>→ 179 staff, representing four per cent of the department, participated in flood and cyclone recovery volunteering efforts totalling over 1 317 days.</li> <li>→ 1.71 per cent of the department's staff are from Indigenous backgrounds.</li> <li>→ 9.27 per cent are culturally and linguistically diverse.</li> <li>→ 4.31 per cent are people with a disability.</li> <li>→ 20 cross-cultural workshops were held with 307 staff attending.</li> <li>→ Mechanisms are in place to mediate disputes between staff and managers.</li> </ul>
<p>→ <b>Green</b></p> <p><i>Protecting our lifestyle and environment</i></p> <ul style="list-style-type: none"> <li>→ Reduced the department's CO<sub>2</sub> emissions output by 23.8 per cent in the last three years, from 2,414 kilotonnes in 2007 (8.8 per cent higher than the Queensland Government's target of 15 per cent).</li> <li>→ Decreased fleet emissions by 25.3 per cent compared to those in 2007.</li> <li>→ Reduced electricity consumption by 20 per cent in three regional offices after lighting retrofits and air conditioning upgrades.</li> </ul>	<p>→ <b>Healthy</b></p> <p><i>Making Queenslanders Australia's healthiest people</i></p> <ul style="list-style-type: none"> <li>→ 200 staff participated in the 10 000 steps program.</li> <li>→ 106 staff were sponsored to participate in the Queensland Corporate Games.</li> <li>→ 930 staff received free flu vaccinations.</li> <li>→ 406 staff used discounted health insurance, 308 using MBF and 98 NIB.</li> <li>→ 52 staff took up discounted gym memberships under the department's corporate agreement with Fitness First.</li> </ul>
<p>→ <b>Smart</b></p> <p><i>Delivering world-class education and training</i></p> <ul style="list-style-type: none"> <li>→ Provided seven scholarships for the Australian and New Zealand School of Government and Public Sector Management programs.</li> <li>→ Funded 58 staff under the Productivity Places Program to attain Certificate IV or Diploma level qualifications.</li> <li>→ Developed and piloted a management development program to 35 staff since the program commenced in April 2011.</li> </ul>	

## Engaging with stakeholders and the community

The department engages with its stakeholders and the community when it develops new policies and services and when providing information about new and existing services. Feedback is also gained to inform improvements to policies and services and to deal with emerging issues and risks.

### Key stakeholders

During 2010-11 the department's senior executives continued to regularly meet with key stakeholders, including the judiciary, the Bar Association of Queensland, the Queensland Law Society, other peak bodies, unions and employer groups.

### Contributing to policy development

The department consults with relevant community groups and the public on specific policy or service delivery development. In 2010-11 this included:

- round-table discussions with key stakeholders on the Criminal Justice Procedure in Queensland discussion paper
- consultation with relevant Aboriginal and Torres Strait Islander stakeholders, including Community Justice Groups and Murri Court Elders, in relation to the department's Indigenous justice programs and the draft *Queensland Aboriginal and Torres Strait Islander Justice Strategy 2011-2014*
- public consultation on the Neighbourhood Disputes Resolution Bill 2010
- consultation with key stakeholders and the public on Queensland's workers' compensation scheme
- consultation with key stakeholders on the national model workplace health and safety laws
- targeting 6 000 medium size businesses throughout Queensland to improve the businesses' safety management systems and reduce the incidence of workplace injuries and fatalities
- consultation with agencies and unions regarding public sector wages and conditions policies
- public and industry consultation on the split of the *Property Agents and Motor Dealers Act 2000* into industry specific pieces of legislation and the establishment of a reference group of peak bodies for continuing consultation on these issues
- public and industry consultation in developing the government's response to the recommendations of the Parliamentary inquiry into alcohol-related violence.

Through the community consultation page on its website, the department invites community feedback about published draft legislation, discussion papers and review documents.

### Contributing to better services

The department engages with stakeholders and the community to help contribute to better services. In 2010-11, the department continued to encourage and provide opportunities for community input to improved services.

- The North West Queensland Victim Services Network at Mount Isa was established to bring together stakeholders working with victims of crime in the far western region of Queensland for a more integrated approach to service delivery.
- Some service delivery strategies, for example Justice Connect and Planning for Life forums are community focused and provide strong mechanisms for obtaining feedback and identifying improvements to existing services, policy and legislation.

## Our department

- The department conducted five regional road shows visiting towns throughout the State to promote access to fair trading services. Activities undertaken during road shows include conducting spot checks on licensees, school visits, public presentations and engaging with traders at their business premises.
- To raise awareness of the new Australian Consumer Law, the department conducted 239 presentations to over 9 400 attendees around the State, visited over 7 000 traders at their business premises and distributed over 175 000 brochures to consumers and traders.
- The department introduced online applications for community liquor permits. Of the 7 000+ applications typically received per year, over one third are now processed online. The manual business process for these permits has also been redesigned resulting in the average processing times for paper applications being reduced from 11 days to seven days. For online applications the average processing time is currently three days with low risk applications processed within the hour.
- The department has a number of formal feedback performance measures that are reported against in the Service Delivery Statement. These will be expanded to new business areas in 2011-12 and improved to provide more robust information about different aspects of specific services.

### **Providing information about new and existing services and policies**

The department provides information in a variety of ways to inform the community about services available to them, to provide safety messages and to let them know of major policy and legislation changes. This helps the community to access services and be aware of any new requirements that may affect them as citizens or members of industry, business and professional groups. Some examples of the department's information activities held in 2010-11 are:

- a series of seminars throughout the State provided advice about the new provisions in the Australian Consumer Law
- together with the Public Trustee, the department held 11 planning for life forums across Queensland, including at Cairns, Mount Isa, Roma and Rockhampton, attended by more than 600 people. The forums encourage people of all ages to plan for the future in relation to wills, advance health directives or enduring powers of attorney
- the Don't Kid Yourself campaign was again conducted before and during Schoolies 2010 to address underage drinking. The campaign delivered messages to adults and parents about the dangerous consequences of supplying underage children with alcohol for consumption in unsupervised environments
- the department provided essential information about assistance programs to communities affected by natural disasters, such as raising awareness of free legal services and important 'stay safe' messages including the safe use of electrical appliances and generators
- new Don't Do it Yourself warning signs for display by retailers and wholesalers selling particular types of electrical equipment to the public were developed and free electrical safety seminars across the State resulted in 950 electrical contractors learning more about Queensland's test and tag requirements.

## Major events during 2010-11

### Safe Work Week

Safe Work Week remains the Queensland Government's flagship annual event to highlight the importance of workplace health and safety.

During Safe Work Week 2010, the department hosted 28 events, with more than 100 industry organisations holding a further 208 events.

Over 2 000 Queenslanders attended the King George Square breakfast to receive information on how to be safe and healthy at work.



King George Square breakfast

### Law Week

Law Week 2011 was the largest the department has ever hosted with 20 partner organisations joining the department to deliver more than 70 events across Queensland.

The week boasted a program of events including courthouse open days and tours, mock trials and mediations, information sessions, free legal advice, fundraising events and online resources for teachers and students. The week aimed to raise awareness of the law, the justice system and the legal profession in Queensland.

The opening event for Law Week 2011 was the Walk for Justice fundraiser held in Brisbane and Townsville.

Throughout the week, Queensland courthouses opened their doors in Cairns, Gladstone, Gympie, Ipswich, Maroochydore, Mossman, Mount Isa, Nambour, Rockhampton, St George and Townsville.



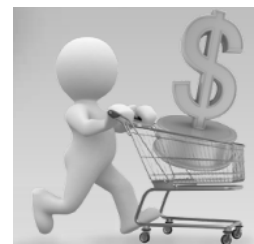
Murri Court staff assisting with Law Week

The Brisbane Magistrates Court open day, held on Saturday 21 May, attracted more than 450 people.

### Buy Smart Competition

The Buy Smart Competition has run annually since 2002. It is designed to increase student understanding of financial literacy and consumer issues by getting students to research a consumer issue then develop a way to share their new-found knowledge with their school friends.

In 2010, 678 students entered the competition from 44 schools across Queensland. The 2010 winning entries came from St Hilda's School, Southport; Citipoint Christian College, Carindale; and the Queensland Academy of Science, Mathematics and Technology at Toowong.



## Operating environment and associated challenges

By proactively identifying the department's operating environment and associated challenges, the department is well placed to develop and implement strategies to mitigate them. The operating environment of the Department of Justice and Attorney-General includes the following challenges:

### **Demand pressures**

Population growth and changing demographics in Queensland, particularly in the south-east is increasing demand for departmental services. Queensland's ageing population is creating increased demand for particular types of services, such as guardianship.

### **Responding to diverse needs**

Queensland is culturally diverse and geographically decentralised. Providing appropriate and accessible services responsive to client needs is an ongoing challenge. Innovative and coordinated responses are needed to address the needs of Indigenous Queenslanders.

### **Community confidence**

Community expectations and perceptions are changing. The department must be open and accountable to maintain and build public confidence in the systems that safeguard justice, safety and fairness.

### **National reform**

The Council of Australian Government's reform agenda and federal government policies and priorities are generating significant change. The department will continue to take a leading role in that change to protect and promote the rights and interests of Queenslanders.

### **Global trends**

The downturn in international markets has contributed to increased debt-related activity in the justice system, increased the risk of unsafe and unfair work practices and increased pressure on enterprise bargaining.



## Fair and safe work

The department's fair and safe work service provides workplace health and safety services and workers' compensation policy advice. It supports a fair and equitable industrial relations framework for the private sector in Queensland and works to improve public sector industrial and employee relations policies and practices. It develops and enforces standards for electrical safety and promotes strategies for improved electrical safety performance.

Fair and safe work services are provided by the following business units:

- Electrical Safety Office
  - develops and enforces standards for electrical safety and promotes strategies for improved electrical safety in the community.
- Private Sector Industrial Relations
  - works to achieve a fair and equitable industrial relations framework for the private sector in Queensland.
- Public Sector Industrial and Employee Relations
  - provides industrial and employee relations advice to the Queensland Government as an employer.
- Queensland Industrial Relations Commission<sup>^</sup>
  - conciliates and arbitrates industrial matters in the State of Queensland.
- Queensland Workplace Rights Ombudsman<sup>^</sup>
  - provides information and advice to Queensland workers and employers about their workplace rights and obligations, and promotes fair and equitable practices in Queensland workplaces.
- Workplace Health and Safety Queensland
  - develops and implements frameworks to improve workplace health and safety, and provides workers' compensation policy advice.

<sup>^</sup> For more information on this area's activities and performance, see this business area's 2010-11 annual report.



## Strategic plan objectives

- Workplace and legal rights are upheld and protected
- Workplace justice is accessible, timely, cost effective, fair, equitable and independent
- Productivity is enhanced through fairer and safer workplaces.

## Q2 contribution

The fair and safe work service contributes to the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions of:

- Strong – *Creating a strong economy powered by bright ideas*
- Healthy – *Making Queenslanders Australia's healthiest people.*

## Achievements in 2010-11

Objectives were addressed through the following strategies:

*Work cooperatively with the Australian Government and other states and territories to improve national consistency in workplace health and safety laws and workers' compensation arrangements*

Workplace Health and Safety Queensland contributed to COAG reforms by:

- becoming the first jurisdiction to pass legislation under the new national model Work Health and Safety laws. The Queensland *Work Health and Safety Act 2011* adopts the new model laws and will commence on 1 January 2012



# Our performance

- working with other jurisdictions and Queensland stakeholders to finalise regulations and codes of practice for the new Work Health and Safety model laws to commence on 1 January 2012
- contributing as a member of the Heads of Workplace Safety Authorities. Queensland works with regulators from all other jurisdictions on implementing and training processes to ensure a consistent approach on the interpretation and enforcement of new harmonised laws.

Workplace Health and Safety Queensland contributed to other reforms by:

- introducing the *Safety in Recreational Water Activities Act 2011* to complement the model Work Health and Safety laws by continuing the regulation of recreational diving and snorkelling activities in Queensland from 1 January 2012
- establishing an asbestos unit to drive a new strategy for minimising exposure to asbestos arising from business activities, improving inspectorate capacity to support the asbestos strategy and providing high level technical advice about asbestos risk
- continuing a program to convert old style occupational tickets to a photographic and renewable licence format for high risk work. This places the department in a favourable position to align with the licensing provisions of the new harmonised model laws for high risk work commencing on 1 January 2012.

*Continue to implement the National Occupational Health and Safety Strategy 2002-2012*

Workplace Health and Safety Queensland:

- established the Injury Prevention and Management program employing 12 dedicated advisors to assist 1 200 businesses whose WorkCover premium rate is capped at twice the industry premium rate. As at 30 June 2011, over 160 priority employers have actively engaged with the program
- targeted 6 000 medium size businesses throughout Queensland to improve the businesses' safety management systems

and reduce the incidence of workplace injuries and fatalities

- coordinated industry based forums to encourage commitment to zero harm at work by industry leaders. Forums were held for the manufacturing, health and community services, construction and transport industries
- achieved a 10.7 per cent decline in the incidence rate of compensated injury and musculoskeletal serious injury claims from 16.6 claims for every 1 000 Queensland employees in the period 2000-01 to 2002-03 to 14.8 claims per 1 000 employees in 2008-09<sup>3</sup>
- achieved a 23.5 per cent decrease in the incidence of compensated fatal claims from 2007-08 to 2008-09 despite a 9.7 per cent increase in the incidence of compensated fatal claims for the period 2004-05 and 2007-08<sup>3</sup>.

*Improve the quality, timeliness, accessibility and relevance of services provided to all Queenslanders, especially Indigenous people and people who live in rural and remote Queensland*

Workplace Health and Safety Queensland:

- targeted Indigenous communities by training 370 community members in 'white card' training for work on construction sites
- established a pilot training program to deliver 'B class licence training' for the safe removal and handling of asbestos at Napranum Aboriginal Council
- provided training for 60 Aboriginal and Torres Strait Islander Council employees in workplace health and safety representative training
- delivered the 'Sustainable Farm Families' health and wellbeing program to five locations in rural Queensland

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<sup>3</sup> These are performance indicators from the 12th edition of the *Comparative Performance Monitoring Report*.

# Our performance

- provided ongoing support of Regional Government Agency Networks by holding workplace health and safety forums for Queensland Government professionals in 14 locations across the State to develop cross-agency injury prevention and management solutions to address common issues.

## Private Sector Industrial Relations:

- provided industrial relations services through the department's regional network in relation to the Queensland jurisdiction and under contract to Fair Work Australia for the federal jurisdiction.

*Improve the community's understanding and awareness of their legal and industrial rights and responsibilities and strengthen the mechanisms by which these can be enforced*

## Private Sector Industrial Relations:

- established and oversaw an interdepartmental governance committee to ensure a consistent whole-of-Government approach to the implementation of the federal paid parental leave scheme across Queensland Government agencies
- continued to develop the work-life balance strategy in the public and private sectors by assisting organisations to identify and minimise barriers to implementing work-life balance practices
- made submissions to Fair Work Australia National Minimum Wage Panel on behalf of the Queensland Government.

## Queensland Industrial Relations Commission:

- declared by General Ruling, an increase to award rates of pay by \$20.00 per week, an increase to the minimum wage for all Queensland full-time employees to \$588.20 per week and an increase to work-related allowances by three per cent.

*Work in partnership with the Australian Government to deliver private sector industrial relations services to Queenslanders*

## Private Sector Industrial Relations:

- facilitated Queensland's endorsement of the national ratification of the International Labour Organisation (ILO) Maritime Labour Convention
- continued to work in partnership with the Australian Government to provide private sector industrial relations services to workers and employers covered by Queensland legislation and the *Fair Work (Commonwealth Powers) and Other Provisions Act 2009*.

*Implement the Queensland Government's wages policy*

## Public Sector Industrial and Employee Relations:

- collaborated with agencies and public sector unions to implement public sector wages policy to ensure efficient, cooperative, productive and flexible workplaces.

*Manage public sector wage bargaining and enhance workforce capability, attraction and retention*

## Public Sector Industrial and Employee Relations:

- partnered with key stakeholders to maximise outcomes from the restructure of the Queensland Government's asset portfolio
- partnered with key stakeholders to deliver Government guarantees and transition principles for protection of employee's terms and conditions in the Government Owned Generator Corporations (Gencos) Restructure
- collaborated with agencies to plan, prepare, negotiate and finalise certified agreements due for renewal, including Port of Townsville, CS Energy-Kogan Creek Power Station and in-principle agreement for health practitioners
- Workplace Consulting Queensland provided over 100 consultancy services and 24 training programs to enhance the capability of managers and employee relations practitioners across the public sector

# Our performance

- assisted Government-owned corporations to develop initiatives recognising and supporting work-life balance, such as flexible working hours and health and wellbeing programs, for inclusion in enterprise agreements.

*Actively pursue innovations to improve electrical safety for powerlines, installations and electrical equipment for both electrical workers and the community*

Electrical Safety Office:

- continued to address the electrical safety issues arising from installation of solar panels
- continued to work with other agencies involved in the renewable energy sector to ensure adequate consideration of electrical safety issues in programs and initiatives
- achieved a reduction in the number of recorded electrical fatalities from 45 (five year period to 30 June 2002) to 26 (five year period to 30 June 2011). Queensland's preliminary five-year average for the period ending 30 June 2011 is 1.2 deaths per million persons.

*Continue to work with the Australian Government, other states and the Electrical Regulatory Authorities Council to improve national consistency in electrical licensing, electrical safety systems and energy supply harmonisation*

Electrical Safety Office contributed to COAG reforms by:

- providing leadership of the national electrical safety review through the *Electrical Safety and Other Legislation Amendment Act 2011*, which implements the new electrical equipment safety system in Queensland and serves as model legislation for other jurisdictions.

Electrical Safety Office contributed to other national reforms by:

- contributing to the development of the *Occupational Licensing National Law (Queensland) Act 2010* as part of the introduction of national licensing to commence from July 2012

- continuing to be involved in committees and working groups to introduce a national licensing system under the review of trades licensing to create greater flexibility and mobility for workers operating across jurisdictional boundaries.

*Improve the regulatory framework of the Electrical Safety Act*

Electrical Safety Office:

- amended the *Electrical Safety Regulation 2002* to introduce new regulatory Don't Do-It-Yourself warning signage requirements to help raise industry and consumer awareness.

## Future directions

Contribute to COAG reforms -

Electrical Safety Office will:

- implement amendments to the *Electrical Safety Act 2002* and the *Electrical Safety Regulation 2002* to align with the nationally consistent framework for work-related workplace safety risks.

Private Sector Industrial Relations will:

- continue to work in partnership with the Australian Government to provide private sector industrial relations services to workers and employers covered by Queensland legislation and the *Fair Work (Commonwealth Powers) and Other Provisions Act 2009*.

Workplace Health and Safety Queensland will:

- implement the *Work Health and Safety Act 2011* throughout Queensland and ensure that the new compliance and enforcement regime is in place and that the inspectorate is trained to apply it
- implement national workplace health and safety legislation in consultation with employers and unions.

Contribute to other reforms -

Electrical Safety Office will:

- develop a public advertising campaign 'Don't do your own electrical work' to increase awareness of the dangers of not using a licensed electrical contractor.

# Our performance

Private Sector Industrial Relations will:

- implement the Work-Life Balance Strategy in the private and public sectors to encourage flexible work practices
- implement the National Industrial Relations System and manage its impacts on the Queensland Industrial Relations Commission and the Office of Fair and Safe Work Queensland.

Public Sector Industrial and Employee Relations will:

- contribute to the development of strategies to support the Government's initiatives to take pressure off South-East Queensland and Brisbane's CBD by effectively relocating Queensland public sector staff from Brisbane's CBD to the new Ipswich city heart, Carseldine and Bowen Hills
- collaborate with public sector agencies to plan, prepare, negotiate and finalise certified agreements due for renewal. This includes the Core Agreement and agreements for a range of staff employed by Queensland Health, teacher aides in the Department of Education and Training, and the energy and rail sectors
- assist the new Government Owned Generator Corporations (Gencos) to finalise replacement of federal enterprise agreements throughout 2011-12
- assist Government-owned corporations to finalise replacement federal enterprise agreements at Far North Queensland Ports Corporation, North Queensland Bulk Ports Corporation, Queensland Rail, Ergon Energy, Energex, Powerlink, SPARQ Solutions and SunWater
- implement the public sector wages policy to provide annual wage increases of 2.5 per cent per annum for public sector employees, until such time as the Queensland budget returns to surplus.

Workplace Health and Safety Queensland will:

- deliver the Injury Prevention and Management program (in conjunction with WorkCover Queensland) to influence employers in improving their capabilities and willingness to improve their

workplace health and safety, return to work and rehabilitation outcomes

- deliver intervention campaigns (including advisory and compliance components) across a range of industries, for example construction, manufacturing, transport and rural industries, focusing on risks that significantly contribute to serious injuries in the workplace
- finalise the medium size business program following a significant intervention conducted over the last 18 months to build work health and safety capacity and test compliance in this sector
- deliver manual handling programs, which use workers' knowledge to identify manual handling risks and develop solutions. Priority industries include manufacturing, transport, construction and rural
- work in partnership with Queensland Health on Healthy Worker Initiatives to reduce risk factors for chronic disease. High risk groups in the construction, transport industries and in rural and remote areas will be targeted
- deliver Safe Work Week 2011 with increased industry participation and a strong regional focus
- commence implementing the recommendations of the structural review of the workers' compensation scheme. This includes an overarching cross-agency strategy to more effectively prevent work-related harm and respond to its consequences
- continue to closely manage the reform of WorkCover, including ongoing consultation with stakeholders.

# Our performance

## Performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Industrial relations services</b>							
<b>Private sector industrial relations</b>							
Cost of compliance and information services per private sector worker covered by the Queensland industrial relations system	1	--	\$20.55	\$18.20	Benchmark to be established	--	--
<b>Administration of the Industrial Court and Commission system</b>							
Percentage of matters completed within three months	2	79%	87%	80%	75%	78%	69%
Level of client satisfaction with Registry Services	3	93%	--	95%	85%	95%	86%
Percentage of matters resolved at conference		--	80%	74%	70%	65%	68%
Percentage of matters lodged that are processed and available to members within one working day	4, 5	--	97%	97%	90%	99%	99%
Percentage of decisions released to the parties within one working day		--	100%	100%	95%	100%	100%
Percentage of decisions that are published and available to the community within 13 working days		--	100%	100%	95%	100%	100%
Cost of QIRC and Registry Services per worker covered by the Queensland Industrial Relations legislation	6	--	\$8.55	\$8.34	\$8.50	\$8.40	--
<b>Public sector industrial and employee relations services</b>							
Client / stakeholder satisfaction with the services and advice provided on public sector IR		97%	85%	90%	85-90%	91%	91%
Cost of Public Sector Industrial and Employee Relations and Workplace Consulting Queensland Service per Queensland public sector worker		--	\$14.00	\$15.00	\$15.00	\$15.00	\$15.00

# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Workplace health and safety services</b>							
Percentage of compliance within a target industry (or specific workplace health and safety hazard)	5, 7	--	--	--	50-70%	75%	91%
Percentage of successful prosecutions		86%	90%	88%	85%	85%	83%
Client satisfaction by workplaces with the inspectorate's effectiveness and professionalism	8	--	--	87.5%	75-80%	--	--
Percentage of gazetted Major Hazard Facilities with at least one site assessment completed per year		--	97%	90%	90%	91%	94%
Prosecutions completed within statutory requirements (12 months)		--	--	--	100%	100%	100%
Investigations finalised within six months		--	64%	75%	60-70%	67%	65%
Percentage of National Standards and Codes implemented within agreed timelines		--	n/a	100%	100%	100%	100%
Cost of WHSQ services per worker covered by the workers' compensation scheme	9	--	--	\$22.21	\$25.62	\$30.97	\$31.21
<b>Electrical safety services</b>							
Percentage of annual evidence-based program of audits for compliance completed	10	--	115%	100%	100%	127%	223%
The number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population based on 5 year rolling average	11	--	--	--	40	6	9
Client satisfaction with:							
– Inspectorate contact	8	84%	--	93%	85%	--	--
– Electrical safety seminar programs for industry and the community		94%	95.6%	97%	90%	90%	99%



# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
Successful prosecutions completed within statutory requirements (12 months)		--	100%	100%	100%	100%	100%
Cost of electrical safety services per person in Queensland		--	\$3.25	\$3.48	\$3.36	\$3.36	\$3.36
Queensland electrical fatality rate below the national five year moving average per million population	12	--	--	--	1.1	1	1.2

## Notes:

- This measure was amended in 2009-10. A benchmark was to be established in 2010-11 therefore no target/estimate or estimated/actual for 2010-11 was calculated.  
  
This measure is discontinued from the Service Delivery Statement from 1 July 2011 because the majority of compliance work is in respect to the federal contract to deliver compliance services in the federal jurisdiction. Very minimal compliance and information services are carried out in the Queensland jurisdiction as a result of private sector industrial relations now falling within the federal jurisdiction.
- The variance reflects an increase in Q-COMP matters not being completed within the three months due to adjournments by parties seeking further information.
- The 2010-11 estimated actual was based on the 2009-10 actual of 95%. The variance reflects the small sample of clients surveyed in 2010-11.
- The variance reflects the new business practice of publishing to the website within 24 hours rather than to the Queensland Government Industrial Gazette.
- This quality measure is discontinued from the Service Delivery Statement from 1 July 2011 because it does not provide a strong indication of service efficiency or effectiveness.
- This measure is discontinued in the Service Delivery Statement from 1 July 2011. From 1 January 2010 the QIRC no longer has a role in private sector industrial relations in Queensland. It has a broader role in matters such as Q-COMP, workplace health and safety and electrical safety.
- The rate of compliance was not known when the 2010-11 target/estimate was set. Depending on which targeted industry or workplace health and safety hazard is used when measuring the rate of compliance, some variation can be expected. This was a new measure for 2010-11.
- Surveys are conducted on a biennial basis. The last survey was conducted in 2009-10. The next survey will be conducted in 2011-12.
- The variance reflects an increase in expenditure on the Injury Prevention and Management program, Homecomings, and other health and safety awareness initiatives.
- The variance reflects additional audits conducted relating to Solar PV and government rebate schemes which were not originally planned. To maintain efficiency of the audit program with respect to inspector workloads, the number of individual audits completed for audit projects will vary with inspectorate operational audit locations.
- The increase from the 2010-11 estimated actual is due to an improvement in reporting mechanisms and data collection processes. This was a new measure for 2010-11.
- The preliminary five year moving average to 30 June 2011 is 1.2 deaths per million. The Electrical Regulatory Authorities Council recently identified jurisdictional inconsistencies with fatality data reporting. Consequently, a national comparison figure cannot be accurately calculated. This was a new measure in 2010-11.



## Legal

The department's legal service 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.

Legal services are provided by the following business units:

- Crown Law<sup>4</sup>
  - is a major provider of legal services to the Government.
- Legal Services Commission<sup>^</sup>
  - helps to promote, monitor and enforce high standards of conduct in the provision of legal services, provide a means of redress for complaints about the provision of legal services.
- Legal Services Coordination Unit
  - supports the Attorney-General in his responsibilities as first law officer, including monitoring compliance with model litigant principles and ensuring State-wide impacts are considered in the management of legal problems.
- Office of General Counsel
  - provides legal services to the department on a wide range of legal matters and administers a number of statutory applications made to the Attorney-General or the department.
- Queensland Law Reform Commission<sup>^</sup>
  - undertakes reviews of laws of Queensland including on specific request by the Attorney-General.
- Right to Information and Privacy Unit
  - receives requests and makes decisions on access to documents and information and amendment of personal information held by the department.

<sup>^</sup> For more information on this area's activities and performance, see this business area's 2010-11 annual report.

<sup>4</sup> For more information about Crown Law, see their annual report starting on page 75 of this report.

<sup>5</sup> For more information about the Sentencing Advisory Council, see its website [www.sentencingcouncil.qld.gov.au](http://www.sentencingcouncil.qld.gov.au)

- Sentencing Advisory Council<sup>5</sup>
  - responds to references on sentencing matters given by the Attorney-General; provides input into the giving or review of guideline judgments prepared by the Court of Appeal; and gives the community a greater say on sentencing in Queensland.
- Strategic Policy
  - provides policy advice and develops legislative proposals.
- Whole-of-Government Right to Information and Privacy
  - deals with lead agency responsibilities for right to information and information privacy.

### Strategic plan objectives

- Criminal, civil and workplace justice is accessible, timely, cost effective, fair, equitable and independent
- Workplace and legal rights are upheld and protected.

### Q2 contribution

The legal service contributes to the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambition of Fair – Supporting safe and caring communities.

### Achievements in 2010-11

Objectives were addressed through the following strategies:

*Provide professional high level legal advice and services to Government*

Crown Law:

- continued to provide a high level of service to clients, maintaining profitability above 100 per cent for the 2010-11 financial year
- achieved quality assurance certification against both the ISO9001:2008 and the coveted LAW9000 *Legal Best Practice* standards - distinguishing Crown Law as only the second government legal practice in Australia to have achieved the LAW9000 certification.

# Our performance

## Legal Services Coordination Unit:

- continued to assist the Attorney-General, as first law officer of the State, monitor and maintain whole-of-Government accountabilities for the delivery of high quality and consistent legal services to the Government
- assessed and reviewed issues arising from the provision of legal services where there was significant litigation involving the State
- developed options for the reform of Government legal services aimed at delivering cost efficiencies and better value for money
- coordinated the production and release of the second annual whole-of-Government report, *Government Response to Coronial Recommendations 2009*.

## Review and reform laws to modernise justice and protect rights

### Queensland Law Reform Commission:

- completed two reviews:
  - stage 2 of the review of Queensland's guardianship laws
  - the review of jury selection.

### Sentencing Advisory Council:

- commenced work on the referral from Government to provide recommendations about the introduction of minimum standard non-parole periods (SNPPS), including to what offences SNPPs should apply
- published a consultation paper on the issue of minimum standard non-parole periods.

### Strategic Policy:

- developed and successfully implemented the *Civil and Criminal Jurisdiction Reform and Modernisation Amendment Act 2010*. This is the first stage of the Government's response to the *Review of the civil and criminal justice system in Queensland* (the Moynihan review)
- developed the Neighbourhood Disputes Resolution Bill 2010. This Bill modernises and reforms the law relating to dividing fences and trees

- developed the *Electoral Reform and Accountability Amendment Act 2011* which will fundamentally change the financing of election campaigns in Queensland
- developed a new offence for serious animal cruelty
- developed several amendments to the Criminal Code to include a number of recommendations by the Queensland Law Reform Commission.

### The changes included:

- redrafting the term 'excuse of accident' so it better reflects the meaning of the excuse under the law and is clearer for juries and the community to understand
  - amending the partial defence of provocation to better balance the rights of the individual and the wider interests of the community.
- commenced a review of the Queensland Law Reform Commission's report *A review of Queensland's guardianship laws*. The report makes 317 recommendations across a broad range of issues under the *Guardianship and Administration Act 2000* and the *Powers of Attorney Act 1998*
  - developed and introduced a package of legislative measures to address graveyard vandalism
  - established the Sentencing Advisory Council to help bridge the gap between community expectations, the courts and Government on the complex issues of sentencing criminal offenders
  - developed the council's first referral on the introduction of minimum standard non-parole periods
  - developed amendments to the *Dangerous Prisoners (Sexual Offenders) Act 2003* to strengthen provisions relating to supervision orders of released prisoners, for example to empower corrective services officers to issue binding directions to released prisoners about where they may live and imposing restrictions on alcohol and other substance use

# Our performance

The amendments also provide that the Government may apply for an extra period of supervision when an existing order expires.

As at 30 June 2011, there were 77 offenders being supervised in the community. Eighteen offenders were detained under continuing detention orders in custody, with a further three detained under an interim continuing detention order pending the final outcome of the application under the Act.

A further 15 offenders are subject to interim detention orders under the Act, having been returned to the Supreme Court for contravening their supervision order conditions.

*Work with the Australian Government, other agencies and bodies to address Indigenous disadvantage and Indigenous justice issues*

Strategic Policy:

- continued work to improve departmental Aboriginal and Torres Strait Islander programs, including the Murri Court, the Queensland Indigenous Alcohol Diversion Program and the Community Justice Group program. These improvements are in response to recent evaluations and reviews
- continued to contribute to developing the Government's proposed new *Aboriginal and Torres Strait Islander Justice Strategy*.

Strategic Policy contributed to a Standing Committee of Attorneys-General initiative by:

- participating in the work of the Standing Committee of Attorneys-General on Aboriginal and Torres Strait Islander issues and the national *Closing the Gap* agenda.

*Increase access to and use of alternate dispute resolution*

Legal Services Coordination Unit:

- led a review of and subsequent amendments to, the Queensland *Model Litigant Principles*. Under these principles, all Queensland Government agencies are required to consider alternative dispute resolution, wherever appropriate, before initiating legal proceedings. The amended *Model*

*Litigant Principles* commenced on 1 January 2011.

## Future directions

Legal Services Coordination Unit will:

- coordinate the production and release of the third annual whole-of-Government report, *Government Response to Coronial Recommendations 2010*
- participate in the implementation of any approved reforms to the way Government acquires external legal services.

Queensland Law Reform Commission will:

- complete the review of the law in relation to the final disposal of a dead body.

Strategic Policy will:

- develop a new Criminal Justice Procedure Bill, uniform criminal procedure rules and processes to modernise and streamline criminal procedure in Queensland as a result of the second stage of reforms stemming from the *Review of the civil and criminal justice system in Queensland* (the Moynihan review)
- maintain a progressive justice reform agenda focused on priority areas of sentencing, community engagement, transparency and a dynamic courts system, which contributes to the better outcomes for the community and collaboration and coordination by government departments
- contribute to the implementation of the new *Queensland Aboriginal and Torres Strait Islander Justice Strategy 2011-14*
- conduct statutory reviews of the *Professional Standards Act 2004* and the *Retail Shop Leases Act 1994*, and develop resulting amending legislation
- continue the review of the Queensland Law Reform Commission's report *A review of Queensland's guardianship laws* and report to Government on the recommendations made in the report.
- strengthen Queensland's sentencing regime by:
  - progressing the Sentencing Advisory Council's recommendations about minimum standard non-parole periods in Queensland which are due in late 2011

# Our performance

- continuing to make referrals to the council to ensure Queensland's sentencing regime meets community expectations and assists in the maintenance of community safety

The council has also been asked to review the sentences imposed on offenders convicted of sexual crimes against children and armed robbery offences.

- commence the five yearly strategic review of the Office of the Ombudsman
- develop a Law Reform Bill 2011, to bring about miscellaneous amendments to various Acts in the justice portfolio.

Strategic Policy will contribute to COAG reforms by:

- developing legislation to give effect to and implement the Council of Australian Government's decisions on reforms for uniform regulation of the legal profession.

Whole-of-Government Right to Information and Privacy will:

- administer the right to information and information privacy legislation
- conduct the statutory reviews of the *Right to Information Act 2009* and the *Information Privacy Act 2009*.

## Performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Legal services to Government</b>							
Productivity for chargeable hours		98.9%	102.6%	100%	100%	100%	100%
Timeliness of legal work provided to clients (feedback rating from 1 to 7)	1	6.21	6.5	6	5	6	6
Percentage of priority policy and legislation projects which are completed within agreed timeframes	2	--	93%	100%	85%	100%	100%

### Notes:

1. This quality measure is discontinued in the Service Delivery Statement from 1 July 2011. It is replaced by a new service standard *Overall client satisfaction with services provided (feedback rating from 1 to 7)* which is a more complete measure of Crown Law's overall effectiveness.
2. This quantity measure is discontinued in the Service Delivery Statement from 1 July 2011 because it is not a good indicator of efficiency or effectiveness.  
The variance reflects a higher than expected percentage of projects completed due to changing priorities.

## Criminal and civil justice

The department's criminal and civil justice service includes Queensland's courts and tribunals. It also provides coronial and prosecution services and manages the State's collection of fines and penalties. This service provides diversion programs to address crime-related social problems, Justice of the Peace services and civil and criminal mediation services across the State.

Criminal and civil justice services are provided by the following business units:

- Queensland Courts and tribunals, including:
  - Supreme and District Courts<sup>^</sup>
    - hear and determine the most serious civil and criminal cases, including murder and serious drug offences.
  - Magistrates Courts<sup>^</sup>
    - deal with less serious offences such as traffic infringements and stealing
    - civil matters up to \$150 000.
  - Land Court and Tribunals<sup>^</sup>
    - deal primarily with appeals against statutory valuations, determination of compensation claims for compulsory acquisition of land and appeals against other departmental and ministerial decisions.
  - Childrens Court<sup>^</sup>
    - deals with criminal offences committed by young people under the age of 17 years.
  - Courts Innovation Program
    - coordinates a number of proactive court diversion, treatment and sentencing initiatives that target offences related to drug and alcohol addiction and/or homelessness.
- Office of the State Coroner<sup>^</sup>
  - reviews accidental or sudden deaths where further explanation is needed.
- Queensland Civil and Administrative Tribunal<sup>^</sup>
  - works to resolve a wide range of civil and administrative disputes.
- Office of the Director of Public Prosecutions<sup>^</sup>
  - represents the State in criminal cases.
- Dispute Resolution Branch
  - provides civil and criminal mediation services, conflict management training and educational services to the community.
- Justices of the Peace Branch
  - registers Justices of the Peace and Commissioners for Declarations, including appointment, training and ongoing professional development, and improves accessibility of witnessing services.
- Office of the Commissioner for Body Corporate and Community Management
  - provides information and dispute resolution services for the community titles industry in Queensland.
- State Penalties Enforcement Registry
  - collects unpaid infringement fines registered from Queensland Courts, the Queensland Police Service, hospitals and councils.



Construction of the new Supreme and District Court complex

<sup>^</sup> For more information on this area's activities and performance, see this business area's 2010-11 annual report.



# Our performance

## Strategic plan objective

- Criminal and civil justice is accessible, timely, cost effective, fair, equitable and independent.

## Q2 contribution

The criminal and civil justice service contributes to the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions of:

- Fair – *Supporting safe and caring communities*
- Healthy – *Making Queenslanders Australia's healthiest people.*

## Achievements in 2010-11

Objectives were addressed through the following strategies:

*Improve the ways we deliver justice services to the community*

## Queensland Courts and tribunals performance

Queensland Courts continue to achieve impressive clearance rates in the criminal and civil jurisdictions. In 2010-11, the following results were achieved:

### Criminal jurisdiction

- Supreme and District Courts - 95.8 per cent<sup>6</sup>
- Magistrates Court - 104.4 per cent.

### Civil jurisdiction

- Supreme and District Courts - 111 per cent
- Magistrates Court - 110.4 per cent.

By targeting clearance rates at higher than 100 per cent, Queensland courts will continue to reduce their caseloads and deliver high quality, effective and timely justice to all Queenslanders.

This year, QCAT completed its first full year of operation and achieved an impressive clearance rate of 91 per cent.

## Comparison to other Australian courts

As well as achieving high levels of performance, Queensland courts continue to be effective and cost efficient. The *Commonwealth Report on Government Services 2011*<sup>7</sup> highlights that Queensland courts compare very favourably to those in other Australian states and territories.

Using the average cost per finalised matter, Queensland was assessed as the most cost effective state in the criminal and civil jurisdictions during 2009-10:

Jurisdiction	Average cost (\$) per finalised matter	National average cost (\$) per finalised matter
Supreme Court criminal matter	8 377	15 899
Supreme Court civil matter	1 538	5 181
District Court criminal matter	5 699	7 902
District Court civil matter	1 087	2 318
Magistrates Court criminal matter	338	440
Magistrates Court civil matter	246	197

*Other ways we improve how we deliver justice services to the community*

Justices of the Peace Branch:

- increased the training and support activities provided to existing Justices of the Peace and Commissioners for Declarations, as well as persons seeking appointment to either of these positions.

Magistrates Court:

- supported coroners to investigate domestic and family violence deaths more thoroughly by establishing the Domestic and Family Violence Death Review Unit in the Office of the State Coroner. This unit considers whether there are any widespread gaps in agency responses to previous incidents of domestic violence and to identify opportunities to prevent similar deaths occurring in the future.

<sup>6</sup> A large number of unexpected appeals relating to an aspect of liquor licensing law were lodged in Townsville. This reduced the overall clearance rate of the criminal jurisdiction by 6.6 per cent.

<sup>7</sup> The *Commonwealth Report on Government Services 2011* reports on data for the 2009-10 year.

# Our performance

## Queensland Civil and Administrative Tribunal:

- successfully delivered tribunals services across a range of jurisdictions with a strong and united organisational culture focused on providing accessible, timely and responsive justice services to Queenslanders.

## Supreme and District Courts:

- saved time and money for parties through the early identification of matters suitable for eTrial by conducting presentations and training sessions about eTrials for the judiciary, courts staff and the legal profession about the kinds of matters that can be conducted as an eTrial. Appointed a dedicated eTrials registrar in July 2010
- standardised policies and procedures for all court registries to help court users accurately anticipate what will be required of them

Court users can expect a consistent level of service and advice from all Queensland court registries, regardless of location.

*Improve the quality, timeliness, accessibility and relevance of services provided to all Queenslanders, especially Indigenous people and people who live in rural and remote Queensland*

## Justices of the Peace Branch:

- increased access for regional Queenslanders seeking the services of a Justice of the Peace or Commissioner for Declarations by establishing new volunteer JP sites
- New sites included Pomona, Gladstone and Warwick. Negotiations are underway to implement volunteer services at Kingaroy, Biloela and Mareeba in 2011-12.

## Land Court and Tribunals:

- conducted 20 Land Court sittings at regional centres near to the land or resource in dispute.

## Magistrates Court:

- continued the Brisbane Murri Court Life and Employment Skills Bail Support Program, an initiative with Construction Skills Training Centre. The program focuses on building life skills and gaining

employment for suitable offenders referred from the Murri Court. The program's success is demonstrated by the results achieved during the program completed in November 2010:

- eight participants graduated with their Certificate 1 in General Construction
- five graduates achieved work placements with Bovis Lend Lease
- two graduates were placed with the concreting company renovating the Wintergarden in the Brisbane City Mall, further developing their work experience and skills.

The number of male offenders who have graduated from four successive programs, commencing in May 2009, has steadily increased.

The first program for female offenders was held in April 2011 and four of the nine original participants successfully completed it.

- enabled volunteer Community Justice Group members to continue to support Indigenous victims and offenders from their local community at all stages of the legal process through grant funding to 52 Community Justice Groups across Queensland
- continued to provide Aboriginal and Torres Strait Islander people with training to participate in the Remote Justices of the Peace (Magistrates Court) program. There are now approximately 200 local Indigenous community members who have been trained and sworn in. Two Justices of the Peace (Magistrates Court) may constitute court in the absence of a magistrate
- increased the number of active volunteers in our communities, through Murri Court Elders and Community Justice Group members in the courts



# Our performance

- referred 220 participants to Queensland Health for assessment and treatment under the Queensland Indigenous Alcohol Diversion Program (QIADP). Of these, 188 offenders were referred through the criminal justice stream and 32 parents through the child safety stream. Fifty-seven offenders graduated in the criminal justice stream of the program

Since the program's inception in 2007, 195 offenders have graduated from the criminal justice stream and 19 participants have graduated from the child safety stream. Currently, participants take an average of 20 weeks to complete the program.

The table below shows the number of graduates from the criminal justice and the child safety streams over the program's four years of operation.

Year	Number referred for assessment	Criminal justice stream graduates	Child safety stream graduates
2007-08	233 (218 criminal justice stream, 15 child safety stream)	10	2
2008-09	283 (268 criminal justice stream, 15 child safety stream)	63	7
2009-10	277 (243 criminal justice stream, 34 child safety stream)	65	7
2010-11	220 (188 criminal justice stream, 32 child safety stream)	57	3

QIADP works closely with the Murri Court and its Elders and continues to evolve to provide a culturally responsive program. A merge of QIADP and the Murri Court is currently being piloted in Townsville and will become fully operational in January 2012.

If successful, the new model will then be rolled out to other QIADP sites in 2012. This merge will provide a holistic approach to Indigenous client needs, where referral to State Government and non-government support services will further benefit Indigenous communities across Queensland.

- publicly released on the department's website independent evaluation reports for four Indigenous justice programs:

- Murri Court program, evaluated by the Australian Institute of Criminology
- Queensland Indigenous Alcohol Diversion Program, evaluated by Success Works under contract to Queensland Health
- Community Justice Groups program, evaluated by KPMG
- Justices of the Peace (Magistrates Court) program, evaluated by James Cook University.

The department is using the evaluation findings and recommendations to work with program partners and develop improvements, including a proposed new service and funding model for the Community Justice Group program, proposals for a new Murri Court model and a revised Remote Justices of the Peace (Magistrates Court) program.

## *Increase access to and use of alternative dispute resolution*

### Dispute Resolution Branch:

- provided 420 (16 per cent) more civil mediations to the community than in 2009-10 and 40 (11 per cent) more mediation of suitable criminal matters.

### Queensland Civil and Administrative Tribunal:

- provided individuals requiring help to resolve disputes or other issues with access to alternative dispute resolution options in appropriate cases
- developed and strengthened the dispute resolution skills and capabilities of tribunal mediators and key stakeholders by implementing a competency based training and development framework
- upgraded the Southport Courthouse to include three new courtrooms, new magistrates' chambers, additional public seating and state-of-the-art audiovisual equipment
- completed a refurbishment of the Toowoomba Courthouse to include new public areas and expanded and modernised courtrooms and registry.

# Our performance

*Improve the community's understanding and awareness of their legal rights and responsibilities and strengthen the mechanics by which these can be enforced*

State Penalties Enforcement Registry:

→ trialled two new enforcement actions in the Brisbane metropolitan area to increase fine recovery by identifying debtors and motivating payment:

- seizure and sale (two year trial)
- vehicle immobilisation (12 month trial).



→ began trialling the use of SMS technology to improve the recovery of fines. This technology is a timely, economic and efficient way to notify debtors. It also provides early intervention and avoids the need for serious action.

## The State Penalties Enforcement Registry – reinvesting in Queensland's future

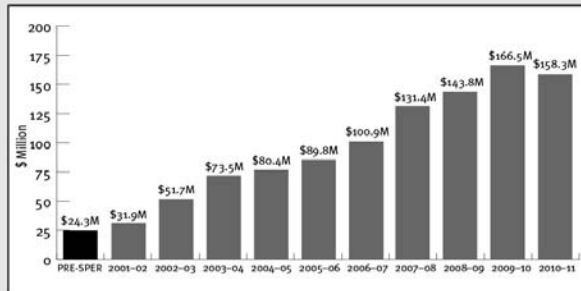
Since 2000, SPER has been responsible for collecting and enforcing unpaid fines in Queensland. Since then, SPER has collected over \$1.04 billion in fines and fees. This money has been reinvested back into Queensland communities in the form of roads, schools and health care – including to victims of crime, prosecuting agencies, hospitals, universities and local councils.

such as assault or drink driving. These orders can include fines, compensation, restitution, fees and costs

→ offender debt recovery orders for assistance provided to a victim of crime and an order has been made against the offender to recover that assistance.

### Total value of debt and fees collected

The following chart shows the total amount of debt and fees collected each financial year by SPER:



SPER continues to use innovative solutions such as vehicle immobilisation and SMS reminders to improve fine collection each year. In 2010-11, SPER collected \$158.3 million; this is nearly five times the amount collected in SPER's first full year of operation (\$31.9 million in 2001-02).

Collections for 2010-11 did not match the record collections of 2009-10 because of the temporary deferral of payment arrangements and enforcement actions granted for Queenslanders affected by floods and cyclones.

### Debts registered with SPER as at 30 June 2011

Debts registered with SPER relate to:

- infringement notices for offences such as parking, speeding or failing to register a dog. Infringement notices are issued by a range of agencies (known as administering authorities) such as local governments (councils), State government departments, hospitals and universities
- court orders (orders heard in a Supreme, District or Magistrates Court) for more serious offences

Debts registered with SPER fall within one of four categories. The four categories of debt and the number of penalties and their dollar value as at 30 June 2011:

Category	Number of penalties	Dollar value
Total debts under active compliance <sup>1</sup>	828 868	\$208.3M
Total debts under active enforcement <sup>2</sup>	79 840	\$26.4M
Total debts under deferral <sup>3</sup>	297 087	\$100M
Total debts awaiting enforcement <sup>4</sup>	1 375 238	\$345.7M

In 2010-11, despite allowing deferrals of payment for those affected by Queensland's natural disasters, SPER achieved a clearance rate of 75%.

Debts lodged and debts finalised in 2010-11	Number of penalties	Dollar value
New debts registered with SPER <sup>5</sup>	764 360	\$257.9M
Debts finalised by SPER <sup>6</sup>	571 054	\$166.9M

- 1 The number and value of debts that are under a compliance arrangement to finalise the amount owing (for example, a payment arrangement, unpaid community service, or within the time to pay period).
- 2 The number and value of debts that SPER has taken enforcement action on as a result of them being overdue and not in compliance (enforcement action can include suspending a driver licence, garnisheeing money from a bank account or wages, or issuing a warrant of arrest and imprisonment).
- 3 The number and value of debts that are deferred from any further action being taken by SPER. This includes debts with reminder notices where the time period has not passed, debts under dispute (for example, disputes that have been raised with the court or agency that issued the penalty) and debts deferred for people who are affected by natural disasters.
- 4 The number and value of debts that are pending enforcement (for example, queued for driver licence suspension) or where SPER is investigating to obtain additional information before further enforcement action can be taken.
- 5 The number and value of debts lodged with SPER by courts and administering authorities.
- 6 The number and value of debts that have been resolved and are no longer registered as outstanding in the SPER system.

# Our performance

## *Increase assistance, support and protection provided to victims of crime and other vulnerable people in the justice system*

### Magistrates Court:

- supported people in the community who are homeless, at risk of homelessness or who have impaired capacity with the special circumstances court diversion program
- identified the need for improved service delivery to homeless people in the Townsville area and began providing coordinated court and guardianship services to vulnerable adults in this region.

## *Provide the information vulnerable groups and the community need to protect their rights, meet their obligations and access our services*

### Office of the Commissioner for Body Corporate and Community Management:

- developed new information products, including fact sheets, explaining the impact of amendments to the Body Corporate and Community Management Act which took effect on 14 April 2011. The amendments were also the subject of the annual seminar series conducted in five centres throughout Queensland and attended by over 500 members of the public.

### Queensland Civil and Administrative Tribunal:

- developed closer working relationships and ongoing communication with key groups within government, the community and the legal profession
- began measuring the effectiveness of dispute resolution services provided by the Queensland Civil and Administrative Tribunal by obtaining feedback from tribunal users.

## *Work with other criminal justice sector agencies to improve delivery of criminal justice services*

### Magistrates Court:

- improved business processes and information management across the justice sector to enhance community

safety, protect vulnerable people and provide a coordinated service delivery.

This work will improve the capacity to track individuals across the justice system.

### Office of the Director of Public Prosecutions:

- received criminal matters involving approximately 10 075 accused and 39 849 offences. The average number of accused referred per month was 840, with a monthly average of 3 321 charges. The ODPP progressed approximately 860 matters through the committal stage and into the Supreme, District and Childrens Courts. In the Supreme, District and Childrens Courts, 1 090 trials and 4 743 sentences were conducted. 200 matters were discontinued or withdrawn before committal and 375 matters after committal. A total of 311 appeals were conducted in the Court of Appeal

- confiscated the proceeds of crime under Chapter 3 of the *Criminal Proceeds Confiscation Act 2002*. Between 1 July 2010 and 30 June 2011, \$458 074 was forfeited to the State under the conviction based scheme

As at 30 June 2011, \$164 819 was collected as a result of the execution of pecuniary penalty orders during the 2010-11 financial year.

- conducted legal work on behalf of the Crime and Misconduct Commission (CMC) as the solicitor on the record. The CMC applies for the restraining order and subsequent forfeiture of the relevant assets or proceeds of crime

From 1 July 2010 to 30 June 2011, \$14.116 million in assets was restrained under Chapter 2 of the *Criminal Proceeds Confiscation Act 2002*. A total of \$9.325 million of this amount was forfeited to the State, representing an increase of approximately \$3.76 million in forfeitures from the previous financial year. In addition, \$4.9 million was collected as a result of the execution of proceeds assessment orders.



# Our performance

- presented 99.9 per cent of indictments within six months of committal. There is a legal obligation to present indictments within six months of committal and to report on this performance measure on a monthly basis
- prosecuted a number of high profile matters including Gordon Nuttall, Jayant Patel and Harold Shand.

*Work with the Australian Government, other agencies and bodies to address Indigenous disadvantage and Indigenous justice issues*

Dispute Resolution Branch:

- continued to partner with the Australian Government and the Mornington Island community through the Mornington Island Restorative Justice Project. This project delivers culturally appropriate peacemaking services that respect traditional island culture and also meet the requirements of the criminal justice system
- delivered mediation skills training to six remote Indigenous communities including Aurukun, Coen, Wujal Wujal, Mornington Island, Mossman and Hope Vale.

*Develop and implement efficient and effective services, business processes and practices across Queensland Courts*

Magistrates Court:

- improved the ability of staff to manage coronial investigation files and also allowed the automatic upload of investigation documents to the National Coronial Information System
- completed a significant procurement tender process for the transport of human remains for autopsy under the *Coroners Act 2003*, and the burial or cremation of deceased persons under the *Burials Assistance Act 1965*. Contracts were awarded to 35 funeral directors and local authorities to provide services across the State from 1 December 2010.

Supreme and District Courts:

- liaised with representatives from the Queensland Bar Association and the Queensland Law Society through the new Court Users Reference Group to share and increase access to information and gain a

better understanding of the needs of court users.

Supreme, District, Land and Magistrates Courts:

- formed the Queensland Courts Service, by amalgamating administrative support service units within the courts and realigning registry operations to deliver more efficient and effective courts services to Queenslanders
- worked with key court parties to implement reforms arising from the *Review of the of the civil and criminal justice system in Queensland* (the Moynihan review). The reforms aim to deliver more efficient and effective court services to Queenslanders.

*Increase the numbers of volunteers in the justice system*

Justices of the Peace Branch:

- continued to implement volunteer Justice of the Peace services across regional courthouses and increased operational JPs in the Community program signing sites to a total of 151

This increased the number of active volunteers in our community to 2 602. The JPs in the Community program contributes to the Queensland Government's ambition of Fair – *Supporting safe and caring communities* target to increase by 50 per cent the proportion of Queenslanders involved in their community as volunteers.

Supreme and District Courts:

- continued to provide support services to the Court Network volunteers and expanded the network into the Brisbane Magistrates Court and regional centres at Cairns and Townsville.

## Future directions

Dispute Resolution Branch will:

- in partnership with the Australian Government, continue the Mornington Island Restorative Justice Project to ensure the availability of peacemaking services in the community through the Junkuri Laka Justice Association.

# Our performance

Justices of the Peace Branch will:

- conduct a review of the JPs in the Community program to look at services provided and support given to participants.

Land Court and Tribunals will:

- commence receiving appeals from 1 July 2011 under the *Land Valuation Act 2010*. This will be in addition to continuing to process matters relating to Queensland's mining, petroleum and gas industries.

Magistrates Court will:

- continue to develop the Criminal Justice Procedure Bill, stage two of the Queensland Government's response to the *Review of the of the civil and criminal justice system in Queensland* (the Moynihan review)
- provide funding to develop and trial a new integrated model for the Murri Courts and the Queensland Indigenous Alcohol Diversion Program to ensure efficient use of court resources
- continue to improve Queensland's criminal justice data and analysis by working with the Queensland Police Service to implement the *Single Person Identifier*.

State Penalties Enforcement Registry will:

- make contact with the penalty enforcement call centre faster and easier by transitioning to the Smart Service

Queensland integrated contact centre on 1 August 2011

Smart Service Queensland is coordinating and delivering a range of government services through one point of access for the customer. Customers will be able to conduct a range of transactions or get information through this one service.

Supreme and District Courts will:

- continue construction of the new Brisbane Supreme and District Court complex scheduled for completion in mid 2012.

Queensland Civil and Administrative Tribunal will:

- implement the neighbourly disputes jurisdiction in the Queensland Civil and Administrative Tribunal and a range of actions to support the commencement of the *Neighbourhood Dispute Resolution Act 2011*
- continue to engage with key stakeholders to ensure widespread community awareness of the Queensland Civil and Administrative Tribunal services and accessibility
- improve alternate dispute resolution strategies, frameworks and responsibilities in the Queensland Civil and Administrative Tribunal.

## Performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Court services</b>							
<b>Supreme Court - Court of Appeal</b>							
Clearance rate (finalisations/lodgements) per cent							
- Civil law		112.7%	93.3%	93.2%	100%	104%	104.6%
- Criminal law	1	90.7%	107.6%	98.6%	112%	107%	89.4%
Backlog indicator (greater than 24 months)							

# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
- Civil law		0%	0%	0%	0%	0%	0%
- Criminal law		0.6%	0%	0.6%	0%	0%	0%
<b>Supreme Court – Trial Division</b>							
Clearance rate (finalisations/lodgements) per cent							
- Civil law	2	99.7%	87.5%	94.9%	100%	116%	129.6%
- Criminal law		103.0%	99.6%	92.8%	101%	96%	98.4%
Backlog indicator (greater than 24 months)							
- Civil law		7.3%	5.8%	5.4%	5%	6%	7.2%
- Criminal law		4.6%	4.4%	3.7%	5%	4%	5.1%
<b>District Court</b>							
Clearance rate (finalisations/lodgements) per cent							
- Civil law	3	97.2%	104.4%	94.2%	100%	102%	93.2%
- Criminal law		103.5%	100.7%	96.6%	100%	105%	104.4%
Backlog indicator (greater than 24 months)							
- Civil law		4.9%	4.4%	3.8%	5%	4%	3.9%
- Criminal law		8.4%	8.8%	6.3%	5%	6%	5.1%
<b>District Court - Appeals</b>							
Clearance rate (finalisations/lodgements) per cent							
- Civil law	4	78.4%	132.7%	99%	100%	115%	130.8%
- Criminal law	5	93.5%	95.2%	122.3%	100%	26%	38.5%
Percentage of active cases more than 24 months old from lodgement date to the end of the reporting period							
- Civil law		3.6%	1.4%	2.9%	0%	4%	3.9%
- Criminal law		3.2%	0.3%	0.4%	0%	0%	0.1%

# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Magistrates Courts</b>							
Clearance rate (finalisations/lodgements) per cent							
- Civil law		102.7%	99.7%	112.7%	100%	110%	110.4%
- Criminal law		98.2%	100.5%	101.6%	100%	103%	104.4%
Backlog indicator (greater than 12 months)							
- Civil law		6.6%	6.2%	7.7%	6%	8%	7.4%
- Criminal law		16.1%	14.3%	14.1%	12%	13%	13.1%
<b>Coroners Court</b>							
Clearance rate (finalisations/lodgements) per cent							
		104.0%	97.7%	88%	97%	93%	99.8%
Backlog indicator (greater than 24 months)							
	6	9.6%	10.1%	7.6%	5%	9%	11.8%
<b>Land Court and Tribunals</b>							
Clearance rate (finalisations/lodgements) per cent							
	7	--	100.7%	265%	95%	63%	76%
Backlog indicator (greater than 12 months)							
	8	--	--	--	5%	18%	25%
<b>Courts Innovation Program</b>							
Diversionary court programs' completion rate							
		--	--	--	82%	82%	82.6%
<b>Tribunal services</b>							
<b>Body Corporate and Community Management</b>							
Clearance rate (finalisations/lodgements) per cent							
		--	--	--	95%	95%	100%
<b>Queensland Civil and Administrative Tribunal</b>							
Percentage of applications finalised within target timeframes							
	9	--	--	--	70%	70%	70%
Clearance rate							
	10	--	--	--	60%	91%	91%



# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Prosecution services</b>							
Percentage of indictments presented within 6 months	11	99%	100%	99.8%	100%	100%	99.9%
<b>Penalties enforcement services</b>							
Clearance rate (finalisations/lodgements) per cent	12	86.7%	90.8%	78%	71%	77%	75%
Percentage of the debt pool under compliance	13	--	--	--	60%	40%	35%
<b>Dispute resolution services</b>							
Percentage of matters finalised within target timeframes							
- Civil mediation	9	--	--	--	80%	80%	83%
- Criminal mediation	9	--	--	--	70%	65%	65%
Agreement rate							
- Civil mediation		--	--	--	80%	80%	84%
- Criminal mediation		--	--	--	95%	95%	98%
<b>Justices of the Peace services</b>							
Number of sites under the JPs in the Community program.	14	111	127	140	152	145	151
Total number of hours volunteered under the JPs in the Community program	14, 15	--	56 388	60 816	60 000	59 857	74 400
Number of JP volunteers involved in the JPs in the Community sites	14	--	--	--	2 700	2 570	2 602

## Notes:

1. An increase in lodgements during 2010-11, predominantly in the second half of the year, resulted in a reduced clearance rate.
2. The variation in the monetary jurisdiction of the Supreme Court from 1 November 2010 as a result of the *Civil and Criminal Jurisdiction Reform and Modernisation (Amendment) Act 2010*, as well as an overall reduction in the number of lodgements for the year, led to an increased clearance rate.
3. The variation in the monetary jurisdiction of the District Court from 1 November 2010 as a result of the *Civil and Criminal Jurisdiction Reform and Modernisation (Amendment) Act 2010* led to an increase in lodgements and a decreased clearance rate.
4. This variance is based on a very small number of lodgements and finalisations.
5. The court has no control over lodgements. A large number of unexpected appeals were lodged in Townsville relating to an aspect of liquor licensing law which resulted in a decreased clearance rate.
6. This variance is due to a significant number of coronial investigations that were postponed pending the outcome of criminal proceedings or other expert investigations.

# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
7.	As a consequence of the court's extremely successful alternative dispute resolution (ADR) processes in May and June 2010, there was a shortage of valuation matters which could be listed for ADR in early 2010-11. ADR matters are usually less complex and can be dealt with quickly. Approximately 45 per cent of the court's caseload is finalised through ADR. As the court's early 2010-11 caseload consisted of matters not suitable for ADR, most matters took longer to proceed to resolution. Towards the end of 2010-11, the court's clearance rate started to climb toward target.						
8.	The majority of matters older than 12 months were not determined in 2010-11 for various reasons. Many of the older, more complex matters require lengthy case management and circuit court plans were postponed or cancelled due to Queensland's extreme weather events.						
9.	This timeliness measure is discontinued in the Service Delivery Statement from 1 July 2011 because it is not a good indicator of efficiency or effectiveness.						
10.	Since its commencement, QCAT has used active case management techniques and alternate dispute resolution processes to make sure matters are dealt with effectively and in a timely manner. These initiatives contributed to QCAT's outstanding clearance rate for the year.						
11.	This timeliness measure is discontinued in the Service Delivery Statement from 1 July 2011. It is replaced by a recast measure that evaluates relevant timeframes as an average rather than a percentage. An average is a better measure because the end result is affected by long term outstanding matters, it is easier to track improvement trends over time and results provide an opportunity to identify efficiencies, refine processes and improve timeframes.  The 99.9 per cent year to date actual is a result of presenting a single indictment with multiple co-accused outside six months during quarter 3, 2010-11.						
12.	A marginal decrease in lodgements and a marginal increase in finalisations has resulted in a higher than expected clearance rate.						
13.	This service standard measures debts under active compliance and active enforcement. The deferral of payment plans and enforcement action undertaken as a result of the Queensland floods and cyclones affected the number of debts in compliance and caused a backlog of matters awaiting enforcement. Debts that have been deferred are not considered to be under active compliance under the rules of this measure.						
14.	This quantity measure is discontinued in the Service Delivery Statement from 1 July 2011 because it is not a good indicator of efficiency or effectiveness. The department will continue to report on this measure in the annual report because the work of JPs makes a valuable contribution to the Queensland Government's <i>Toward Q2: Tomorrow's Queensland</i> ambition of Fair – <i>Supporting safe and caring communities</i> target to increase by 50 per cent the proportion of Queenslanders involved in their community as volunteers.						
15.	The total number of volunteer hours increased due to the expansion of new sites and extra operational hours at existing sites.						

## Human rights protection

The department's human rights protection service provides guardianship and victims of crime services. It also provides births, deaths and marriages registration services and works to ensure children in contact with the justice system are protected.

Human rights protection services are provided by the following business units:

- Child Safety Director
  - supports the department's delivery of services to children in the justice system, with a focus on child protection.
- Office of the Adult Guardian<sup>^</sup>
  - protects the rights and interests of adults with impaired capacity.
- Office of the Public Advocate<sup>^</sup>
  - undertakes statutory systems advocacy on behalf of people with impaired decision-making capacity.
- Registry of Births, Deaths and Marriages
  - records and maintains life event registrations in Queensland and issues certificates.
- Victim Assist Queensland
  - provides information and support to victims and their families in applying for financial assistance as well as referring clients to specialist support services.

### Strategic plan objective

- The rights and interests of adults with impaired decision-making capacity, victims of crime, children and other vulnerable people are protected.

### Q2 contribution

The human rights protection service contributes to the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambition of Fair – *Supporting safe and caring communities*.



### Achievements in 2010-11

Objectives were addressed through the following strategies:

*Increase assistance, support and protection provided to victims of crime and other vulnerable people in the justice system*

Child Safety Director and Victim Assist Queensland contributed to COAG initiatives by:

- contributing to the Domestic and Family Violence Strategy and National Action Plans. In February 2011, the National Plan to Reduce Violence against Women and their Children 2010-2022 was released through COAG.

The national plan targets domestic and family violence and sexual violence and sets out a framework over 12 years for Australian, state and territory governments and the non-government sector to work together to reduce violence against women and their children.

Child Safety Director:

- improved outcomes for children by:
  - working to publish de-identified Childrens Court decisions on the web to provide the public and practitioners with a greater understanding of the work of the court and its decisions
  - reviewing and updating the department's Child Protection Policy and online training package so that employees are aware of their obligation to report a concern about a child's safety to the Department of Communities

<sup>^</sup> For more information on this area's activities and performance, see this business area's 2010-11 annual report.

# Our performance

- providing a legislative base to allow researchers access to Childrens Court files to improve the evidence base relating to child protection justice matters
- contributing to the review of the *Domestic and Family Violence Protection Act 1989* to make sure that the Queensland courts support to both applicants and respondents to domestic and family violence matters is fair, just and responsive. It is expected the review will result in extensive reform to the way courts deal with domestic and family violence.

## Office of the Adult Guardian:

- increased services to vulnerable adults and met the demands of an ageing and growing population through 22 additional guardians and frontline staff

At 30 June 2011, the Adult Guardian was acting as substitute decision maker for healthcare, accommodation, service provision, legal, contact and/or other personal decisions for approximately 1 909 guardianship clients. This represents a significant increase over the past two years.

- concluded 203 investigations into allegations that an adult with impaired capacity was being or has been neglected, exploited or abused
- made approximately 6 000 community visitor visits to over 900 accommodation sites supporting some 6 700 residents to help prevent abuse, neglect and exploitation of adults with impaired capacity or mental or intellectual impairment.

## Registry of Births, Deaths and Marriages:

- provided replacement damage or lost life event certificates at no charge to victims of the Queensland floods and Cyclone Yasi
- A total of 4 494 certificates were provided, including 762 interstate certificates.

## Victim Assist Queensland:

- received 1 593 applications for financial assistance and approved payments totalling over \$8.4 million to victims of violent crime to help them recover from their injuries

- administered funding to five organisations to provide specialised counselling services, court support and specialist support referrals to victims of crime
- helped 15 945<sup>8</sup> client contacts with information, referral services, completing victim impact statements, court support and applying for financial assistance.

*Improve the quality, timeliness, accessibility and relevance of services provided to all Queenslanders, especially Indigenous people and people who live in rural and remote Queensland*

## Office of the Adult Guardian:

- increased services to regional communities by opening a second regional Office of the Adult Guardian in Ipswich.

## Office of the Public Advocate:

- began a joint project with the Office of the Adult Guardian to build a client profile increasing understanding of client groups, their needs and disadvantages. The results will support government agencies to deliver services based on sound evidence, allowing better decisions around client outcomes, risk management and planning for the future.

## Registry of Births, Deaths and Marriages:

- participated in the Mornington Island Identification Day coordinated by the Department of Communities to help the island's Indigenous community obtain personal identity documents.

More than 300 life event applications were accepted and processed. Of these:

- 200 birth certificates were issued
- 84 birth registrations were accepted.

- improved service delivery timeframes throughout the State in issuing life event certificates through the continued rollout of the Vitalware system to 78 Magistrates Courts and Queensland Government Agent Program (QGAP) agencies

Timeframes have improved from 10 weeks in 2008-09 to three working days for those courts and QGAP agencies with access to the registry registration system.

<sup>8</sup> The number of client contacts for Victim Assist programs includes Victim Assist's Court Support and Regional Coordination programs in addition to contacts to Victims LinkUp.

# Our performance

## Victim Assist Queensland:

- conducted 228 stakeholder visits in rural, remote and Indigenous communities in North and Far North Queensland to promote Victim Assist services and collaboration of stakeholder services in the region
- established the North West Queensland Victim Services Network at Mount Isa to bring together stakeholders working with victims of crime in the far western region of Queensland
- began satisfaction surveys of clients after a LinkUp enquiry or grant of financial assistance has been completed. 328 surveys were conducted in 2010-11 and 99 per cent of clients indicated that they were satisfied overall with the services they received.

*Work with the Australian Government, other agencies and bodies to address Indigenous disadvantage and Indigenous justice issues*

## Office of the Adult Guardian:

- trialled the use of a specialist guardian to work with a group of homeless, Indigenous adults in Townsville and collaborated with other government agencies to secure accommodation and services to improve the quality of life for this group of adults.

## Registry of Births, Deaths and Marriages:

- worked with the Australian Bureau of Statistics to improve Indigenous birth registration from remote communities
- partnered with the Department of Communities, Personal Histories Unit to get supporting documents to effect birth registrations.

## Victim Assist Queensland:

- developed a fact sheet with key stakeholders for Aboriginal and Torres Strait Islander people promoting Victim Assist using culturally appropriate language in English and Torres Strait Islander Creole.

*Provide the information vulnerable groups and the community need to protect their rights, meet their obligations and access our services*

## Office of the Adult Guardian and Queensland Civil and Administrative Tribunal:

- held nine planning for life forums across Queensland with The Public Trustee to encourage people to organise their affairs through the use of wills, enduring powers of attorney and advance health directives.

## Office of the Adult Guardian:

- established the Guardianship Information Service to provide information and support to guardians appointed as substitute decision makers by the Queensland Civil and Administrative Tribunal.

## Office of the Public Advocate:

- developed a range of fact sheets for groups such as elders and Indigenous people
- produced an elder abuse resource directory as a guide to the available services, assistance and information for elderly people at risk of abuse.

## Registry of Births, Deaths and Marriages:

- attended a number of forums to promote services, accept applications for life event certificates and help clients to formally establish their identity, including:
  - Homeless Connect to help people without permanent homes or normal access to government services to get a birth certificate, allowing them to establish an identity with other government agencies
  - All Stars Bumehla Festival at Southport. The All Stars Bumehla Festival is a free public Indigenous festival established to engage the local community to showcase Indigenous culture
  - Tweed Heads Multicultural Festival.

## Victim Assist Queensland:

- provided funding to the Spiritus Kinections – Living Well Program and the Women Working Alongside Women with Intellectual Learning Disabilities, resulting in:
  - new resources, information and professional training for support to men who have experienced childhood sexual abuse or assault

# Our performance

- a therapist kit for services to support women with an intellectual disability who are victims of crime.
- conducted training and information sessions with 207 government and 202 non-government organisations providing services to victims of crime in Queensland
- developed a comprehensive information guide for victims of crime *A Guide for victims of crime in Queensland* which is available in hard copy and online. The guide was launched in Brisbane, Ipswich, Rockhampton, Townsville and Cairns
- published a youth brochure for young people aged 12 to 17 about their rights as a young victim of crime.

## *Improve the ways we deliver justice services to the community*

### Registry of Births, Deaths and Marriages:

- began a project to digitise approximately six million births, deaths and marriages records currently held in paper or index format which will improve service delivery timeframes for Queenslanders
- continued to roll out an e-registrations functionality to funeral directors throughout Queensland. This allowed funeral directors to submit death registration information to the department electronically and significantly improved the timeframe for the registration of a death and the issuing of certificates to families.

### Victim Assist Queensland:

- established active court support stakeholder network groups in Brisbane,

Ipswich and Cairns to share information and inform policy about available court support services, including specialist services for victims of crime.

## Future directions

### Office of the Adult Guardian will:

- employ an additional 10 frontline adult guardian staff to meet the increasing demand for services to vulnerable adults.

### Registry of Births, Deaths and Marriages will:

- improve and implement an e-Commerce system for future ordering of birth, death and marriage certificates online
- implement the electronic receipt of birth notifications from private health facilities in Queensland, which will result in improved timeframes for registering births.

### Victim Assist Queensland will:

- contribute grant funding to community organisations to help victims of crime in Queensland
- develop an online resource that can be used by government agencies on the Fundamental Principles of Justice for Victims of Crime and their application to government officers
- continue to develop targeted resources for vulnerable victims of crime and review the range of resources and programs delivered through Victim Assist Queensland.

## Performance

Service standards	Notes	2007-08	2008-09	2009-10	2010-11	2010-11	2010-11
		Actual	Actual	Actual	Target/ est	Est actual	Actual
<b>Life event registration services</b>							
Percentage of life events registered within accepted timeframe	1, 2, 3	--	--	--	90%	85%	77%
Percentage of life event certificates issued within accepted timeframe	1, 2, 3	--	--	--	90%	85%	83%



# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Victims of crime assistance services</b>							
Percentage of victims of crime assisted through a grant of financial assistance within target timeframes	1, 2	--	--	--	80%	79%	83%
Number of clients assisted through Victims LinkUp	1, 4	--	--	--	12 960	13 300	14 498
Percentage of clients satisfied with financial assistance service	1, 5	--	--	--	70%	95%	99%
Percentage of clients satisfied with Victims LinkUp service	1, 5	--	--	--	70%	95%	99%
<b>Guardianship services</b>							
Percentage of decisions made by guardians affirmed following internal review	6	78%	100%	90%	90%	87%	100%
Percentage of investigation matters referred to Adult Guardian completed within 6 months	2	78%	79%	80%	75%	75%	73%
Percentage of quality assurance audits of the delivery of guardianship services that meet targets	1	--	--	--	80%	82%	80%

## Notes:

1. New performance measure in 2010-11.
2. This timeliness measure is discontinued in the Service Delivery Statement from 1 July 2011. It is replaced by a recast measure that evaluates relevant timeframes as an average rather than a percentage. An average is a better measure because the end result is affected by long term outstanding matters, it is easier to track improvement trends over time and results provide an opportunity to identify efficiencies, refine processes and improve timeframes.
3. The variance is due to the fact that while improvements to systems and processes have provided a measurable effect on timeframes, further public education is required before applications are completed accurately and in a timely manner.
4. This workload measure is discontinued in the Service Delivery Statement from 1 July 2011 because it measures volume and not the efficiency or effectiveness of the delivery of services.  
The variance reflects a higher than expected demand for the first 12 months of Victims LinkUp services.
5. The variance reflects a limited number of feedback surveys that were completed because this is a new service.
6. This measure is discontinued in the Service Delivery Statement from 1 July 2011 because it deals with very small numbers and does not provide a strong indication of service efficiency or effectiveness.  
The variance is due to the fact that only one internal review was requested and finalised in 2010-11.

## Liquor, gaming and fair trading

The department's liquor, gaming and fair trading service provides regulatory and consumer protection services across the liquor, gaming and general services sectors. It encourages marketplace and industry integrity fostering business and consumer confidence while implementing initiatives that minimise harm from liquor and gambling and educating and protecting vulnerable consumers.

The Liquor, Gaming and Fair Trading division joined the Department of Justice and Attorney-General in February 2011 as part of machinery-of-Government changes. The performance of liquor, gaming and fair trading is reported against objectives from the Department of Employment, Economic Development and Innovation Strategic Plan 2010-14.

Liquor, gaming and fair trading services are provided by the following business units:

- Office of Fair Trading
  - protects consumers and promotes a fair and ethical marketplace.
- Office of Liquor and Gaming Regulation
  - provides a regulatory framework that supports responsible liquor and gaming industries and minimises harm.
- Office of Regulatory Policy
  - develops legislation and policy that regulates Queensland's liquor and gaming industries and ensures a fair and safe marketplace for Queenslanders.



### Strategic plan objective

- Creating conditions for business success (health, safety and harm minimisation).

### Q2 contribution

The liquor, gaming and fair trading service contributes to the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions of:

- Fair – *Supporting safe and caring communities*
- Healthy – *Making Queenslanders Australia's healthiest people.*

### Achievements in 2010-11

Objectives were addressed through the following strategies:

*Protect business integrity and help businesses to operate in an ethical, fair, safe and sustainable manner that balances market and community expectations*

Office of Fair Trading:

- received over 17 000 complaints and satisfactorily finalised 89 per cent of complaints, achieving \$4.8 million of redress or compensation for consumers in 2010-11
- finalised legal proceedings for diversion of accommodation bookings resulting in fines and compensation totalling \$436 000
- conducted 9 183 compliance exercises, finalised 3 095 investigations and initiated 1 529 enforcement actions against non-compliant traders
- implemented Operation Turner to target unlicensed motor dealers and odometer tamperers, resulting in 19 prosecutions and fines totalling \$123 500
- improved the integrity of the security industry by making it mandatory for licensees to be fingerprinted and security firms to be a member of an approved security industry association

# Our performance

- provided access to 'fair trading' through regional road shows which included spot checks on licensees (such as real estate agents, motor dealers, second-hand dealers and security providers), public presentations and school visits about business and consumer rights and responsibilities
- continued a partnership with the Indigenous Consumer Assistance Network to give remote Far North Queensland communities better access to assistance on consumer issues.

## Office of Liquor and Gaming Regulation:

- established an eBusiness initiative, including the successful launch of online applications for Community Liquor Permits.

## Office of Fair Trading and Office of Regulatory Policy:

- improved protection for people living in manufactured home parks through the *Manufactured Homes (Residential Parks) Amendment Act 2010*.

## *Reduce regulatory burden on business, community and government*

### Office of Fair Trading contributed to COAG reforms by:

- transitioning responsibility for trade measurement to the Commonwealth Government.

### Office of Fair Trading and Office of Regulatory Policy contributed to COAG reforms by:

- working with other Australian governments to implement the Australian Consumer Law, which commenced on 1 January 2011. This initiative is aimed at reducing red tape for businesses while increasing consumer protections
- transitioning responsibility for consumer credit to the Commonwealth Government. New national consumer credit lending laws commenced 1 July 2010 to make sure consumer credit regulation is as efficient and fair as possible. Agreement was reached between the Commonwealth and the states and territories that Queensland will retain an interest rate cap of 48 per cent on consumer contracts
- continuing to progress the National Reform Agenda to streamline processes

for business, reduce red tape and increase labour mobility by:

- transitioning responsibility for business names registration powers to the Commonwealth Government
- introducing mandatory fingerprinting of all Queensland security licensees and applicants to help prevent infiltration by criminals
- progressing reforms for a National Occupational Licensing System for property agents.

### Office of Regulatory Policy contributed to COAG reforms by:

- working with the other states and territories and the Commonwealth Government to establish a single personal properties security register, to commence in October 2011. This included managing through the Parliament the successful passage of the *Personal Property Securities (Ancillary Provisions) Act 2010*. This Act paves the way for the transition of the register to the Commonwealth
- working with the Commonwealth Government and the other states and territories to progress reforms to the not-for-profit and charitable fundraising sectors including the costs and benefits of harmonising state and territory fundraising laws.

### Office of Fair Trading and Office of Regulatory Policy contributed to other reforms by:

- introducing legislation to split the *Property Agents and Motor Dealers Act 2000* into industry-specific legislation. This red tape reduction reform responds to industry needs while retaining consumer protection such as cooling-off periods
- tightening up the laws around residential real estate contracts, clarifying consumer rights, and giving sellers certainty and less red tape through amendments to the *Property Agents and Motor Dealers and Other Legislation Amendment Act 2010*.

# Our performance

Office of Regulatory Policy contributed to other reforms by:

- creating a fairer lot entitlements system and providing a simpler management arrangement for residential two-lot community titles schemes through significant amendments to the *Body Corporate and Community Management Act 1997*
- expanding the role of the Queensland Gaming Commission (now the Queensland Liquor and Gaming Commission) to include, from 1 July 2010, decisions of significant community impact under the Liquor Act
- reducing Responsible Service of Alcohol trainer fees.

*Reduce harm to individuals, families and the community from gambling*

Office of Regulatory Policy contributed to COAG reforms by:

- working with the Commonwealth Government and all other state and territory governments on the future policy direction for gambling in Australia through participating in the Council of Australian Government's Select Council on gambling reform.

Office of Liquor and Gaming Regulation contributed to other reforms by:

- increasing the number of players enrolled into a pre-commitment system from 29 300 (August 2010) to 45 598 (June 2011), providing gaming machine players with the ability to voluntarily control the amount of money and time spent on gambling
- supporting the continued rollout of card-based pre-commitment technology on gaming machines to over 45 clubs and hotels in Queensland
- commencing a new funding priority using up to \$10 million over three years from the Gambling Community Benefit Fund to support the installation of small scale solar technology for not-for-profit community organisations
- providing approximately 2 550 grants for a total of \$48.3 million through the Community Benefits Fund. Grants are provided to a variety of organisations including schools, hospitals, child-care

centres, advocacy and support services, sporting clubs, churches, animal welfare groups, recreational and interest groups

- introducing mandatory Responsible Service of Gambling training for persons performing defined gaming roles to promote responsible gambling practices, encourage harm minimisation and advise staff of obligations under the *Gaming Machine Act 1991*. Since it began on 1 October 2010, over 9 800 persons have successfully completed the course with an approved trainer.

Office of Regulatory Policy contributed to other reforms by:

- providing approximately \$5 million for an enhanced system of State-wide gambling help support services.

*Increase community safety and improved public amenity by reducing alcohol-related violence*

Office of Liquor and Gaming Regulation:

- commenced the two-year pilot of Drink Safe Precincts aimed at curbing alcohol-related violence. Drink Safe Precincts use the combined resources of State and local government agencies, as well as industry and community organisations to deliver practical solutions to local problems in each area
- continued to actively support licensees and local communities by increasing voluntary participation in liquor accords from 64 (July 2009) to 95 (June 2011). Liquor accords are voluntary groups committed to creating safe environments in and around licensed premises
- commenced one-off funding of over \$100 000 for liquor accords to help fund projects targeting public safety, combating alcohol use and abuse, and educating the vulnerable.

Office of Regulatory Policy:

- introduced mandatory requirements for the provision of free drinking water in licensed clubs, nightclubs and hotels
- restricted the availability of liquor by limiting trading hours for new bottle shops and other take-away outlets through new standard trading hours

# Our performance

- introduced laws to enable courts to ban persons committing acts of violence in or around licensed premises.

## Future directions

Office of Regulatory Policy will contribute to COAG reforms by:

- leading the Council of Australian Government's Select Council on gambling reform.

Office of Fair Trading will contribute to other reforms by:

- participating in national projects to achieve a coordinated Australian Consumer Law regulatory and integrated compliance approach on key areas of focus
- leading a review of Queensland's funeral service industry that will focus on strengthening its regulatory and consumer protection frameworks. A working party with relevant representation from State Government and industry will be established to develop recommendations for consideration.

Office of Liquor and Gaming Regulation will contribute to other reforms by:

- continuing the two-year pilot of the Drink Safe Precincts program aimed at developing local solutions to curb alcohol-related violence in Queensland
- releasing the Queensland Liquor Regulatory Harm Minimisation Strategy, which will outline a strategic and coordinated plan for reducing alcohol-related harm within and around licensed premises

- leading implementation of the whole-of-Government response to the Law, Justice and Safety Committee Inquiry into alcohol-related violence
- ensuring the continued fairness and integrity of gambling products and systems, probity of industry participants and minimisation of social harm from gambling
- working with Queensland's liquor and gaming industries so they are able to operate effectively and are mindful of the need to minimise community and social harm.

Office of Fair Trading and Office of Regulatory Policy will contribute to other reforms by:

- consolidating powers for fair trading inspectors through the Fair Trading Inspectors Bill 2011
- continuing to maintain a robust consumer protection framework in Queensland, including leading national reforms to gift card regulation.

Office of Regulatory Policy will contribute to other reforms by:

- collaborating with the Australian Government and all state and territory governments on the recommendations of the Productivity Commission Inquiry report into Gambling in Australia
- updating the strategic policy framework for gambling in Queensland by revising the Queensland Responsible Gambling Strategy and Policy Direction for Gambling in Queensland, to provide a balanced approach to gambling regulation and the coordination of best practice gambling harm minimisation initiatives.

## Performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
<b>Facilitate a business climate which is well understood and respected</b>							
Percentage of decisions upheld on appeal	1	--	--	--	70%	70%	71.4%
Proportion of disputes/conciliations satisfactorily finalised	1, 2	--	--	--	80%	81%	89%

# Our performance

Service standards	Notes	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ est	2010-11 Est actual	2010-11 Actual
Proportion of licensing applications and registration services processed within timeframes established in service delivery standards	1	--	--	--	90%	88.5%	90.8%
Proportion of audit, probity and inspection activities completed in accordance with annual program targets	1, 3	--	--	--	90%	98.5%	104.5%
Proportion of investigations completed within timeframes established in service delivery standards	1, 4	--	--	--	75%	85.5%	84.5%
Proportion of complaints/conciliations resolved within timeframes established in service delivery standards	1	--	--	--	85%	85.5%	85%
Social marketing campaigns achieve the expected level of awareness in target audiences	1, 5	--	--	--	75%	100%	100%
<b>Protect Queensland's economy now and for the future</b>							
Consumer redress facilitated by the Office of Fair Trading	1, 6	--	--	--	\$3 million	\$4.3 million	\$4.8 million
Proportion of Indigenous communities subject to alcohol restrictions where community development activities are completed in accordance with annual program targets	1, 7	--	--	--	85%	100%	94.7%

## Notes:

1. New performance measure in 2010-11.
2. The variance reflects additional resources provided by the Office of Fair Trading to finalise outstanding matters in this area.
3. This continuing positive result is due to appropriate monitoring and revision of audit, probity and inspection calendars. The program is reviewed regularly and amended to reflect operational imperatives, unforeseen contingencies and resource availability.
4. A larger than usual proportion of complaints were resolved through conciliation rather than investigation. Combined with having to deal with fewer complex investigations, this resulted in improved timeliness.
5. One successful social marketing campaign aimed at reducing the irresponsible supply of alcohol to minors by parents was run and evaluated in 2010-11.
6. 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. Redress can be achieved through conciliation, investigations, prosecution, restitution and from the Property Agents and Motor Dealer's Claim Fund.
7. In 2010-11, in addition to the planned annual program, the Government requested targeted consultation in all 19 restricted area communities on setting alcohol-related harm reduction targets and community safety planning. Consultation has occurred in 18 of the 19 restricted area communities. At the request of the Mornington Island community, consultation has been postponed and is anticipated to occur in late July/August 2011.



## Our people

### Workforce profile

During 2010-11, the department employed 4 211 full time equivalent (FTE) staff. Through these valuable staff, the department drives performance and delivers effective services to the community across Queensland.

Service area	Actual FTE
Criminal and civil justice	2 046
Fair and safe work	888
Legal	393
Human rights protection	288
Liquor, gaming and fair trading	596
Total	4 211

87.8 per cent of the department's permanent employees were retained during the year and nine per cent of permanent employees separated from the public service.

During 2010-11, the department employed 30.2 FTE staff whose functions related to media, public affairs and marketing. This includes 12.7 staff supporting Liquor, Gaming and Fair Trading which became part of the department following the machinery-of- Government changes in February 2011.

Communication of government services is essential to keep the community informed on matters such as:

- the operations of the justice and industrial relations systems
- cases before the courts
- important safety warnings and the status of electrical safety and workplace health and safety investigations
- knowing where to access dispute resolution and Justice of the Peace services
- their rights and responsibilities as consumers and businesses
- harm minimisation activities for problem gambling and drinking.

Providing information to the media about prominent court cases also involves coordinating special arrangements for example, media rooms to accommodate the extraordinary public interest in matters such as the prosecution of Jayant Patel and the Daniel Morcombe coronial inquest.

### Workforce planning framework

Through its workforce planning framework, the department identifies and addresses any emerging or existing knowledge and skills gaps which could prevent it from achieving its goals and the goals set by the Queensland Government. The Workforce Management Committee monitors and evaluates the continuing effectiveness of the workforce planning framework.

During 2010-11, the department developed the framework and then piloted, promoted and monitored its effectiveness. Workforce planning was used in several business areas with the highest risk of losing business-critical skills.

## Employee performance management

In 2010-11, the department revised its performance management framework and templates to better focus and align the activities and performance of staff. There is now a clear line of sight from an employee's planned activities to key strategic planning documents, including the department's strategic plan and the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions.

The performance management framework has been strengthened through employee expectations workshops and performance management and effective performance feedback workshops that were developed and delivered during the year. These workshops help managers and staff have effective and collaborative workplace discussions and set clear and meaningful performance expectations and measures. Twenty-three expectations workshops were delivered to over 260 staff during 2010-11. Over 100 managers attended performance feedback workshops.

## Learning and development

Strengthening the skills and abilities of the workforce is a key activity by the department to support quality service delivery to the community. This includes an induction and orientation program, a comprehensive rewards and recognition framework and a range of targeted development opportunities, such as how to effectively work with others and in teams, deal with diversity in the workforce, build facilitation skills and improve public sector writing. The department also offers training and development opportunities to build skills in specific service roles.

In 2010-11 the department provided:

- an opportunity for 57 staff to gain Certificate IV, Diploma and Advanced Diploma qualifications
- a comprehensive three day Australian Consumer Law training program to over 130 Fair Trading staff and prepared and delivered training modules to officers of other agencies including the Australian Competition and Consumer Commission's Brisbane inspectorate
- training for over 90 officers at the Office of Fair Trading's 2011 Inspectors Conference
- an induction program aimed at staff in the Office of Liquor and Gaming Regulation
- a range of targeted training for courts staff, including:
  - training for 70 staff in the newly developed civil business system QCivil
  - 62 courses including seven regional training weeks training multiple staff and monthly one-on-one training with individual court registry staff
  - eight regional and suburban registry one-on-one training programs
  - face-to-face training for a total of 560 individual court staff.

Also during the year, the department:

- continued to provide on-the-job and specialised training and development across its various branches and divisions
- developed a staff awards framework which includes staff excellence awards, community recovery awards, Premier's awards and service awards.

## Leadership and management development

The department is committed to developing its leaders and managers and has developed a program which provides practical skills training, focusing on:

- legislative and regulatory responsibilities
- essential people management skills, strategies and practices
- formal recognition of skills and knowledge

→ management support and coaching.

2010-11 achievements:

- developed and piloted a structured management development program to increase the non-technical management skills of managers in the department. The program provides a professional development pathway for new managers and support for existing managers. The pathway includes:
  - *Managing in the Department of Justice and Attorney-General* – to provide managers with practical skills to meet legislative and regulatory requirements, roles and responsibilities
  - *Managing with Confidence* – to provide managers with essential people management skills, strategies and practices
  - *Diploma of Management* – for managers who wish to have their skills and experience formally recognised and aligned to a national competency framework.
- five departmental staff participated in the Public Sector Management Program run by the Queensland Public Service Commission. The program is a leadership and management education program for Australia's public sector senior and middle managers and other high performing staff.
- provided seven scholarships for the Australia and New Zealand School of Government and Public Sector Management programs.

## Safer and healthier workplaces

Workplace Health and Safety Queensland leads the *Safer and Healthier Workplaces Strategy 2007-2012* that helps Queensland Government agencies implement Workplace Health and Safety and Injury Management improvement strategies. The department values its employees and strives to support all staff in ensuring they can maintain a safe and healthy lifestyle. During 2010-11, the department reviewed its health and safety systems for improvements using the strategy's framework.

2010-11 achievements:

- conducted staff health programs including influenza vaccinations, health assessments and the 10 000 steps exercise challenge
- provided subsidies to staff to participate in the Queensland Corporate Games and Bridge to Brisbane fun run
- promoted healthy and active lifestyles through the department's intranet and other forms of communication
- completed a review of the department's workplace health and safety framework and published it and the department's workplace health and safety policy on the department's intranet
- coordinated and compiled the findings from the annual workplace health and safety assessment audits.

## Work-life balance

The department has supported initiatives throughout the year to promote the visibility and uptake of work-life balance options.

2010-11 achievements:

- established a dedicated work-life balance webpage on the department's intranet site for staff that includes fact sheets, guidelines, information kits for managers and employees and best practice case studies

- commenced a three month pilot in six business units to trial the uptake of work-life balance options in a supported environment. The pilot was designed to address barriers to implementing work-life balance; promote and increase the uptake of work-life balance initiatives; educate managers and employees on work-life balance options, benefits and practice and trial a consistent process for recording and assessing requests. The pilot ends 12 August 2011.

## **Industrial and employee relations**

The department supports and promotes fair and equitable working conditions for its employees through the industrial and employee relations frameworks in the department. This allows the department to effectively deliver key business activities and departmental operations.

2010-11 achievements:

- promoted best practice in employee relations and management through regularly publishing practical and informative articles in a human resources newsletter which goes out to supervisors and managers across the department
- assisted with 18 formal disciplinary processes, including representation at the Public Service Commission and the Queensland Industrial Relations Commission
- ongoing participation in the whole-of-Government Workload Management Tool Working Group as a part of a commitment in the *State Government Departments Certified Agreement 2009*
- ongoing participation with the relevant unions through the Agency and Local Consultative Committee's to facilitate consultation on a broad range of industrial and employee relations, workforce strategy and organisational change issues.

## ***Carers (Recognition) Act 2008***

The department recognises the effort and dedication of carers in our community. Carers provide a vital service to those they care for and the department has a number of actions and strategies to support them in their roles.

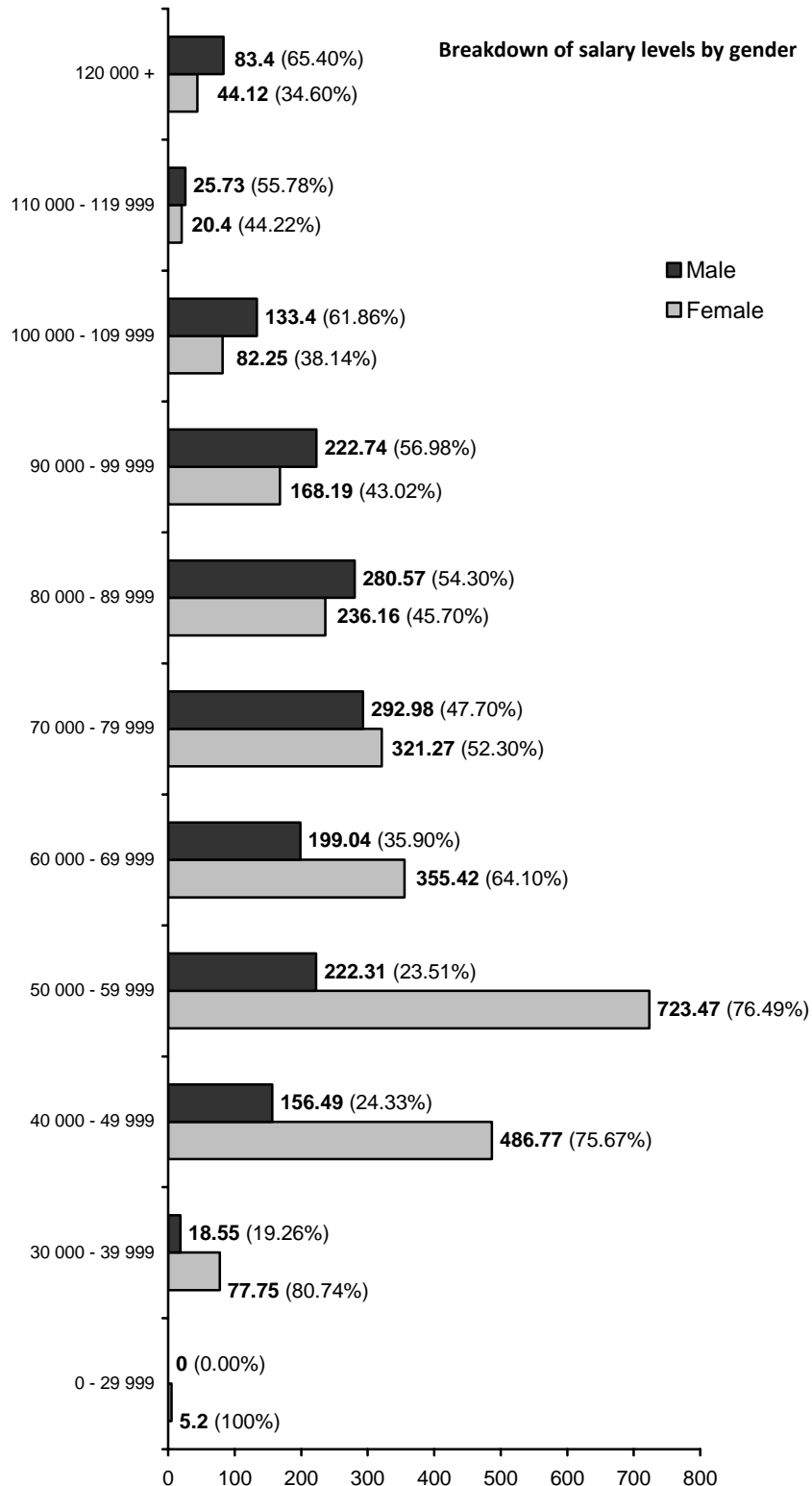
2010-11 achievements to support the *Carers (Recognition) Act 2008* include:

- a trial of a work-life balance program in the department leading to a shift in the organisation with managers encouraging more staff with caring responsibilities to undertake flexible work arrangements such as compressed working hours, part-time hours, remote access and telecommuting
- continual promotion of the Queensland Carers Charter and the Carers (Recognition) Act to staff by management and business unit directors
- special promotion of the amendments to the Carers (Recognition) Act to all departmental managers in January 2011
- including information about the Queensland Carers Charter and legislation in the department's induction process and local business unit orientation programs
- conducting Planning for Life forums across Queensland which assist carers with key information such as guardianship, wills, powers of attorney, finance management and other relevant information.

## Women

The department provides flexible working options, management development and career opportunities for women.

The diagram below provides a breakdown of salary levels by gender per data available at 30 June 2011.



## Supporting womens' career development and flexible work practices

During 2010-11, the department implemented strategies to support womens' career development and flexible work practices through:

- providing mentoring and leadership training for women in middle management positions, including participation of two staff in the Women's Indigenous Leadership Program
- celebrated the 100th anniversary of International Women's Day including promoting women staff awards for teams to recognise good work of their female co-workers
- offering flexible work practices and promoting work-life balance. This included offering female employees work in other locations in other work units to assist them with meeting their caring and family responsibilities.

## Increasing the number of women participating in non-traditional roles

By using specific recruitment strategies, the department increased the percentage of female workplace health and safety inspectors under 40 years of age to 58 per cent (compared to 22 per cent five years ago). The total health and safety inspectorate, between the ages of 20 and 69 years, consists of 76 per cent males and 24 per cent females.

During 2010-11, the department engaged a fourth year female electrical apprentice for three months to learn about electrical safety, the department's Electrical Safety Office and the role of electrical safety inspectors in Queensland.

## Percentage of women on boards and statutory authorities

As at 30 June 2011, 33.75 per cent of the membership of boards or statutory authorities were women. A full breakdown of the number and percentage of women on boards and statutory authorities is provided at Appendix 4.

## Diversity

The department recognises that diversity makes sense. Research shows that having a diverse workforce leads to enhanced organisational effectiveness, productivity, better ideas and job satisfaction. We know it provides better service to our clients. Our commitments are made in our diversity plans.

Performance against key plans during 2010-11 included:

### Reconciliation Action Plan

To contribute to the implementation of the *Queensland Government Reconciliation Action Plan 2009-12*, the department developed the *2009-12 Reconciliation Action Plan* and the *2009-12 Aboriginal and Torres Strait Islander Employment Action Plan*.

Initiative	National Aboriginal and Torres Strait Island reforms
Action	The Queensland Government will work actively with Aboriginal and Torres Strait Islander people to achieve the Council of Australian Governments national Closing the Gap targets and strategies, including in the key areas of early childhood, schooling, housing, health and economic participation.
Achievements in 2010-11	<ul style="list-style-type: none"> <li>→ Set targets for departmental business units to achieve the department's target of 2.6 per cent of staff identifying as being from Aboriginal and Torres Strait Islander backgrounds.</li> <li>→ Engaged five full-time Aboriginal and Torres Strait Islander trainees.</li> </ul>



# Managing our business

- Participated in the Education to Employment program, sponsoring five school students from Aboriginal and Torres Strait Islander backgrounds.

Initiative	Annual agency planning and reporting
Action	All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of the <i>Queensland Government Reconciliation Action Plan 2009-12</i> as part of their annual reports.
Achievements in 2010-11	<ul style="list-style-type: none"> <li>→ Initiated a staff reconciliation award for developing respectful connections and encouraging opportunities for Aboriginal and Torres Strait Islander people to participate in departmental or community programs.</li> <li>→ Initiated a pilot mentoring program for Aboriginal and Torres Strait Islander employees.</li> <li>→ Increased the number of Aboriginal and Torres Strait Islander mediators and conducted training sessions in remote Aboriginal and Torres Strait Islander communities.</li> <li>→ Delivered workplace health and safety training and promoted birth certificate registration in remote communities.</li> <li>→ Promoted leadership and training programs for Aboriginal and Torres Strait Islander employees.</li> <li>→ Adopted the Queensland Government Aboriginal and Torres Strait Islander protocols and fact sheets for use by departmental staff.</li> </ul>

## Multicultural Action Plan

The department's 2009-12 *Multicultural Action Plan* has been designed to improve service delivery to the community and to encourage a more representative workforce.

Initiative	Annual agency planning and reporting
Goal	To embed multiculturalism in the department.
Achievements in 2010-11	<ul style="list-style-type: none"> <li>→ Promoted the department's services at key multicultural festival days.</li> <li>→ Used and promoted the skills of multilingual staff.</li> <li>→ Delivered comprehensive two day cross cultural training workshops aimed specifically at service delivery staff.</li> <li>→ Expanded specialised recruitment campaigns and strengthened collaborations with cultural and linguistically diverse communities.</li> </ul>

## Disability Service Plan

The department's 2010-2011 *Disability Service Plan* ensures that all Queenslanders have equal access to the department's services and employment and development opportunities within the department.

Initiative	Annual agency planning and reporting
Goal	To create, promote and sustain opportunities and services that allow people with disabilities to participate in the community and have a better quality of life.

## Initiative

## Annual agency planning and reporting

<p>Achievements in 2010-11</p>	<ul style="list-style-type: none"> <li>→ Victim Assist Queensland worked closely with a number of community organisations including:                             <ul style="list-style-type: none"> <li>– the Ipswich Regional Advocacy Service Inc</li> <li>– The Advocacy &amp; Support Centre</li> <li>– Women Working Alongside Women with Intellectual and Learning Disabilities</li> <li>– Queensland Advocacy Inc.</li> </ul> </li> <li>→ Lead court support stakeholder groups providing information and input into policy and procedures for working with persons with a disability in court.</li> <li>→ Conducted stakeholder surveys and worked closely with support organisations to better serve people with a disability.</li> <li>→ Continued the Special Circumstances Court Brisbane pilot that assists vulnerable people in the justice system appearing for minor offences, and provides appropriate support to reduce incidences of reappearances. Defendants supported in the Special Circumstances Court include individuals affected by intellectual disability, mental illness or acquired brain injury.</li> <li>→ Developed flexible work arrangements and purchased new equipment to assist staff with a disability.</li> <li>→ Employed part-time officers with a disability in a number of business units.</li> <li>→ Developed a disability staff liaison network.</li> </ul>
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Further information and copies of the department's diversity plans can be found at [www.justice.qld.gov.au](http://www.justice.qld.gov.au)

## Governance

The department's governance framework ensures the department undertakes its responsibilities for policy and service delivery in an open, accountable and ethical way. It provides internal mechanisms to ensure that departmental services are aligned with the Queensland Government ambitions and departmental strategic objectives. Strong leadership, partnerships within and external to the department and a commitment to improving the way we deliver our services support the governance framework.

### Executive committees

As chief executive of the department, the Director-General is supported in meeting his statutory responsibilities under the *Financial Accountability Act 2009* and the *Public Service Act 2008* and other relevant legislation by the expert advice and assistance of a board of management and five special purpose governance committees.



# Managing our business

## 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.

### Name and position

### Board of management member profile



**Philip Reed**  
Director-General (Chair)

Philip Reed commenced as Director-General of the Department of Justice and Attorney-General in October 2010. He is responsible to the Premier and the department's two ministers for leading and managing the department.

Before this appointment, Mr Reed served as the Deputy Secretary, Government and Corporate Group in Victoria's Department of Premier and Cabinet. In this role, he advised the Victorian Premier on a range of portfolio areas, managed the department's corporate services and was responsible for relationship management with portfolio agencies. He also played a key leadership role in the State Government's response to the Victorian Bushfires Royal Commission.

Philip has a substantial record of senior leadership in government, with exposure to a number of industry sectors across the Queensland, New South Wales and Victorian State Governments.

Along with 30 years experience in the public service, Mr Reed is also a marine biologist and zoologist with extensive experience in natural resource management both as a scientist and policy maker.



**Barry Leahy**  
Associate  
Director-General Fair and  
Safe Work Queensland  
(Co-deputy chair)

Barry was appointed Associate Director-General for the Office of Fair and Safe Work Queensland in February 2010. He is responsible for workplace health and safety, industrial relations and electrical safety in Queensland.

Previously, Barry was the Deputy Director-General of the former Department of Employment and Industrial Relations. Barry has worked in the public service for over 30 years in a number of senior positions in industrial relations and occupational health and safety, including as the Chief Executive Officer of Comcare (the organisation responsible for workplace safety, rehabilitation and compensation in the Commonwealth jurisdiction). Barry holds a Bachelor of Economics.



**Terry Ryan**  
Acting Deputy  
Director-General Justice  
Services  
(Co-deputy chair)

Acting as a Deputy Director-General of the department from January to October 2010 and since January 2011, Terry is responsible for the department's justice services. Previously, Terry held the positions of Assistant Director-General, Strategic Policy, Legal and Executive Services (from April 2008) and Director, Strategic Policy Unit (from 2001). Terry joined the department in 1996 after a career as a lawyer in the private and public sectors and a social worker in the child and youth welfare field. He is a member of the Australian Criminology Research Advisory Council. Terry holds a Bachelor of Social Work, Bachelor of Laws and Master of Laws.

# Managing our business

## Name and position

## Board of management member profile



**David Ford**

Deputy Director-General  
Liquor, Gaming and Fair  
Trading

(Co-deputy chair)

David was appointed Deputy Director-General for Liquor, Gaming, Racing and Fair Trading and also Commissioner for Fair Trading in April 2009. 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.



**Brett Walker**

Assistant  
Director-General  
Corporate Services

Assistant Director-General for Corporate Services since May 2009, Brett is responsible for corporate services in the department. Brett was previously the Executive Director, Executive and Strategic Services in the former Department of Employment and Industrial Relations, a position he held from August 2005. During the past 10 years, Brett has undertaken a number of senior roles within the former department and his experience in the public sector spans more than 30 years in a number of departments. He is a Fellow of CPA Australia.



**Jenny Lang**

Acting Assistant  
Director-General  
Strategic Policy, Legal  
and Executive Services

Acting as Assistant Director-General since January 2010, with a three month period between October 2010 and December 2010 when she acted as Executive Director of Strategic Policy, Legal and Executive Services. Jenny is responsible for strategic policy and legal and executive services in the department. Before this appointment Jenny 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. Jenny holds a Bachelor of Laws and before joining the Queensland public sector, worked as a lawyer in private practice for a number of years.



**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 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 matters handled by Crown Law and is responsible for setting our professional and ethical standards.

Before Greg's appointment, he spent four years as Deputy Crown Solicitor of the Litigation Branch and six years as Crown Counsel. Greg has extensive expertise in the fields of constitutional and public law.

# Managing our business

## Name and position

## Board of management member profile



Simon Blackwood

Executive Director  
Workplace Health and  
Safety Queensland

Before his appointment as Executive Director, Workplace Health and Safety Queensland in December 2007, Simon was the Executive Director, Private Sector Industrial Relations. He is highly experienced in the field of labour relations having spent more than 20 years working and studying in the area. He holds a PhD in labour relations and sociology from the University of Queensland.

Also attending Board of Management meetings as non-voting observers are Tony Moynihan, SC, Director of Public Prosecutions; Peter Cook, A/Executive Director, Financial Services; and Roger McCarthy, Director, Office of the Director-General.

### Audit and risk management

The Audit and Risk Management Committee (ARMC) 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 the approved terms of reference and aligns with the Queensland Treasury *Audit Committee Guidelines: Improving accountability and performance*.

Membership of ARMC at 30 June 2011 comprised the following positions and officers:

Position	Officer
<b>Standing members</b>	
Deputy Director-General, Liquor, Gaming and Fair Trading	David Ford (Chair)
A/Deputy Director-General, Justice Services	Terry Ryan (Deputy chair)
Assistant Director-General Corporate Services	Brett Walker
Business Manager, Office of the Director of Public Prosecutions	Helen Kentrotis
Executive Director, Crown Law	Susan Mackie
Executive Director, Community Justice Services	David Mackie
Executive Director, Electrical Safety Office	Peter Lamont
A/Director, Information Technology Services	Ken Hunter
External member <sup>9</sup>	Michael Schafer
<b>Observers</b>	
A/Executive Director, Financial Services	Peter Cook
Director, Corporate Governance	Alison Gardiner
Director, Internal Audit	Leon Smith
Director of Audit, Queensland Audit Office	Jim Beh
Audit Manager, Queensland Audit Office	Christopher Weh

<sup>9</sup> The external member does not receive remuneration.

Achievements in 2010-11 include:

- reviewed and endorsed the *Annual Internal Audit Plan 2010-11* and the *Strategic Internal Audit Plan 2010-14*
- considered Internal Audit reports and other audit papers presented, including a review of the adequacy of management's implementation of audit recommendations
- reviewed the department's risk management framework, including policies and procedures relevant to a range of risk management activities
- considered corporate governance reports including updates regarding risk management, business continuity planning and system appraisals
- reviewed and endorsed the department's annual financial statements for 2009-10 for sign off by the Director-General.

## **Other governance committees**

### **Workforce Management Committee**

This committee is chaired by the Associate Director-General, Office of Fair and Safe Work Queensland.

The main achievements of the committee in 2010-11 were:

- set a target for the number of departmental employees completing a performance effectiveness plan to 75 per cent of all employees
- directed that an evaluation be conducted of the pilot management development pathway program that is aimed at new and existing managers in the department
- directed that additional support and assistance be provided to business areas to develop their own workforce plans to meet their future staffing needs.

### **Finance Committee**

This committee is chaired by the Associate Director-General, Office of Fair and Safe Work Queensland.

The main achievements of the committee in 2010-11 were:

- monitored the financial performance of the department against its priorities and approved budgets to ensure that priorities set by the Government and the departments two ministers were funded and able to be delivered within budget and on time
- ensured all Cabinet and Cabinet Budget Review Committee submissions were soundly based and that funds sought in these submissions represented efficient and effective use of resources.

### **Information Management Committee**

This committee is chaired by the Deputy Director-General, Justice Services.

The main achievements of the committee in 2010-11 were:

- developed the information and communication technology and information management policy for the department
- prioritised departmental initiatives for the 2011-12 financial year to align with business and department-wide priorities
- oversaw the department's information and communication technology portfolio.



## **Asset Management Committee**

This committee is chaired by the Deputy Director-General, Justice Services.

The main achievements of the committee in 2010-11 were:

- continued effective oversight of the department's capital works program
- set the asset management strategic and operational direction for the agency
- advised the Board of Management on governance and management of the department's asset portfolio.

## **External accountability**

The department's governance framework supports internal mechanisms to monitor and report on corrective actions taken to implement recommendations from external agencies concerning operations of the department. The department reviewed findings and recommendations raised in these reports and has taken action to improve the department's operations.

## **Queensland Audit Office**

In 2010-11, the Queensland Audit Office conducted a number of cross-sector audits which included coverage of this department.

### **Report No. 4 for 2011**

*Auditor-General of Queensland Report to Parliament No. 4 for 2011 - Information systems governance and security* detailed the results of a whole-of-Government review of information systems governance and security.

Report issues included coverage of information technology management, network security and disaster recovery planning.

### **Report No. 5 for 2011**

*Auditor-General of Queensland Report to Parliament No. 5 for 2011 - Results of audits at 31 May 2011.*

Report issues included coverage of financial management controls over vendor information, salary overpayments, and leave management.

### **Department response**

Specific audit findings in relation to those cross-sector reviews affecting the department are contained in separate and dedicated audit reports issued earlier to the department.

The Auditor-General's Report Nos. 4 and 5 summarise results and report at a whole-of-Government level.

The department has undertaken significant work to address identified audit issues.

Corrective action is monitored by the department's Audit and Risk Management Committee.

## **Queensland Ombudsman**

In June 2011, the Queensland Ombudsman released two reports directly relating to the department:

- The Neville Report (2006)
- The Neville Report Update (2011).

The Ombudsman made a number of recommendations relating to bunk bed safety and the adequacy of the existing regulation that made compliance with parts of the Australian and New Zealand Standard mandatory in Queensland.

The issue of regulating bunk bed safety in short-term rental accommodation in Queensland is being progressed by the development of the Combined Bunk Bed Safety Regulatory Impact Statement and Public Benefit Test (RIS).

Reports by the Queensland Ombudsman can be accessed at [www.ombudsman.qld.gov.au](http://www.ombudsman.qld.gov.au).

## Queensland Coroner

During 2010-11, 30 coronial recommendations were directed to the department from seven inquests. At 30 June 2011, the department was still finalising its responses to these recommendations.

The Queensland Government publishes yearly reports responding to coronial recommendations directed to Government in the previous calendar year. As such, the responses to 28 of these recommendations directed to the department in 2010 will be consolidated with responses from other government agencies into the next yearly Government Response to Coronial Recommendations report. The remaining two recommendations, and any further recommendations directed to the department in 2011, will be responded to in the subsequent yearly report.

Reports by the Queensland Coroner can be accessed at [www.courts.qld.gov.au/1680.htm](http://www.courts.qld.gov.au/1680.htm).

## Parliamentary committees: Public Accounts and Public Works Committee

There were two papers tabled by the Public Accounts and Public Works Committee during 2010-11 directly relating to the department.

### Report No. 6

*Report No. 6: Brisbane Supreme Court and District Court complex* tabled 25 November 2010.

The committee conducted an inquiry to examine and report on the construction of the new Brisbane Supreme Court and District Court complex.

The committee was satisfied that the project is necessary, suitable for its purposes and will meet functional, technical and environmental requirements. It was also satisfied with the procurement method and process and with the balance of public and private sector involvement in the work.

The committee recommended that after the building is completed, the department table in Parliament a detailed schedule providing actual and budgeted costs for the project.

### Report No. 8

*Report No. 8: Review of Auditor-General Reports Jan- Dec 2010* tabled 23 March 2011.

Report No. 8 details the findings of the committee's review of audit reports tabled between January 2010 and December 2010. On 13 April 2010, the Auditor-General tabled *Auditor-General Report No. 3 for 2010 – Administration of Magistrates Court Services in Queensland*.

This performance management systems audit looked at the systems and processes in place to effectively and efficiently provide court services supporting the functions of the Queensland Magistrates Court. The audit also assessed if the performance measures used were relevant and appropriate.

The Auditor-General made eight recommendations. The department accepted the recommendations and advised the committee that the recommendations will form the basis of an implementation plan to be monitored by the department's Audit and Risk Management Committee.

The committee was satisfied with the results of *Auditor-General Report No. 3 for 2010 – Administration of Magistrates Court Services in Queensland* and that the actions proposed by the department are sufficient to overcome the areas for improvement identified by the Auditor-General.

Reports by the Public Accounts and Public Works Committee can be accessed at [www.parliament.qld.gov.au](http://www.parliament.qld.gov.au).

## Internal accountability

### 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.

Internal Audit adheres to the approved Internal Audit Charter developed in accordance with the *International Standards for the Professional Practice of Internal Auditing* (Institute of Internal Auditors). An independent review by the Institute of Internal Auditors in 2009-10 assessed that Internal Audit conformed to International Standards for the Professional Practice of Internal Auditing and the Institute of Internal Auditors' Code of Ethics.

Audit outputs	2010-11 performance/achievement
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 over 36 audits covering financial compliance, operational performance, project management and information systems reviews.</li> <li>→ Management acceptance of a high percentage of audit findings and recommendations targeted at business improvements in processes.</li> <li>→ Client feedback received for the 2010-11 financial year indicated an average satisfaction level of 80 per cent.</li> </ul>
Review of the effectiveness of internal controls in mitigating risks	<ul style="list-style-type: none"> <li>→ Risk analysis conducted as part of the annual audit planning process, together with analysis conducted during specific audit engagements.</li> </ul>
Participation as an observer on various governance committees	<ul style="list-style-type: none"> <li>→ Consultation on project steering committees for a number of key projects.</li> </ul>

### Risk management

The department's risk management framework informs organisational performance and effective decision making at all levels of the organisation.

During 2010-11, the department improved the link between risk management and planning processes and focused on raising staff knowledge and capability in risk management.

### Ethical standards

The department has an Ethical Standards Unit that provides advice, education and training to management and staff on ethical issues, including the code of conduct, whistleblower protection, conflicts of interest and secondary employment.

During 2010-11, the department continued to comply with the requirements of the *Public Sector Ethics Act 1994*.

From 1 July 2010 to 31 December 2010, the department, under the previous section 23 of the Act:

- gave face-to-face training in workplace ethics to 778 staff
- prepared and implemented an ethics awareness management plan and workforce policy.

From 1 January 2011 to 30 June 2011, the department complied with amended requirements under the Act by:

- adopting the single Code of Conduct for the Queensland Public Service supported by a departmental workplace policy
- giving face-to-face training in workplace ethics to 705 staff
- ensuring 850 staff completed the department's online ethics training program
- ensuring 44 of the 46 Senior Executive Service or equivalent officers completed training from the Queensland Ombudsman's office
- advising managers that administrative procedures and management practices were to have proper regard to the Act.

During 2010-11, mentoring and support was provided to regional areas to identify and manage misconduct matters in line with the Crime and Misconduct Commission's devolution strategy.

## **Whistleblower protection**

With the repeal of the *Whistleblowers Protection Act 1994* and the introduction of the *Public Interest Disclosure Act 2010* (PID Act) on 1 January 2011, agencies are no longer required to report public interest disclosures in annual reports from 1 January 2011.

Under section 61 of the PID Act, the Public Service Commission is now responsible for the oversight of public interest disclosures and preparing an annual report on the operation of the PID Act.

For the period 1 July 2010 to 31 December 2010, there were nine public interest disclosures made about department employees under the *Whistleblowers Protection Act 1994*. Nine public interest disclosures, including some from previous periods, were substantially verified during the year.

## **Information systems and recordkeeping**

The department maintains records of its activities under the *Public Records Act 2002*, Information Standard 40: Recordkeeping and Information and Standard 31: Retention and Disposal of Public Records.

An electronic document and records management system assists departmental officers to effectively manage administrative records. Several case management systems capture and manage the department's core business records.

## Summary of financial performance

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

Financial snapshot	2010-11 Actual \$'000	2010-11 Revised budget* \$'000	2009-10 Actual \$'000
Income	524 683	525 897	476 118
Expenses	522 200	525 557	471 208
Operating result from continuing operations	2 483	340	4 910
Total assets	1 242 942	1 315 240	992 076
Total liabilities	85 087	68 420	74 881
Net assets	1 157 855	1 246 820	917 195

\* The 2010-11 Revised budget, as published in the 2011-12 Service Delivery Statements, reflects the machinery-of-Government change that occurred on 21 February 2011, transferring the functions of Liquor, Gaming and Fair Trading to the Department of Justice and Attorney-General.

The department returned an operating surplus of \$2.483 million for the year ending 30 June 2011 compared with a budgeted surplus of \$340 000. The surplus is attributed to internal business units primarily funded by user charges, grants and contributions. For example, the Registry of Births Deaths and Marriages contributed \$1.682 million of this surplus that is being used to fund the cost of the digitisation of approximately six million births, deaths and marriages records currently held in paper format.

During 2010-11 the department's five yearly comprehensive revaluation of its land and buildings resulted in a non-cash book gain of \$80.225 million due to the increase in land and building values.

The function of Liquor, Gaming and Fair Trading was transferred to the department by machinery-of-Government arrangements in February 2011. The transfer increased revenues and expenses by \$29.71 million in 2010-11 and is forecast to increase to \$86.316 million for the full financial year in 2011-12. The 2010-11 revised budget includes the incoming revenues and expense forecasts associated with the transfer of this function.

The department achieved the revised revenue and expense budget forecasts during 2010-11 and met or exceeded 78 per cent of the 68 service performance targets. This was achieved amidst difficult business conditions arising from the floods and cyclone damage experienced in many parts of Queensland during spring and summer.

### Department services

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

- Fair and safe work which includes workplace health and safety, electrical safety and industrial relations services.
- Legal services which includes Crown Law services and strategic policy and advice on law reform and justice policy.
- Criminal and civil justice which includes Queensland's courts and tribunals, coronial and prosecution services, fine and penalty enforcement registry and community justice programs.

# Managing our business

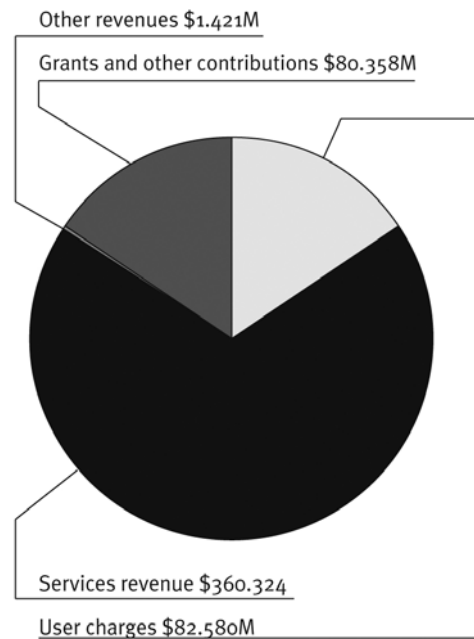
- Human rights protection services which includes the Registry of Births, Deaths and Marriages, Victim Assist Queensland and guardianship services.
- Liquor, gaming and fair trading services which includes the Office of Liquor and Gaming, the Office of Regulatory Policy and the Office of Fair Trading.

## Income

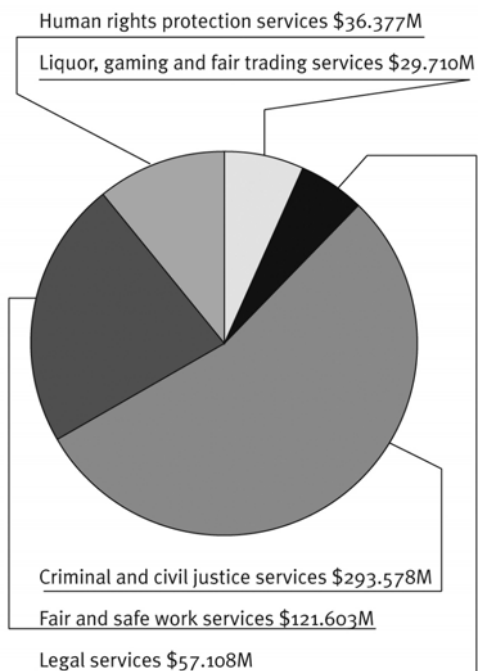
Revenue for the department totalled \$524.683 million, slightly under the revised budget forecast of \$525.897 million. The variance of \$1.214 million, or 0.2 per cent, is largely attributed to variations in project expenditure that will require service revenue funding to be carried forward to 2011-12 to finalise the projects.

The primary funding for the department is department 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 \$360.324 million or 68.7 per cent of total revenue and reflects a variance of one per cent to the budgeted figure of \$362.698 million. This also represents an increase of \$5.161 million on the 2009-10 figure of \$355.163 million, primarily reflecting the increase in revenues associated with the transfer of the Office of Liquor, Gaming and Fair Trading and enterprise bargaining salary increases. These increases are offset by a reduction in services revenue due to a reclassification of Supreme and District Court fees from administered revenues to user charges.

## 2010-11 Income – where our funds come from



## 2010-11 Income by department service area



User charges revenue totalled \$82.58 million, an increase of \$29.249 million on the previous year. The increase is mainly due to the reclassification of Supreme and District Court fees from administered revenues and an increase in the revenues for professional legal services generated by Crown Law and industrial relations services.

Grants and other contributions revenue was \$80.358 million and reflects a variance of two per cent to the budgeted figure of \$81.62 million. Whilst this represents an increase of \$13.888 million on the 2009-10 grant revenue, it is primarily reflective of grants received from the Community Investment Fund associated with the transfer of the Office of Liquor, Gaming and Fair Trading function.

Note: The above graphs do not agree as the income by service area graph includes inter-departmental service revenue of \$13.693 million which has been eliminated in the income by category graph.



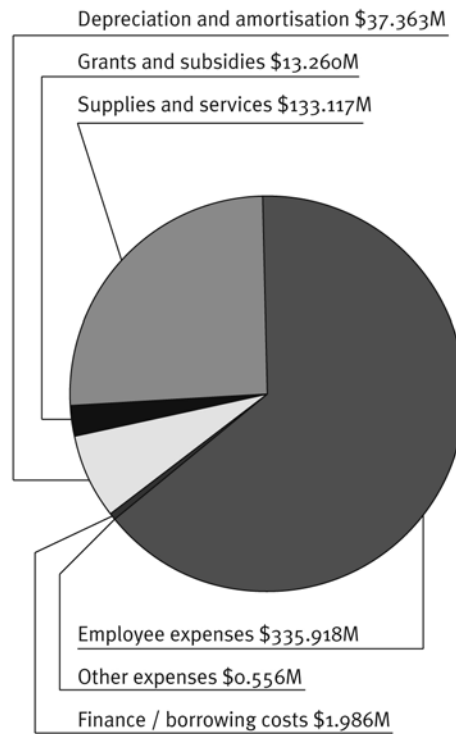
## Expenses

The 2010-11 expenditure of \$522.2 million was \$3.357 million under the revised budget forecast of \$525.557 million, a variance of 0.6 per cent. This funding was carried over to 2011-12 for projects including the Registry of Births, Deaths and Marriages digitisation of life events and the department's electronic document records management system that did not progress as planned in 2010-11.

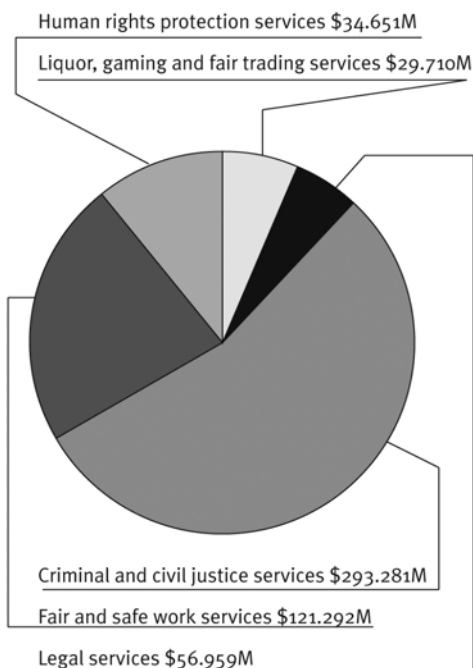
Employee expenses totalled \$335.918 million against a budgeted figure of \$331.223 million, a variance of one per cent. Employee expenses are 64.3 per cent of total expenditure and represent employee and related costs such as salaries and leave entitlements, superannuation, payroll tax and workers compensation insurance.

Supplies and services expenses of \$133.117 million represent the costs incurred from third parties for the daily operation 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 budget for 2010-11 was \$139.595 million with the variance to the actual figure primarily reflecting funding for projects carried over to the 2011-12 year.

## 2010-11 Expenses – how our funds are spent



## 2010-11 Expenses by department service area



Note: The above graphs do not agree as the expenses by service area graph includes inter-departmental service expenses of \$13.693 million which has been eliminated in the expenses by category graph.

Grants and subsidies totalled \$13.26 million in 2010-11 and represented grants provided for the Community Justice Groups, Safe Work Australia, victims of crime support organisations and the Anzac Day Trust.

Borrowing costs is the interest paid to Queensland Treasury Corporation on the funds borrowed for the construction of the Brisbane Magistrates Court complex.

Depreciation is the value by which the assets are consumed during the year.

## Assets

At 30 June 2011, the department held assets valued at \$1.243 billion. The department forecast an asset balance of \$1.315 billion for the year. The variance of \$72.298 million is primarily attributed to the lower than budgeted capital expenditure on the Brisbane Supreme and District Court complex due to construction delays. This reduction is however partially offset by the higher-than-planned value of land and buildings resulting from the revaluation of land and buildings that occurred in 2010-11.

The most significant asset expenditure in 2010-11 was \$149.34 million spent on construction of the new \$570 million Brisbane Supreme and District Court complex, which will replace the current ageing facilities in Brisbane. While construction of these courts was delayed by weather, it is expected that this new court complex will be completed and ready for occupation by mid 2012. In addition, a further \$2.9 million was spent on the expansion of the main arrest court and new courtrooms at the Southport Courthouse. The department also continues to invest more than \$6 million per annum in the maintenance and renewal of its property and accommodation portfolio across the State.

Funds were spent on plant and equipment that included court recording and videoconferencing, copiers, multi-function devices, document scanners, electronic ticketing machines and other equipment.

During 2010-11, the department invested more than \$5.5 million in software technology for a number of its core business information systems including the Queensland Wide Integrated Courts System (QWIC), Adult Guardian Case Management Information System, and other systems to support the efficient and effective operation of the department's services.

## Liabilities

As at 30 June 2011, the department had liabilities of \$85.087 million which is \$16.667 million over the budget forecast of \$68.42 million. The variance was mainly due to an increase in payables to the Department of Public Works for contractual payments for the Brisbane Supreme and District Court complex project and the transfer of the Office of Liquor, Gaming and Fair Trading to the department. The increase was also partly attributed to higher than budgeted accrued employee benefits payables to the centrally managed annual leave and long service leave schemes. The increase and timing of these payments is also reflected by an increase in the cash assets of the department held as at 30 June 2011.

## 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.

## Statements – actual to budget comparative

### Statement of income

	Notes	2011 Actual \$'000	2011 Revised budget \$'000	Variance %
<b>Income from continuing operations</b>				
Departmental services revenue		360 324	362 698	-1%
User charges		82 580	79 704	4%
Grants and other contributions		80 358	81 620	-2%

# Managing our business

	Notes	2011 Actual \$'000	2011 Revised budget \$'000	Variance %
Other revenues		1 370	1 875	-27%
Gains		51	-	-
<b>Total income from continuing operations</b>		<b>524 683</b>	<b>525 897</b>	<b>-0.2%</b>
<b>Expenses from continuing operations</b>				
Employee expenses		335 918	331 223	1%
Supplies and services		133 117	139 595	-5%
Grants and subsidies		13 260	13 549	-2%
Depreciation and amortisation		37 363	36 005	4%
Impairment losses		41	-	100%
Finance/borrowing costs		1 986	2 039	-3%
Other expenses		515	3 146	-84%
<b>Total expenses from continuing operations</b>		<b>522 200</b>	<b>525 557</b>	<b>-0.6%</b>
<b>Operating result from continuing operations</b>		<b>2 483</b>	<b>340</b>	<b>630%</b>
<b>Other comprehensive income</b>				
Increase (decrease) in asset revaluation surplus	1	80 255	-	100%
<b>Total other comprehensive income</b>		<b>80 255</b>	<b>-</b>	<b>100%</b>
<b>Total comprehensive income</b>		<b>82 738</b>	<b>340</b>	<b>24235%</b>

The variances between 2011 Actual and 2011 Revised budget includes:

1. The increase reflects the five yearly comprehensive revaluation of land and buildings.

## Statement of financial position

	Notes	2011 Actual \$'000	2011 Revised budget \$'000	Variance %
<b>Current assets</b>				
Cash and cash equivalents	2	46 124	32 102	44%
Receivables	3	37 880	24 274	56%
Inventories		144	158	-9%
Other		4 457	3 816	17%

# Managing our business

	Notes	2011 Actual \$'000	2011 Revised budget \$'000	Variance %
<b>Total current assets</b>		<b>88 605</b>	<b>60 350</b>	<b>47%</b>
<b>Non current assets</b>				
Intangible assets		37 137	39 606	-6%
Property, plant and equipment	4	1 115 637	1 215 284	-8%
Other		1 563	-	100%
<b>Total non current assets</b>		<b>1 154 337</b>	<b>1 254 890</b>	<b>-8%</b>
<b>Total assets</b>		<b>1 242 942</b>	<b>1 315 240</b>	<b>-5%</b>
<b>Current liabilities</b>				
Payables	5	50 626	39 720	27%
Other financial liabilities		19 746	19 847	-1%
Accrued employee benefits	6	10 987	8 398	31%
Other		1 227	435	182%
<b>Total current liabilities</b>		<b>82 586</b>	<b>68 400</b>	<b>21%</b>
<b>Non current liabilities</b>				
Other financial liabilities		-	-	-
Accrued employee benefits	6	149	-	100%
Other		2 352	20	11660%
<b>Total non current liabilities</b>		<b>2 501</b>	<b>20</b>	<b>12404%</b>
<b>Total liabilities</b>		<b>85 087</b>	<b>68 420</b>	<b>24%</b>
<b>Net assets</b>		<b>1 157 855</b>	<b>1 246 820</b>	<b>-7%</b>
<b>Equity</b>				
Contributed equity		507 192	664 188	-24%
Accumulated surplus		271 756	266 123	2%
Asset revaluation surplus		378 907	316 509	20%
<b>Total equity</b>		<b>1 157 855</b>	<b>1 246 820</b>	<b>-7%</b>

The variances between 2011 Actual and 2011 Revised budget includes:

2. The cash balance increased due to timing differences relating to the increase in payables that will be settled within normal vendor terms.
3. The variance is a timing difference in the level of receivables estimated for the 2010-11 budget and the actual balance as at 30 June 2011.

## Managing our business

4. The variance is due to a lower level of capital expenditure than planned, mainly for the Brisbane Supreme and District Court complex project that is partially offset by an increase in the total asset value of property in line with the department's five year comprehensive revaluation.
5. The increase in payables over budget is mainly due to an increase in the level of payables in respect of the Supreme and District Court complex project and a higher level of payables for the liquor gaming and fair trading function transferred to the department.
6. The increase in accrued employee benefits is mainly due to a higher level of accrued employee benefits payable to the centrally managed leave schemes as a result of end of year timing differences.

# Annual Report

## 2010-11



*Solutions for Government*



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## Crown Solicitor's review

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*“Our achievements and progress in recent years have provided us the opportunity to refine our strategic planning to a greater level of focus - and a higher standard of quality.”*

Crown Solicitor, **Greg Cooper.**

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Looking at our achievements this financial year - and the opportunities in the coming year - reminds me that, not so long ago, things were very different. It makes me realise how far we've come since I first began at Crown Law and the potential for the future.

Our practice has continued to grow both in size and client base during the time I've been here. We've created additional legal teams to accommodate growing client demand; we've appointed new leaders; and our legal services now span over 80 areas of specialist law.

This year, we've implemented a number of positive workplace initiatives focussed on developing and supporting our people. These include expanding our executive coaching and mentor programs, our first intake under our graduate program and further improvements to our work-life balance program. This is a huge evolution from when I began with Crown Law in 1976, when we didn't even have a human resources unit.

Other noticeable differences are the amount and range of technology that now forms part of our business. In my early years as a lawyer, we had one very small photocopier - no computers and more importantly, no email. This year we've implemented sophisticated technology to increase efficiency in our billing and time recording, as well as providing greater transparency for our clients.

Our focus on our clients continues to be of paramount importance. Our Client Relationship Management Framework has been strengthened considerably over the past 12 months, with marked increases in the sharing of information and the delivery of a number of new training courses to our clients - enabling and supporting their business.

This year we've continued to assist the Queensland Government on issues that matter - within business and the community. We've been involved in a number of recent native title determinations, particularly Quandamooka, which has resulted in an excellent outcome for the traditional land owners of Stradbroke Island.

We also continue to support Queensland in rebuilding after the devastating affects of the floods and other natural disasters in January 2011, through representing the State in the Commission of Inquiry.

We also continue to help build Queensland's infrastructure with work on projects such as the Airport Link project, the Boggo Road Urban Village and the redevelopment of the RNA showgrounds.

In October 2010 Crown Law became only the second government legal practice to be certified against the LAW9000 Legal Best Practice standard. This is a significant achievement, and recognition of our commitment to high standards both within our organisation, and as a legal service provider.

Despite the tumultuous year Queensland has endured, we've maintained a positive financial position, even exceeding some targets for the period. Our client feedback continued to show high levels of satisfaction and excellent performance in key areas of service delivery. The results of our performance during the last 12 months have placed us in an excellent position to begin 2011-12.

Our achievements and progress in recent years have provided us the opportunity to

refine our strategic planning to a greater level of focus - and a higher standard of quality.

In the coming year we will target a number of areas aimed to affirming our position as a top-class law firm and a top-class employer.

I would like to extend my gratitude and congratulations to all of our staff for their hard work this financial year. Without their commitment, enthusiasm and drive, we would not be in the strong position we find ourselves in.

Particular thanks go to my colleagues in our Strategic Leadership Team, for their support and vision throughout the year, and their confidence in driving the evolution of our business to something I am very proud of.

Finally, I would like to acknowledge and thank our clients. Their support, trust and input are vital components to our business - and I would like to commit to ensuring that we continue to provide our clients with excellent service and quality of work in the future.



G R Cooper  
Crown Solicitor



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*In pursuing its vision, Crown Law will commit to providing a reliable, unified, whole-of-Government service to the Queensland Government which recognises the unique role of the Crown Solicitor.*

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## Our organisation

Crown Law has been the principal provider of legal services to the Queensland Government since 1859 and has operated as a completely self-funded business unit of the Department of Justice and Attorney-General since 1997.

Our commercial status within an increasingly competitive government legal market, not only drives our delivery of premium quality legal and related services, but also underpins our culture of continuous improvement, efficiency and leadership.

We provide legal services to all Queensland State Government entities including:

- government departments and agencies
- statutory bodies and government-owned corporations
- commercialised business units
- disciplinary boards and tribunals.

Crown Law is the Queensland Government's only full-service legal practice, providing unrivalled expertise in government law and excellent value for money.

Queensland State Government legal services are divided into two categories – 'tied' and 'untied' legal work. Untied work is open to competition from private legal firms. Crown Law's tied fees are set by Cabinet.

## Vision

### *Solutions for Government*

Our vision forms the core of our ethos and the way we provide our services. We understand the environment, imperatives and goals of our clients, because we share them, and have done so since 1859.

We are invested in the outcomes of our clients and this is evidenced in the quality and flexibility of our services, our value for money, and the support we provide to our clients in providing valuable, real-world learning and development.

Each piece of work we undertake for our clients is underpinned by our dedication to achieving *Solutions for Government*.

## Intent

*In pursuing its vision, Crown Law will commit to providing a reliable, unified, whole-of-Government service to the Queensland Government which recognises the unique role of the Crown Solicitor.*

Our statement of strategic intent provides an overarching framework for the way our business operates and the role we play in supporting the State of Queensland.

It is our unrivalled breadth and depth of experience in the legal environment of Queensland Government, that sets us apart from our competitors.

As the only full-service government law firm in the State, each and every matter we handle has the benefit of our whole-of-Government perspective, drawn from our vast range of legal experts in our various specialist teams. Our ability to support both the individual needs of our clients, along with the collective needs of the Queensland Government, is a defining advantage we offer.

## Values

*Working together*  
*Delivering value for money*  
*Getting the job done and improving each time*  
*Respecting people*  
*Providing responsive client service*

Our values underpin both our service delivery and our culture within Crown Law. They emphasise our collaborative working environment and our high standards for client service and performance that provide a solid foundation for all of our people to work towards.

## Quality

*ISO9001:2008 and LAW9000 Legal Best Practice standard certified*

In October 2010, Crown Law was successful in its bid to attain Quality Assurance certification against ISO9001:2008 and the coveted LAW9000 Legal Best Practice standard. This certification recognises Crown Law's commitment to quality, making ours only the second government legal practice in Australia to achieve this level of certification.

LAW9000 is the management system benchmark for legal practices, developed by QL Inc. and SAI Global in conjunction with The Law Society of New South Wales and The College of Law. The LAW9000 Legal Best Practice system is widely based around the International ISO9001:2008 certification and incorporates elements of the earlier QL II Best Practice Framework, as well as requirements for incorporated legal practices.

Overall, LAW9000 seeks to provide guidelines on the best practice recommendations for operating a legal practice. Certification enables a legal practice to verify to its customers, suppliers and to the marketplace that it has achieved a high-level of organisational maturity and that its systems are compliant with the recognised model for quality. The standard also provides staff with a clear demonstration of management's commitment to quality and a verifiable approach to the future of the practice - as embodied in its systems and processes.

LAW9000 certification helps deliver a range of benefits including lower risk and costs, as well as significant short and long-term benefits within the organisation through continuous business improvement.

The initial achievement and ongoing maintenance of our certification under LAW9000 guarantees Crown Law remains highly competitive within its market and operates within a business excellence framework.

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*Working together*

*Delivering value for money*

*Getting the job done and improving each time*

*Respecting people*

*Providing responsive client service.*

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## Structure and governance

Crown Law is headed by the Crown Solicitor, with the Executive Director and Senior Deputy Crown Solicitors reporting directly to this position.

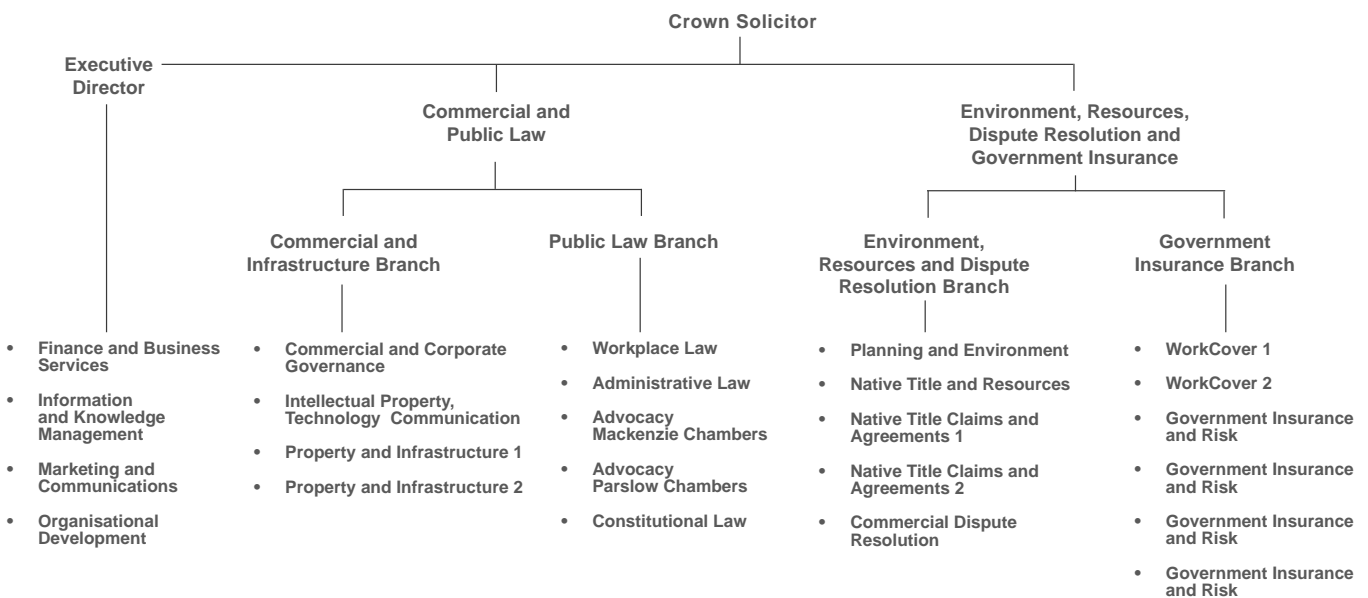
The Executive Director is responsible for the strategic business direction and performance of Crown Law.

Our two Senior Deputy Crown Solicitors each oversee legal service delivery within our two main categories of legal work:

- Commercial and Public Law Group, led by Tony Keyes
- Environment, Resources, Dispute Resolution and Government Insurance Group, led by Robyn Martin.

Within these groups are a number of overarching legal branches led by a Deputy Crown Solicitor, comprised of a number of specialist teams managed by an Assistant Crown Solicitor.

Supporting the operational plan within each branch is a Local Leadership Team (LLT) made up of team leaders and managers. These LLTs are led by either the Deputy Crown Solicitor, or the Executive Director. These teams form a vital role linking the strategic direction formed by our Strategic Leadership Team with the operational governance and day-to-day work within the branches. They ensure a cohesive and unified delivery of our objectives and support a shared vision for Crown Law, across all levels.



## Leadership

### Strategic Leadership Team

Crown Law's Strategic Leadership Team (SLT) is focussed solely on developing and driving the overall strategic direction of our practice – allowing operational responsibility to be handled by the Local Leadership Teams within each of our specialist branches.

The Strategic Leadership Team:

- sets the high level strategic direction of the business and identifies opportunities for growth
- oversees the management of potential issues and risks to the practice
- represents our practice at the highest level across government
- sets the primary leadership example and monitors achievement towards our goals.

### Members

The SLT is comprised of our most senior and experienced professionals, including our Crown Solicitor, Executive Director, two Senior Deputy Crown Solicitors and four Deputy Crown Solicitors.

Each member brings a wealth of expertise and experience to the team and its vision, and is committed to the continuous improvement of our business and delivering unrivalled *Solutions for Government*.

#### *Crown Solicitor*

The Crown Solicitor is Crown Law's most senior officer, handling the most difficult legal matters on behalf of the Crown. He acts as the Solicitor for the State and provides independent legal advice to the Premier, Attorney-General, Ministers, Directors-General, and departmental officers.

The Crown Solicitor also takes responsibility for setting our professional and ethical standards.

Greg Cooper was appointed as Queensland's 22nd Crown Solicitor in October 2008. He has over three decades of experience working in public law, common law and constitutional law. His appointment follows four years as Deputy Crown Solicitor of the Litigation Branch during which he was responsible for providing authoritative, dependable and high quality legal services as well as effective management and financial viability of eight legal practice teams.



*Crown Solicitor, Greg Cooper*

### *Executive Director*

Reporting directly to the Crown Solicitor, our Executive Director is responsible for leading all business imperatives for Crown Law, overseeing business operations and the implementation of our strategic plan. The Executive Director:

- leads the development and implementation of the practice's Strategic Business Plan
- monitors our share of the Queensland Government legal services market and ensures the continued commercial-viability of the practice
- leads the innovation and development of our business management systems and practises
- leads the Practice Management Branch, responsible for providing all corporate services within the practice.

Our Executive Director, Susan Mackie started with the Department of Justice and Attorney-General in 1993. She has also worked in the private sector and in a variety of roles in the then departments of Queensland Transport, Family Services, Arts Queensland and Queensland Treasury.

Before joining Crown Law in 2007, Susan was responsible for managing the departmental budget of over \$300M as the Director of Financial Services in the Department of Justice and Attorney-General.

### *Senior Deputy Crown Solicitors*

In addition to overseeing our two major groups of legal service delivery – the Commercial and Public Law Group, led by Tony Keyes, and the Environment, Resources, Dispute Resolution and Government Insurance Group, led by Robyn Martin – the Senior Deputy Crown Solicitors play a key strategic role in identifying and targeting new business.

They also provide a vital role in leading our Client Relationship Management Framework, mentoring our lawyers in client management and business development.

Tony Keyes was appointed to the role of Senior Deputy Crown Solicitor in January 2009. Previously, Tony was Executive Director, Law and Justice Policy in the Department of the Premier and Cabinet from 2004 to 2009.

Tony is an accomplished legal strategist, skilled in navigating complex and far-reaching legal issues.

Robyn Martin joined Crown Law in 2009 and has extensive experience in leading large teams of multi-disciplined legal officers, assisting clients with legal strategy and facilitating organisational change through developing efficient policies, procedures and practices.

### *Deputy Crown Solicitors*

Our Deputy Crown Solicitors are responsible for monitoring the performance, client service delivery and staff development within their branch of specialist legal teams.

They provide expert legal counsel and representation on complex and sensitive legal issues to major government clients.

Prior to joining Crown Law in 1997, Nicholas Inglis worked principally in the areas of personal injuries law, civil litigation and family law in the private sector.

As Deputy Crown Solicitor, Nicholas leads the Government Insurance Branch which comprises of four specialised Government Insurance and Risk teams as well as two WorkCover teams.

Peter Dwyer is a highly experienced government lawyer with particular expertise in the contract and commercial law fields. He began his career in government at Crown Law in the mid-1990s before taking up a senior legal position at Queensland Health.

He returned to Crown Law in 2004 and has worked in other areas of law within the practice, including workplace and employment law before being appointed as Deputy Crown Solicitor for the Environment, Resources and Dispute Resolution Branch in 2010.

Helen Freemantle originally joined Crown Law in 1996 working in the Commercial and Securities Group for two years. She then worked in various departments including the legal unit at Queensland Health and in the water reform unit of the Department of Natural Resources and Water.

She returned to Crown Law in 2002 to lead the Commercial Team and was appointed as acting Deputy Crown Solicitor for the Commercial and Infrastructure Branch in 2007, a position which she was awarded permanently in June 2009.

Karen Watson has a wealth of experience in various areas of public law, including employment and discrimination law, disciplinary matters, as well as statutory interpretation.

She has led the Workplace Law Team as Assistant Crown Solicitor since 2003 and was most recently permanently appointed to the position of Deputy Crown Solicitor of the Public Law Branch, overseeing four teams within the branch; Administrative Law, Workplace Law, Advocacy – Mackenzie Chambers and the Advocacy – Parslow Chambers.



*Crown Law's Strategic Leadership Team*

*L-R: Deputy Crown Solicitor, Helen Freemantle, Deputy Crown Solicitor, Peter Dwyer, Senior Deputy Crown Solicitor, Tony Keyes, Executive Director, Susan Mackie, Crown Solicitor, Greg Cooper, Senior Deputy Crown Solicitor, Robyn Martin, Deputy Crown Solicitor, Nicholas Inglis and Deputy Crown Solicitor, Karen Watson.*

## Solutions for Government

Our role within Queensland Government is that of trusted advisor, mentor and advocate. We take responsibility as a key business enabler for government, providing complete *Solutions for Government* by:

- providing expertise built over 150 years of practising government law that assists our clients in achieving their objectives
- instilling high-value knowledge and confidence within our clients, through our delivery of specialist training
- administering a fully-stocked law library and first-class research services
- leading our clients through litigation, advocacy proceedings competently and successfully and identifying opportunities for alternative dispute resolution
- delivering seamless access to all of our services through a cohesive Client Relationship Management framework.

### Specialist legal services

Crown Law's organisational structure has evolved to ensure we maintain the best possible client service.

Our breadth of expertise currently spans 15 major areas of law, with more than three times that many areas of specialty. Our major categories of legal work fall under the following:

- Commercial
- Major projects, infrastructure and resources
- Commercial property/real estate
- Planning and environment
- Native title
- Communications and technology
- Intellectual property
- Employment and workplace relations
- WorkCover
- Insurance and risk
- Advocacy
- Statutory interpretation
- Constitutional
- Administrative
- Dispute resolution and litigation.

## Expansion of our practice

This year, a number of organisational changes were implemented to ensure vital legal services to the Queensland Government were maintained and enhanced in the following areas:

### *Property and Infrastructure*

A second Property and Infrastructure Team was created to meet client needs for this growing area of law.

### *Constitutional Law*

The State and Commonwealth Constitutional Law Teams merged to create the Constitutional Law Team.

### *Native Title and Resources*

Two additional native title teams were created. The new teams focus on native title claims, with the original Native Title and Resources Team continuing to provide advice work.

### *Special Counsel*

In 2010 we created a number of Special Counsel positions. These are senior roles taking responsibility of the most complex, major and urgent matters for the practice. They remain solely focussed on specialist legal work within their teams, and are not required to undertake management and leadership functions.

We currently have five officers in Special Counsel roles.

## Client Counsel

The placement of Client Counsel roles in government agencies has been a long-standing service Crown Law provides to our clients. These lawyers provide a superior level of service by providing 'in-house' lawyers for long term, specialised or project work, or to cover short-term resource shortages.

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*“The combination of independence and availability is what makes a Client Counsel so valuable to my branch.”*

Mark MacDonald, Director of Property Services, Department of Transport and Main Roads.

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*“Catherine’s workshop was excellent. The use of simple English was appreciated and cases referred to very useful and practical.”*

Anonymous attendee at Sound Decision Making training presented by Senior Principal Lawyer, Catherine Scott.

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## Client learning and development

Crown Law delivered 25 successful training sessions to over 1,000 government officers throughout 2010. Our training topics are not only relevant to our clients, but in many cases are the result of client input and requests.

Our commitment to the learning and development of our clients is demonstrated in our complete range of training resources including:

- free Government Legal Briefings
- specialised training workshops
- contributions to industry conferences and seminars
- publications.

### Free Government Legal Briefings

Crown Law’s Government Legal Briefings (GLBs) are a free lunchtime event presented to a whole-of-Government audience, on a range of issues. Attended by between 150 and 200 officers and offering participants one CPD point, they deliver high value at no cost to clients.

This year, we conducted five GLBs on topics that included:

- Constitutional law update
- Costs in litigation
- Due diligence in the investigation and prosecution of offences
- Australian consumer law
- Conducting professional disciplinary proceedings before QCAT.

### Specialised training workshops

Our highly skilled lawyers provide tailored training on topics that matter most to our clients – as evidenced by multiple capacity-booked sessions on many topics. Of particular note was the success of our Sound Decision Making training, which required three additional sessions to be scheduled.

Topics delivered in 2010-11 included:

- Investigations
- Sound decision making
- Principles of administrative law
- GITC training
- Statutory interpretation.

## Contributions to industry conferences and seminars

Our unrivalled expertise in government law is widely recognised, with several of our officers being called upon to present at industry forums and conferences, including:

- ‘Disciplinary proceedings under the *Public Service Act 2008*’ for the Queensland Law Society Half-day Intensive for Government Professionals
- ‘Due diligence in the investigation and prosecution of offences’ at the Department of Employment, Economic Development and Innovation Mining Inspectors Conference
- ‘Reducing the risk of judicial review with sound decisions and managing intellectual property within government agencies’ at the Queensland Law Society Government Lawyers Conference
- ‘Tips for managing legal compliance for major infrastructure projects’ 2nd Annual Queensland Transport and Urban Development Conference
- ‘Delivering regulatory obligations and managing disclosure during investigations’ Office of Fair Trading Investigations Conference.

## Online resources

In support of our regional and remote clients we provide a number of high-quality learning and development resources that are accessible online.

Our fourth online Continuing Professional Development (CPD) module, ‘Introduction to Government Law’, was released in May 2011. It follows our other successful modules, ‘The Model Litigant Principles’, ‘Legal Professional Privilege’ and ‘Statutory Interpretation’.

Part of Crown Law’s free online CPD training program, ‘Introduction to Government Law’ was developed by Crown Law’s public law experts, and assists government lawyers in understanding their obligations and the principles public sector lawyers are governed by.

So far 333 officers have enrolled in our online modules.

Videos of Crown Law’s popular Government Legal Briefings were made available to clients online in 2010, allowing those officers unable to attend our briefings to benefit from these valuable presentations and achieve CPD points.

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*“I found the CPD program extremely relevant, very user-friendly and easy to follow.”*

Ashur Merza, Principal Advisor,  
Queensland Government  
Insurance Fund.

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## **Publications**

In the financial year, Crown Law published a total of 7 Legal Updates and 11 editions of Crown Law News, covering a multitude of topical legal issues relevant to the needs of our clients.

Our Legal Updates are high quality and well-researched papers, on issues of key relevance to clients and demonstrating well established expertise in topics that, this year, included:

- Dealing with possible lobbyists under the Integrity Act
- How to avoid duplicity complaints
- When is a document executed and delivered as a deed?
- Australian Consumer Law – what does it mean for government agencies?
- Social media in and out of the workplace – what it means for employees and employers
- Using social media websites – a legal checklist
- Updated: Public Sector obligations for dealing with lobbyists.

Crown Law was also featured in 26 articles published in industry publications including Proctor, Brisbane Legal and Sectorwide.

## **Law library and research services**

The Crown Law Library offers clients access to the highest possible quality resources and research expertise available.

Our skilled library technicians are highly experienced reference and research officers who provide expert information retrieval services that range from locating cases, to providing copies of legal commentary on a particular aspect of the law.

Our library assists clients to meet their research needs by maintaining expert knowledge of traditional and electronic legal research sources and information retrieval techniques.

The library provides an online reading room, which gives clients access to databases on legal commentary, legal and medical journal research, and legislation.

The library also provides comprehensive legal research and database training throughout the year, including introductory sessions for new staff and refresher training for specific legal research sources or databases.

## Crown Law as the model litigant

The model litigant principles reflect the community's and the courts' expectation that the State conduct itself in a matter that exemplifies the principles of justice. As the only government provider of legal services to the State, we have a leading obligation to uphold those principles.

These principles rely on both fairness and firmness.

Our practice upholds the principles of fairness, leading by example in:

- 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.

Crown Law also follows the principles of firmness including:

- 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.

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*Our client relationship managers focus on high-value relationships that go beyond commercial gain – linking our own goals with those of the broader Queensland Government.*

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## **Client understanding and relationships**

Our Client Relationship Management Framework continued to develop over the past 12 months. Client feedback measures and the processes for managing continuous improvement have been streamlined to enable our lawyers to better understand and anticipate the needs of our clients.

Our Client Relationship Managers focus on high-value relationships that go beyond commercial gain – linking our own goals with those of the broader Queensland Government. Supported by internal research and information sharing, Client Relationship Managers develop a working knowledge of the specific objectives of our clients and the environment in which they operate. This understanding shapes everything from team and capability expansion, to the selection of topics for our training and publications.



*Leading our Client Relationship Management Framework,  
Senior Deputy Crown Solicitors,  
Tony Keyes and Robyn Martin.*

## Achieving our goals

Crown Law has established Pillars of Success which have underpinned the strategic focus and goals for our business – providing legal services that exemplify the greatest value and cost-effectiveness for the Queensland Government.

Our six pillars of success and associated objectives for 2010-11 were:

- Client-focussed solutions
- Building our client base
- Building a sense of community
- Development of our current and future leaders
- Embed a performance and accountability culture
- Our people.

The 2010-11 period saw the finalisation of these strategic objectives, with clear achievements in each of these target areas.

## Measuring success

We base our success on real results and use a number of measures to monitor our performance, remain accountable and celebrate our achievements throughout the year.

Our performance accountability framework consists of the following measures that direct our efforts and support our continuous improvement culture:

- **Client management framework**

This framework emphasises client feedback and information sharing within our organisation ensuring clients' needs are understood and met.

- **Annual client reviews**

These in-depth interviews provide a wealth of understanding of our clients and our performance, helping to shape our service delivery to their needs.

- **Matter feedback surveys**

Our scorecard process surveys clients on our actual performance, in both current and recently completed matters.

- **Performance development framework**

All our 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.

## **Client-focussed solutions**

This pillar leads and advocates our strong client service culture within all levels of our organisation, with a key focus on training, using client feedback, innovation and continuous improvement, to deliver relevant services and excellent value for money.

*Key achievements in 2010-11:*

- Client satisfaction remained consistently high with an overall rating of 6.11 out of 7
- We held our first Staff Excellence Awards ceremony
- Crown Law achieved Quality Assurance certification under LAW9000 and ISO9001:2008
- Implementation of a new practice management system, Elite 3E.

## **Recognising and rewarding excellent service**

We believe that recognising excellence is a vital component in encouraging top performance. Recognising and celebrating success has become part of every level of our organisation and culminated in our first annual Staff Excellence Awards event that acknowledged the performance of our top officers.

In a ceremony attended by all of our staff, the previous Attorney-General the Honourable Cameron Dick MP, delivered an enthusiastic speech, congratulating and thanking Crown Law staff for their dedication and high-quality work.

The previous Acting Director-General for the Department of Justice and Attorney-General, Phil Clark also helped present the awards in categories that recognise performance against each of our six pillars of success.

## **Consistently high quality advice**

Based on client feedback and a collaborative in-house effort, we finalised our own legal writing guide, focusing on consistency in presentation and value of content in our advices. We have also developed a process to ensure all our advices draw on the expertise of our Assistant Crown Solicitors and Deputy Crown Solicitors to guarantee a quality service for our clients.

## **Innovation, feedback and continuous improvement**

Innovation features highly in our business, with all levels of the organisation encouraged to offer their suggestions on improvements in any area of the business and our continued emphasis on collecting and using client feedback.

With our certification under the LAW9000 Legal Best Practice standard, our culture of continuous improvement has been acknowledged and formalised.



## **Flexibility in billing**

Our commitment to clients for increased efficiency in reporting and billing was achieved with the implementation of our new practice management system, Elite 3E. This system provides our clients and staff with a number of benefits including more details in bills and greater accountability. It also follows leading industry standards in practice management.

This new system also allows for a seamless integration with our records management system and matter management system, allowing seamless time recording and billing.

The success of our staged-billing arrangements for some clients has enabled us to begin seeking other opportunities to implement alternative pricing arrangements for other clients.

## **Building our client base**

This pillar centres on the development of, and relationship with, our clients with a key focus on targeting new areas of work, our in-house lawyer placement program, alternative fee arrangements and understanding and knowing our clients' business.

*Key achievements in 2010-11:*

- Expanded our dedicated client management and legal services panel arrangements
- Growing our expertise in emerging legal areas.

## **Continuing support for our clients**

Supporting our clients' needs throughout the financial year remained a high priority for Crown Law. Our Client Relationship Managers are continually engaging and meeting with our clients, to understand their business needs and provide the best client service possible.

This year, a number of clients were allocated dedicated Client Relationship Managers to deliver even greater levels of service, and our standing arrangements as legal service providers were expanded.

An increased number of forums were also conducted internally to develop a greater understanding of client needs and service delivery strategies across our entire practice.

## **Expanding our services**

This year our practice took a forward-thinking approach by incorporating new services, both legal and non-legal to our clients.

Our first-class legal library expanded its services to client agencies, providing online legal information resources at reduced costs, and conducting a number of research training sessions.

Additionally, we continue to stay abreast of growth areas including social media and

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*“It’s rewarding to be involved in a program that creates and strengthens internal relationships across teams and varying levels, that without this opportunity, would not have had a chance to develop.”*

Mentor, Peter Dwyer

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*Deputy Crown Solicitor and Mentor,  
Peter Dwyer.*

climate change; further developing our capabilities and taking on new work to assist clients in these areas of law.

We have advised several government agencies on the use of social media, including its implications in the workplace and assisted in drafting policies. We also hosted a briefing and published several Legal Updates on the topic.

Crown Law took carriage of the State’s first landmark climate change case in the matter of *Rainbow Shores Pty Ltd v Gympie Regional Council & Ors* and is currently expanding our resources and expertise in this emerging area.

## **Building a sense of community**

This pillar looks at the equally important element of community within our practice and our involvement in the community, pro-bono opportunities and the communication and support of different roles within the practice.

*Key achievements in 2010-11:*

- Staff involvement and support in over 15 charity causes
- Over 100 participants in our mentoring program
- Online interaction made available through the intranet.

## **Fostering our commitment to the community**

Crown Law’s core business of providing the highest level of legal services to our government clients, highly depends on the support of our staff. Ensuring our legal and support staff experience a sense of community is a vital component of the corporate environment within Crown Law.

Our practice has fostered this feeling of community with the implementation of a number of innovative suggestions from staff, including a book club, cross team morning teas, meditation sessions and a staff representation at leadership meetings.

We also support and lead our staff in our strong commitment to charitable causes within the community through contribution to, and participation in, a wide range of charities including:

- Blue September
- Walk for Justice
- Movember
- Australia’s Biggest Morning Tea
- ‘Live Below the Line’
- Club Red
- Shave for a Cure
- Salvation Army Flood Assistance
- Premier’s Flood Relief Appeal
- Christmas Collection for the RSPCA
- Orana Youth Shelter “Sponsor-a-bed”

- Strike a Chord for Spinal Injuries Association
- Triathlon Pink for National Breast Cancer Foundation
- Cancer Counsel Relay for Life
- RSPCA Cupcake Day
- Dress Differently Day for Autism Queensland.

Our staff have also taken sport as another community engagement opportunity – participating in the Queensland Corporate Games for touch football in March 2010 and competing against New South Wales for the ‘Gordon Menz – Tom Parslow Crown Law Interstate trophy’ cricket match in November 2010.

### **Staff engagement and interaction**

Further to fostering a sense of community within our practice to achieve successful outcomes for our clients, staff engagement and interaction is another vital part of the framework that allows for our success.

A deeper understanding of the roles within legal and support teams continues to be cultivated this year and has been demonstrated particularly in our successful mentoring program.

With over 100 participants in 2010-11, the program pairs junior and senior officers, legal and non-legal from across different teams and branches, to share experiences, knowledge and build collegiate relationships.

Other tools have been implemented to assist in this interaction, with the use of technology to allow staff to interact daily through blogs and commenting systems on the intranet.

### **Development of current and future leaders**

Our emphasis on developing strong leadership that inspires and supports our organisation at every level encompasses both our current network of established leaders, as well as our rising stars.

*Key achievements for 2010-11:*

- Continuation of our leadership development workshops
- Increase of executive coaching uptake
- Our largest active leadership community ever.

### **Our largest active leadership community ever**

The Strategic Leadership Team has instigated a significant shift in our leadership focus. The number of recognised leaders in our organisation is currently more than 60 officers across our various branches and teams.

By acknowledging various levels of leadership, including team leaders, as well as managing and executive positions, we begin to instil a cultural understanding of leadership across our entire organisation, and identify multiple channels of communication and collaboration. All of our recognised leaders take part in

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*“In both the short and long term, Crown Law and our clients can expect to see more innovation, consistency, effectiveness and efficiencies in our business processes.”*

Executive Director, Susan Mackie

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Executive Director, Susan Mackie.

developing localised implementation plans to support our overall Strategic Business Plan, with each level of leadership aware and committed to the goals of the organisation.

This collaborative approach to achieving the collective goals of our business, is a key driver in our ability to deliver unified services and provides each and every staff member of an understanding of where we are headed.

### **Supporting our leaders**

Our leadership development and support program is made up of a range of resources that guide our leaders in developing their teams and inspiring excellence. The 2010-11 period saw the final modules in our development program being released, which now forms part of a comprehensive suite of workshops and material targeted at each of our leadership competencies.

Our leadership program has also been expanded to include a greater level of support for leaders in handling complex people issues and supporting the health and well-being of their team members. This is achieved through localised planning to meet the specific needs of individual team situations and development plans. This holistic approach to leadership marks a steady progression of collective leadership awareness and competency within our workplace.

We have also increased the availability of executive coaching opportunities to our leaders. Our coaches provide regular ‘check-ins’ with leaders, setting personalised development plans and goal setting.

Leadership is acknowledged as an integral component of our organisation’s success, and it is these formal measures that aid in developing a culture that not only understands the traits of excellent leaders, but aspires to achieve them.

### **Embed a performance and accountability culture**

Accountability in our organisation is recognised not only as a key driver for our delivery of consistently high quality services to our clients, but also as a contributing factor for job satisfaction and operational functionality within our workplace.

*Key achievements in 2010-11*

- Quality Assurance certification
- Further refinement of our performance management tools.

### **Performance Management Framework**

Our Performance Management Framework provides comprehensive guidance, along with the tools to help leaders and individual staff members understand their role and expectations that accompany that role, as well as planning their own career development and satisfaction. The framework relies on the understanding and

implementation of a number of components for successful employment conditions including:

- an effective recruitment and selection process
- effective induction and probation processes
- effective Professional Development Planning (PDP)
- access to informative and constructive feedback through individual and team meetings
- access to a performance improvement process
- access to training linked directly to the core competencies required for staff to undertake their roles
- access to regular coaching, advice and support from leaders.

The operational effectiveness of these components, and the tools used to facilitate them, is constantly reviewed to ensure staff are supported by the most comprehensive and modern framework possible.

## Measuring and monitoring performance

Our certification against ISO9001:2008 and the coveted LAW9000 Legal Best Practice standard makes us only the second government legal practice in Australia to have achieved this level of recognition. Significant components of the certification rely on continuous improvement and effective performance management, both significant components of the standard.

Our ongoing monitoring of performance extends beyond internal controls and measures, encompassing client feedback as critical measures. We monitor our performance on key areas of service delivery and maintain consistently high ratings from clients as evidenced by the following averages for the year (each out of 7):

- knowledge and skills – 6.08
- commitment to deadlines – 6.11
- promptness – 6.05
- accessibility – 6.03
- informed – 6.04
- care about interests – 6.12
- client satisfaction – 6.11
- value for money – 5.73.

Our lawyers received a total of 160 commendations from our clients.

In the next financial year, Crown Law will be updating its scorecard process with a new survey that includes new questions and improved access, usability and reporting.

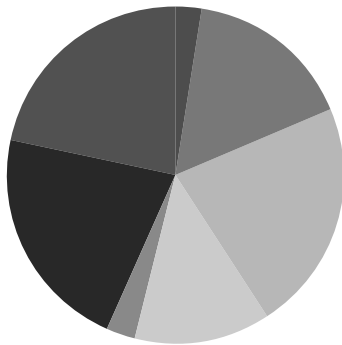
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*“Fabulous service. So nice knowing that experienced lawyers are always available to assist”*

Bronwyn Nosse, Director,  
Department of Local  
Government and Planning.

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Crown Law Staff



- EMG
- Senior Officers (SO1/02)
- Senior / Principal Lawyers
- Junior Lawyers (PO1 - PO4)
- Paralegals / Property Officers
- Secretaries / Branch Coordinators
- Practice Management Branch

## Our people

This pillar focuses on attracting experienced staff, increasing staff retention and fostering a balanced work-life culture. Furthering our graduate program, work-life balance and workforce planning were the main focus for the 2010-11 financial year.

### Key achievements in 2010-11:

- Four new graduates
- Seventeen per cent growth in our number of lawyers
- Health and wellbeing program launch.

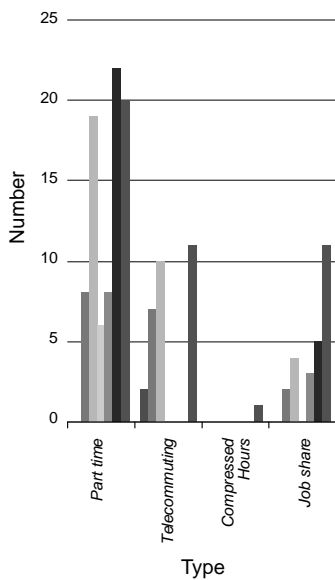
## Growth and diversity

We are committed to ensuring we have the resources to meet our clients' needs. We currently have 336 staff, of which more than half (183) are legal officers.

In 2010-11, the number of lawyers in Crown Law increased to a total of 169.56, which represents an increase of 17 per cent.

We recognise the significant contribution of all members of our community. Through working together, respecting people and providing real work-life balance initiatives, we appeal to and attract a large proportion of females to our work force. In total, females represent 78 per cent and males represent 22 per cent of our work force.

Crown Law Flexible working arrangements



- EMG
- Senior Officers (SO1/02)
- Senior / Principal Lawyers
- Junior Lawyers (PO1 - PO4)
- Paralegals / Property Offices
- Secretaries / Branch Coordinators
- Practice Management Branch

## Health and wellbeing

Crown Law's 'Balance Matters' program includes our flexible working options, such as telecommuting, flexible working hours, parental leave, job sharing, working compressed hours and/or part-time employment.

Staff are encouraged to share ideas and opportunities to create a healthy work-life balance on our health and wellbeing blog. We also provide practical lunchtime sessions, which have included seminars on financial health, work station ergonomics, core-strengthening and postural awareness classes.

Tailored sessions have been provided with qualified psychologists for teams dealing with sensitive and difficult subjects in their work.

## Graduate program

Our successful graduate program continued with the first round of graduates commencing in February 2011.

Graduates undertake four rotations, of six months at a time, through four of our five legal branches. Working across specialist legal teams within each branch, they gain wide exposure to a range of the challenging and engaging legal matters carried out by Crown Law.



2011 Graduates, Bromley Hornsby, Tiffany Campbell, Anna Woodall and Robert Boal.

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*"I'm very excited to be able to work on important matters of public interest and to stretch my skills across various legal areas. I think it will help me to determine the areas of law I'm most interested in.*

*"I hope to build on my existing knowledge and experience and contribute to the community through my work. I think Crown Law is a great place to do that."*

Graduate, Robert Boal.

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## Significant client achievements

The 2010–11 period Crown Law assisted in a number of notable matters, across our entire range of legal services, with some examples described below.

### 2010-11 Queensland floods

#### *Premier's Disaster Relief Fund*

We provided urgent assistance to the Department of Premier and Cabinet, drafting necessary amendments to the trust deed for the Premier's Disaster Relief Fund.

Our lawyers also provided ongoing advice on a range of issues arising from the provision of disaster relief, including the tax deductibility of donations, other taxation and GST issues and the scope of assistance able to be provided by the Fund – including its ability to assist people who are having difficulty accessing insurance payments.

#### *Queensland floods*

Following the 2011 floods, we provided advice concerning the establishment of the Floods Commission of Inquiry. Our lawyers also provided several clients with urgent legal advice on the effect of the floods.

### Commercial litigation

#### *Commonwealth Bank of Australia v Nicole Kathleen Perrin and State of Queensland*

We represented the Department of Environment and Resource Management in a land title fraud matter for the recovery of \$13.5M, secured by two registered mortgages on the Gold Coast. The Bank and Ms Perrin claimed compensation from the State, alleging Ms Perrin's signature was forged by her ex-husband on various mortgage and guarantee documents.

After the second day of the trial, the Bank and Ms Perrin discontinued their respective proceedings against the State, whose potential exposure was in excess of \$15M.



*Assistant Crown Solicitor, Commercial Dispute Resolution, Paula Freeleaus.*

## **Native title**

### *Quandamooka consent determination (North Stradbroke)*

We acted on behalf of the State for over a decade to assist in reaching the native title consent determination negotiated between the Quandamooka People and the State, as well as multiple other respondent parties.

On 4 July 2011, the Federal Court of Australia determined that the Quandamooka People are the traditional custodians of the land on North Stradbroke Island.

### *Queensland's largest native title determination – the Waanyi People*

Our native title lawyers provided vital legal support to negotiators from the Aboriginal and Torres Strait Islander Land Services section of the Department of Environment and Resource Management, in Queensland's largest single native title determination.

The determination recognised the Waanyi People as native title holders for an extensive area in north Queensland.

### *Indigenous social housing projects*

We assisted the Department of Communities in the roll out of its Commonwealth-funded social housing project in Queensland's Indigenous communities.

The first social housing Indigenous Land Use Agreement (ILUA) was authorised for the Woorabinda community in May 2011. A complex ILUA for Doomadgee has been in negotiation for the past year and a regional ILUA is being developed for Torres Strait Island communities.



*Native Title Assistant Crown Solicitors, Frances Cannon, Bernadette Wrafter and Katie Stride.*

## **Personal injury and public liability**

### *Mt Isa lead poisoning claims*

Our team acted on behalf of the Queensland Government Insurance Fund in defence of claims for damages concerning alleged lead poisoning of children in Mt Isa.

### *Palm Island claims*

We acted for the State of Queensland and resolved six civil claims arising from the death in custody of Cameron (Mulrunji) Doomadgee at the Palm Island Police Station watchhouse in 2004.

### *Collingwood Park subsidence claims*

On behalf of the Queensland Government Insurance Fund, we acted in defence of claims for damages arising out of the April 2008 Collingwood Park subsidence event.



*Assistant Crown Solicitors, Government Insurance and Risk, Tony Stella, Lara Rega and David French.*

## Public sector employment

### *Queensland Police Service Certified Agreement arbitration*

We appeared on behalf of the Queensland Police Service (QPS) and the Department of Justice and Attorney-General in the arbitration of the QPS Certified Agreement before the Industrial Relations Commission in 2011.

### *Holidays Act Amendment Act 2010*

We received urgent instructions to appear and make a submission at a hearing of the Full Bench of Fair Work Australia, on behalf of the Attorney-General and Minister for Industrial Relations, in response to an application by the Australian Industry Group to vary the modern Manufacturing Award.

The Full Bench decision means anyone working on any of the declared public holidays under the *Holidays Act 1983* (Qld), will be entitled to public holiday penalty rates.

## Information technology

### *Real-time passenger information system*

We assisted TransLink in drafting and negotiating the contract for their Customer First Project which will make accurate, real-time public transport information available to customers through display boards, online and via mobile devices.

### *Registry of Births, Deaths and Marriages Digitisation Project*

We provided the Registry of Births, Deaths and Marriages with advice on a contract for digitisation and database services, to assist in digitising their records dating back one hundred years.



*Assistant Crown Solicitors, Workplace Law,  
Samantha Kane and Jackie Hamilton.*

## **Constitutional Law**

### *Wainohu v New South Wales*

This matter was a constitutional challenge to the validity of New South Wales Organised Crime Groups Legislation. We were instructed by the Attorney-General to intervene in the matter, in support of the validity of the legislation, and the Solicitor-General appeared at the November 2010 High Court hearing.

The High Court found the legislation to be invalid.

### *Hinch v Hogan*

Well-known media personality, Mr Hinch challenged the constitutional validity of Victorian legislation under which he was charged for revealing names of several sex offenders. The basis of Mr Hinch's challenge was that the legislation infringed an implied right to freedom of political communication derived from the Constitution.

We were instructed by the Attorney-General to intervene in the hearing of this matter to support the validity of the Victorian legislation.

The High Court upheld the validity of the legislation, finding it did not amount to an infringement of the implied constitutional right.

### *Koowarta & Ors v Robertson & Anor*

We represented the State and the Minister for Natural Resources in this challenge of *Queensland's Wild Rivers Act 2005*.

Various native title claimants have commenced proceedings in the Federal Court seeking orders, on administrative law grounds, that the declarations of the Lockhart, Stewart and Archer Wild River areas are invalid. The State is defending the challenge.

## **Commercial and Corporate Law**

### *Salary packaging arrangements for public sector employees*

We assisted the Queensland Government Chief Procurement Office in a major review of salary packaging arrangements (of approximately 100,000 employees).

Our team provided advice about various taxation and other issues, including setting up security and other financial arrangements for proper performance by the preferred tenderers.



*Assistant Crown Solicitor, Commercial and Corporate Governance, Melinda Pugh.*

## Into the future

The commitment demonstrated by our team over the past twelve months has been remarkable. We enter the 2011-12 period with a highly-focussed and capable leadership team and staff that are engaged with the strategic direction of our business.

Our dedication to demonstrating best practice within our industry is exemplified in our quality assurance certification, and our ongoing commitment to this level of recognition will serve to provide an even greater level of accuracy and efficiency in the way we apply our continuous improvement strategy.

Our strategic direction for the coming year focuses on three key areas in which we aim to achieve excellence:

- Business performance
- Organisational health
- Leadership.

These pillars are backed by a number of solid strategies and operational plans that have been developed in wide consultation and collaboration with all levels of the practice. The objectives within each are challenging, but are central to our ongoing goal to demonstrate excellence in every facet of our business and our industry.

Our clients can expect to see more improvements and innovation from our organisation and an ongoing commitment to providing complete *Solutions for Government*. We will continue to support their business objectives with our expertise and knowledge; their people through our training and skills transfer and their interests through firm and fair representation. It is with this in mind, that we make a commitment to the future, and our clients.

We will remain reliable and unified in the delivery of our services to the State of Queensland. Our unique role and experience *within* government, and our understanding of the environment, challenges and objectives of our clients means we also have a unique perspective on how to achieve *Solutions for Government*. As part of government, we are committed to the goals of our clients – because we share them.

It is our knowledge, our history and our commitment, that positions Crown Law as the most dedicated and capable partner for our clients, and for the Queensland Government.

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*Our clients can expect to see more improvements and innovation from our organisation and an ongoing commitment to providing complete Solutions for Government.*

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## Income Sheet as at 30 June 2011

	2011 \$'000	2010 \$'000
<b>Income</b>		
Sales of goods and services	39,844	35,267
Interest	706	301
Other revenue	3	115
<b>Total Income</b>	<b>40,553</b>	<b>35,683</b>
<b>Expenses</b>		
Employee expenses	31,278	26,680
Supplies and services	8,125	7,536
Depreciation and amortisation	601	552
Other expenses	10	11
<b>Total Expenses</b>	<b>40,014</b>	<b>34,779</b>
<b>Profit</b>	<b>539</b>	<b>904</b>
Less Payment to Department of Justice and Attorney-General for Legal Services Coordination Unit	454	432
<b>Net profit/(loss)</b>	<b>85</b>	<b>472</b>



## Balance Sheet as at 30 June 2011

	2011 \$'000	2010 \$'000
<b>Assets</b>		
<i>Current Assets</i>		
Cash and cash equivalents	(5,683)	517
Receivables	16,147	11,414
Other current assets	221	300
<b>Total Current Assets</b>	<b>10,685</b>	<b>12,231</b>
<i>Non-current assets</i>		
Plant and equipment	742	927
Intangibles	3,117	2,863
<b>Total non-current assets</b>	<b>3,859</b>	<b>3,790</b>
<b>Total assets</b>	<b>14,544</b>	<b>16,021</b>
<b>Liabilities</b>		
<i>Current Liabilities</i>		
Payables	401	1,440
Employee benefits	986	929
<b>Total current liabilities</b>	<b>1,387</b>	<b>2,369</b>
<b>Equity</b>		
Contributed equity	3,547	4,127
Retained earnings	9,610	9,525
<b>Total Equity</b>	<b>13,157</b>	<b>13,652</b>

## Appendix 1

### Statutory bodies and appointments<sup>1</sup>

Adult Guardian <sup>2</sup>	Land Tribunal (Torres Strait Islander)
Anti-Discrimination Commission Queensland <sup>2</sup>	Legal Aid Board
Anzac Day Trust	Legal Aid Queensland <sup>2</sup>
Appeal Costs Board	Legal Practice Committee
Breakwater Island Casino Community Benefit Fund <sup>2</sup>	Legal Practitioners Admissions Board <sup>2</sup>
Building and Construction Industry (Portable Long Service Leave) Authority Board	Legal Services Commission <sup>2</sup>
Cardiac Assessment Tribunal	Licensing Review Committee – Workplace Health and Safety
Composite Medical Assessment Tribunal	Neurology/Neurological Assessment Tribunal
Consumer Safety Committee <sup>3</sup>	Ophthalmology Assessment Tribunal
Contract Cleaning Industry (Portable Long Service Leave) Authority Board <sup>2</sup>	Orthopaedic Assessment Tribunal
Council of the Queensland Law Society Incorporated <sup>2</sup>	Professional Standards Council <sup>2</sup>
Criminal Organisation Public Interest Monitor	Public Advocate <sup>2</sup>
Crime and Misconduct Commission <sup>2</sup>	Public Interest Monitor <sup>2, 4</sup>
Dermatology Assessment Tribunal	Public Trustee of Queensland <sup>2</sup>
Director of Public Prosecutions <sup>2</sup>	Public Trust Office Investment Board
Disaster Appeals Trust Fund	Q-COMP Board (Workers' Compensation Regulatory Authority)
Disfigurement Assessment Tribunal	Queensland Civil and Administrative Tribunal <sup>2, 5</sup>
Ear, Nose and Throat Assessment Tribunal	Queensland Industrial Relations Commission <sup>2</sup>
Electoral Commission of Queensland <sup>2</sup>	Queensland Law Reform Commission <sup>2</sup>
Electrical Licensing Committee	Queensland Gaming Commission <sup>2, 5</sup>
Electrical Safety Board	Queensland Ombudsman <sup>2</sup>
Employee Agents Advisory Committee	Queensland Workplace Rights Ombudsman <sup>2</sup>
Funeral Benefits Trust Fund Board of Trustees	Reef Hotel Casino Community Benefit Fund <sup>2</sup>
Gambling Community Benefit Fund <sup>2</sup>	Registrar-General (and Deputy Registrar-General) of Births, Deaths and Marriages
General Medical Assessment Tribunal	Responsible Gambling Advisory Committee
Information Commissioner <sup>2</sup>	Sentencing Advisory Council
Jupiters Casino Community Benefit Fund <sup>2</sup>	Solicitor-General
Land Court	Supreme Court of Queensland Library Committee <sup>2</sup>
Land Tribunal (Aboriginal)	WorkCover Queensland <sup>2</sup>
	Workplace Health and Safety Board

1. Legislation establishing the portfolio's statutory bodies and authorities is listed in Appendix 2.

2. Statutory bodies/statutory appointments that prepare their own annual reports.

3. Disbanded with the introduction of the Australian Consumer Law, which commenced 1 January 2011.

4. The department is jointly responsible with the Minister for Police, Corrective Services and Emergency Services.

5. Changes to Queensland Liquor and Gaming Commission from 1 July 2011.

## Appendix 2

### Acts Administered by the Deputy Premier and Attorney-General, Minister for Local Government and Special Minister of State

- *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984* Part 4, sections 18-25 (sections 4, 8, 64 to 67, 70 and 71 jointly administered with the Minister for Disability Services, Mental Health and Aboriginal and Torres Strait Islander Partnerships, and the Minister for Community Services and Housing and Minister for Women)
- *Aboriginal Land Act 1991* (sections 50 to 62; Part 8; sections 134 and 138 as they apply to the provisions of the Act administered by the Minister) †
- *Acts Interpretation Act 1954*
- *Adoption Act 2009 (Part 14A)*
- *All Saints Church Lands Act 1924*
- *All Saints Church Lands Act 1960*
- *Anglican Church of Australia (Diocese of Brisbane) Property Act 1889*
- *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*
- *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*
- *Bills of Sale and Other Instruments Act 1955*
- *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 Finance, Natural Resources and The Arts)
- *Burials Assistance Act 1965*
- *Business Names Act 1962*
- *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*
- *Charitable Funds Act 1958*
- *Child Protection Act 1999* (Chapter 2A)
- *Childrens Court Act 1992* (except to the extent administered by the Minister for Child Safety and Minister for Sport and the Minister for Community Services and Housing and Minister for Women)
- *Chinese Temple Society Act 1964*
- *Choice of Law (Limitation Periods) Act 1996*
- *Churches of Christ, Scientist, Incorporation Act 1964*
- *Civil Liability Act 2003*
- *Classification of Computer Games and Images Act 1995*
- *Classification of Films Act 1991*
- *Classification of Publications Act 1991*
- *Collections Act 1966*
- *Commercial Arbitration Act 1990*
- *Commissions of Inquiry Act 1950*

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- *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 (Application of Laws) Act 1981*
- *Companies and Securities (Interpretation and Miscellaneous Provisions) (Application of Laws) Act 1981*
- *Co-operative Schemes (Administrative Actions) Act 2001*
- *Cooperatives Act 1997*
- *Credit (Commonwealth Powers) Act 2010*
- *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 Misconduct Act 2001 †*
- *Crimes at Sea Act 2001*
- *Criminal Code Act 1899 (including Criminal Code)*
- *Criminal Code Amendment Act 1922*
- *Criminal Law (Rehabilitation of Offenders) Act 1986*
- *Criminal Law (Sexual Offences) Act 1978*
- *Criminal Law Amendment Act 1892*
- *Criminal Law Amendment Act 1894*
- *Criminal Law Amendment Act 1945*
- *Criminal Organisation Act 2009*
- *Criminal Proceeds Confiscation Act 2002*
- *Crown Proceedings Act 1980*
- *Dangerous Prisoners (Sexual Offenders) Act 2003*
- *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*
- *Dividing Fences Act 1953*
- *Domicile Act 1981*
- *Drug Court Act 2000*
- *Drugs Misuse Act 1986* (except to the extent administered by the Minister for Agriculture, Food and Regional Economies)
- *Electoral Act 1992 †*
- *Electronic Transactions (Queensland) Act 2001*
- *Evidence (Attestation of Documents) Act 1937*
- *Evidence Act 1977*
- *Evidence and Discovery Act 1867*
- *Evidence on Commission Act 1988*
- *Factors Act 1892*
- *Fair Trading Act 1989*
- *Family Services Act 1987* (Part 3) (jointly administered with the Minister for Child Safety and Minister for Sport)
- *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 and Minister for State Development and Trade)
- *Guardianship and Administration Act 2000 †*
- *Guides Queensland Act 1970*
- *Iconic Queensland Places Act 2008*
- *Imperial Acts Application Act 1984*
- *Information Privacy Act 2009*
- *Interactive Gambling (Player Protection) Act 1998*
- *Introduction Agents Act 2001*
- *Invasion of Privacy Act 1971*

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- *Judges (Pensions and Long Leave) Act 1957* (except to the extent administered by the Treasurer and Minister for Employment and Economic Development)
- *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 and Resources Tribunal Act 1999*
- *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* †
- *Liens on Crops of Sugar Cane Act 1931*
- *Limitation of Actions Act 1974*
- *Liquor Act 1992* (except to the extent administered by the Treasurer and Minister for State Development and Trade)
- *Lotteries Act 1997*
- *Magistrates Act 1991*
- *Magistrates Courts Act 1921*
- *Maintenance Act 1965*
- *Mercantile Act 1867*
- *Motor Vehicles and Boats Securities Act 1986*
- *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 (Interstate Transfer) Act 1982*
- *Prisoners International Transfer (Queensland) Act 1997*
- *Professional Standards Act 2004* †
- *Property Agents and Motor Dealers Act 2000*
- *Property Law Act 1974*
- *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*
- *Retail Shop Leases Act 1994*
- *Retirement Villages Act 1999*
- *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 (Northern Lands) Vesting Act 1941*
- *Roman Catholic Church Lands Act 1985*
- *Roman Catholic Relief Act 1830*
- *Sale of Goods (Vienna Convention) Act 1986*
- *Sale of Goods Act 1896*
- *Salvation Army (Queensland) Property Trust Act 1930*

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- *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*
- *Status of Children Act 1978*
- *Storage Liens Act 1973*
- *Succession Act 1981*
- *Supreme Court Act 1995*
- *Supreme Court Library Act 1968 †*
- *Supreme Court of Queensland Act 1991*
- *Surrogacy Act 2010*
- *TAB Queensland Limited Privatisation Act 1999*
- *Telecommunications Interception Act 2009*
- *Terrorism (Commonwealth Powers) Act 2002*
- *Torres Strait Islander Land Act 1991* (sections 47 to 59; Part 8; sections 131 and 135 as they apply to the provisions of the Act administered by the Minister) †
- *Tourism Services Act 2003*
- *Trade Measurement Legislation Repeal Act 2009*
- *Travel Agents Act 1988*
- *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*
- *Uniting Church in Australia Act 1977*
- *Urban Land Development Authority Act 2007*
- *Vexatious Proceedings Act 2005*
- *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*

† This Act established a statutory body or authority that is part of the portfolio of the Deputy Premier and Attorney-General, Minister for Local Government and Special Minister of State

## Acts administered by the Minister for Education and Industrial Relations

- *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\**
- *Dangerous Goods Safety Management Act 2001*
- *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*
- *Trading (Allowable Hours) Act 1990*
- *Workers' Accommodation Act 1952*
- *Workers' Compensation and Rehabilitation Act 2003\**
- *Workplace Health and Safety Act 1995\**

Note that these acts only relate to the Ministers' Industrial Relations portfolio.

\* This Act established a statutory body or authority that is part of the portfolio of the Minister for Education and Industrial Relations

## Appendix 3

### Voluntary early retirements and redundancies

In September 2009, the Australian Taxation Commissioner approved the Queensland Government's application for Queensland Public Service Workforce Rejuvenation Scheme. This scheme offered voluntary early retirement to tenured Senior Executive Service and Senior Officers employed in corporate and business support roles throughout the government.

One employee of the Department of Justice and Attorney-General elected to take early retirement under this scheme during 2010-11. The monetary value of the package was \$166 407.

One other staff member was retrenched during 2010-11 at a monetary value of \$8 396.

Two other staff members accepted redundancies during 2010-11. The combined monetary value of these packages was \$275 612.

During 2010-11, the Queensland Government announced a Voluntary Separation Program (VSP). The VSP is a savings measure that was announced as part of the 2010-11 Mid-Year Fiscal and Economic Review. It will be implemented by the department during the 2011-12 year.

## Appendix 4

### Percentage of women on boards and statutory authorities

Board or statutory authority	As at 30 June 2011			New members 1/7/10 - 30/6/11		
	Total no. of members	No. of females	% females	No. of new members	No. of females	% females
Adult Guardian*	1	0	0	1	0	0
Anti-Discrimination Commission	1	0	0	1	0	0
Anzac Day Trust	4	1	25	0	0	0
Appeal Costs Board	3	2	66.67	2	1	50
Breakwater Island Casino Community Benefit Fund	7	3	42.85	7	3	42.85
Building and Construction Industry (Portable Long Service Leave) Authority Board (QLeave)	8	2	25	8	2	25
Cardiac Assessment Tribunal	6	0	0	6	0	0
Composite Medical Assessment Tribunal	84	6	7.14	84	6	7.14
Contract Cleaning Industry (Portable Long Service Leave) Authority Board	6	3	50	0	0	0
Council of the Queensland Law Society Incorporated	13	6	46.15	13	6	46.15

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Board or statutory authority	As at 30 June 2011			New members 1/7/10 – 30/6/11		
	Total no. of members	No. of females	% females	No. of new members	No. of females	% females
Crime and Misconduct Commission - Chairperson and part-time Commissioners	5	3	60	2	2	100
Crime and Misconduct Commission - Assistant Commissioners	2	0	0	1	0	0
Crime and Misconduct Commission - Crime Reference Committee	2	2	100	1	1	100
Criminal Organisation Public Interest Monitor	1	0	0	1	0	0
Dermatology Assessment Tribunal	4	0	0	4	0	0
Director and Deputy Directors of Public Prosecutions	3	0	0	2	0	0
Disaster Appeals Trust Fund	5	0	0	0	0	0
Disfigurement Assessment Tribunal	5	1	20	5	1	20
Ear, Nose and Throat Assessment Tribunal	9	1	11.11	9	1	11.11
Electoral Commission of Queensland	1	0	0	0	0	0
Electrical Licensing Committee	4	2	50	0	0	0
Electrical Safety Board	7	3	42.85	0	0	0
Funeral Benefits Trust Fund Board of Trustees	4	1	25	0	0	0
Gambling Community Benefit Fund	8	5	62.5	8	5	62.5
General Medical Assessment Tribunal	71	12	16.90	0	0	0
Industrial Relations Commission	8	4	50	0	0	0
Information Commissioner/RTI Commissioner/Privacy Commissioner	4	4	100	3	3	100
Jupiters Casino Community Benefit Fund	7	4	42.85	7	4	42.85
Land Court	6	2	33.33	0	0	0
Land Tribunal (Aboriginal)	2	1	50	1	0	0
Law Reform Commission	6	3	50	6	3	50
Legal Aid Board	5	2	40	4	2	50



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Board or statutory authority	As at 30 June 2011			New members 1/7/10 – 30/6/11		
	Total no. of members	No. of females	% females	No. of new members	No. of females	% females
Legal Aid Queensland - Chief Executive Officer	1	0	0	1	0	0
Legal Practice Committee	7	3	42.85	7	3	42.85
Legal Practitioners Admission Board	8	4	50	8	4	50
Legal Services Commission	1	0	0	1	0	0
Licensing Review Committee	5	2	40	0	0	0
Neurology/Neurosurgical Assessment Tribunal	10	2	20	10	2	20
Ombudsman	1	0	0	1	0	0
Ophthalmology Assessment Tribunal	4	1	25	4	1	25
Orthopaedic Assessment Tribunal	48	1	2.08	48	1	2.08
Professional Standards Council	1	1	100	1	1	100
Public Advocate*	1	1	100	1	1	100
Public Interest Monitor#	3	1	33.33	0	0	0
Public Trustee of Queensland	1	0	0	0	0	0
Public Trust Office Investment Board	4	1	25	2	0	0
Queensland Civil and Administrative Tribunal-President and Deputy President	2	1	50	0	0	0
Queensland Civil and Administrative Tribunal-Senior Members, Ordinary Members and Adjudicators	146	88	60.27	28	12	52.85
Queensland Civil and Administrative Tribunal – Lay and Practitioner Panels (formerly Legal Practice Tribunal)	16	7	43.75	16	7	43.75
Queensland Liquor and Gaming Commission	5	2	40	0	0	0
Reef Hotel Casino Community Benefit Fund	6	5	83.33	6	5	83.33
Registrar-General (and Deputy) of Births Deaths and Marriages	2*	0	0	2	0	0
Responsible Gambling Advisory Committee	14	4	28.57	0	0	0
Sentencing Advisory Council	12	4	25	12	4	25

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Board or statutory authority	As at 30 June 2011			New members 1/7/10 – 30/6/11		
	Total no. of members	No. of females	% females	No. of new members	No. of females	% females
Solicitor-General	1	0	0	0	0	0
Supreme Court Library Committee	13	3	23.07	13	3	23.07
Workers' Compensation Regulatory Authority (Q-COMP) Board	7	4	42.85	7	4	72.85
WorkCover Queensland Board	7	3	42.85	0	0	0
Workplace Rights Ombudsman	1	0	0	1	0	0
Workplace Health and Safety Board	14	6	42.85	14	6	42.85
<b>Total</b>	<b>643</b>	<b>217</b>	<b>33.75</b>	<b>359</b>	<b>94</b>	<b>26.18</b>

\*Acting appointment only

#Acting appointment only (one male member).

## Appendix 5

### Environmental sustainability

#### Energy conservation

The department continued to implement energy efficiency initiatives and technology specifically in relation to lighting and air-conditioning upgrades, ensuring that it incorporated energy saving technology into new and refurbished buildings.

#### Achievements

- Reduced vehicle emission carbon output by 23.8 per cent from 2.414 kilotonnes in 2007 (8.8 per cent higher than Queensland Government's target of 15 per cent).
- Developed the *ClimateSmart 2050 - DJAG Fleet Implementation Plan 2010-12* to ensure that the department has the best chance of meeting its new CO2e emissions reduction target of 25.9 per cent by 31 December 2012.
- Reduced electricity consumption by an average of 20 per cent at Beenleigh, Southport and Maroochydore courthouses following lighting retrofits at all three sites and air-conditioning upgrades at Beenleigh and Maroochydore.
- All office fitouts, refurbishments and capital improvements comply with statutory requirements, met client expectations and were built to contemporary environmental standards.

#### Future action

- Continue to expand the use of alternative energy sources, including incorporation of solar panels for hot water systems in new and refurbished buildings.
- Continue to improve energy consumption levels by:
  - encouraging business areas to use energy efficiently and to install automated devices to switch off non-essential office equipment outside of business hours

# Appendices

- undertaking lighting retrofits and air-conditioning upgrades in department owned courthouses.

## Greenhouse gas emissions

The Department of Justice and Attorney-General is committed to supporting the Queensland Government's *Toward Q2 – Tomorrow's Queensland* target to cut Queenslanders' greenhouse gas emissions by one third by 2020. This commitment includes implementation of the Government's environmental and climate change strategies, such as the *ClimateQ: toward a greener Queensland* strategy.

The Queensland Government has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas emitting business activities, namely those linked to vehicle use, electricity consumption and air travel. These activities are sources of both direct and indirect greenhouse gas emissions, which are reported as carbon dioxide equivalent emissions.

It should be noted that comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries within the public sector, especially in situations where internal government shared services providers are used. Due to data availability limitations and timing constraints the twelve month reporting period from 1 April 2010 to 31 March 2011 has been applied.

While the best available data has been used, in some instances estimates have had to be reported due to the limitation of data collection processes or systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies may be proportioned based on the floor area they occupy.

Importantly, any attempted comparison of emission levels with those of previous periods must first ensure that all the relevant parameters are exactly the same and have not been affected by changes such as differences in the configuration and make-up of the department's building portfolio, changes to building functionality and/or occupancy levels, or changes to the emissions conversion factors used (which can vary each year as published in the Australian Government's *National Greenhouse Accounts Factors Workbook*).

The following table outlines the Department of Justice and Attorney-General's emissions for the period 1 April 2010 to 31 March 2011.

Activity	GROSS greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Less emission offsets (tonnes of CO <sub>2</sub> )	NET greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Explanatory Notes
<b>Vehicle usage</b>				
QFleet leased vehicles	2 028	47.02	1 981	1
Department-owned vehicles	0.009	-	0.009	
Hired vehicles	51	51	-	2
<b>Electricity consumption</b>				
Government-owned buildings	22 432	-	22 432	3
Leased privately-owned buildings	4 303	-	4 303	4

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Activity	GROSS greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Less emission offsets (tonnes of CO <sub>2</sub> )	NET greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Explanatory Notes
Air travel				
Domestic air travel on commercial airlines	1 073	1 073	-	5
International air travel on commercial airlines	72	72	-	5

## Notes:

1. The department has calculated emissions figures using the contracted kilometres-travelled methodology (used in previous years). The emissions offsets purchased by QFleet for the period up to 30 June 2010 relate to national Greenhouse Friendly™ certified carbon offsets for those vehicles that did not comply with the minimum Green Vehicle Guide (GVG) Greenhouse ratings.
2. The hire car vehicle emissions figures have been calculated by Avis Australia and are attributable to Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.
3. These emissions are calculated based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in buildings it owns, or in space it leases within other government buildings. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those government office buildings that do not have separate electricity sub-metering for departmental tenants, the electricity consumption and associated emissions have been apportioned 45 per cent to the landlord, and 55 per cent to the tenants – in line with historical benchmarking. Emissions have been calculated by converting relevant electricity consumption using the Scope 2 conversion factor of 0.89 kg CO<sub>2</sub>-e/kWh as published in the Australian Government's *National Greenhouse Accounts Factors Workbook (July 2011)*.
4. These emissions figures are based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in spaces leased in buildings other than government-owned ones (i.e. privately-owned). Electricity usage has been calculated or estimated using actual electricity records or lease charges received from landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.
5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPPO) during the period 1 April 2010 to 31 March 2011, specifically:
  - international air travel on commercial airlines
  - domestic air travel on commercial airlines.

The emissions are calculated by QGCPPO using the kilometres flown from data provided by the relevant commercial airline and applying a methodology based on International Civil Aviation Organisation criteria. This methodology uses an averaged consumption of fuel per passenger for flights, which can then be converted into tonnes of CO<sub>2</sub>.

The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.

## Water conservation

The Queensland Government is leading a number of key water management strategies, including the conservation of potable water within high water use Government assets. The Department of Justice and Attorney-General is contributing to this policy through careful and considered water management. This includes initiatives such as harvesting water at department owned buildings and redirecting it to the toilets.

## Achievements

- Opened Ipswich Courthouse boasting a 23 000 litre rainwater tank for garden maintenance.
- Complied with Brisbane City Council's *Water Efficiency Management Plan*.

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## Future action

- Refurbish the Toowoomba Courthouse featuring a 10 000 litre rainwater tank.
- Consider other water saving technology as part of all capital work and major building refurbishment projects.

## Waste management

The department established a strategic waste management plan under the *Environmental Protection (Waste Management) Policy*. The plan provides:

- the framework to address the department's waste management practices and to formalise waste management initiatives and objectives
- ways to avoid, minimise or treat appropriately, departmental waste and to limit any adverse impact on the environment, workplace or public health.

The department continues to seek opportunities to expand its recycling program and improve other waste management practices.

## Appendix 6

### Overseas travel

This section provides a summary of overseas travel by judicial and departmental officers on official business. These are actual costs to the department during 2010–11 including, in some cases, costs carried over for periods of travel occurring before 1 July 2010. These travel expenses exclude judicial entitlements that are available on the courts website, [www.courts.qld.gov.au](http://www.courts.qld.gov.au).

Officer and position	Destination	Travel purpose	Agency cost	Contribution from other agencies or sources
Michael Barnes, State Coroner, Office of the State Coroner	Auckland, New Zealand	Asia Pacific Coroners Society Conference	\$3 309	Nil
Christine Clements, Deputy State Coroner, Office of the State Coroner	Auckland, New Zealand	Asia Pacific Coroners Society Conference	\$ 1 270	Nil
Executive Director, Electrical Safety Office, P Lamont	Chicago, USA	Asia Pacific Economic Cooperation (APEC) Electrical Equipment MRA Joint Regulatory Advisory Committee (JRAC)	Nil	100% funded externally by Electrical Regulatory Authorities Council of Australia and New Zealand
Executive Director, Electrical Safety Office, P Lamont	Hong Kong	Hong Kong Symposium on Electrical and Mechanical Safety Department (EMSD) Symposium	\$ 290	100% funded externally by EMSD other than incidentals

# Appendices

Officer and position	Destination	Travel purpose	Agency cost	Contribution from other agencies or sources
Executive Director, Electrical Safety Office, P Lamont	Tokyo, Japan	Asia Pacific Economic Cooperation (APEC) Electrical Equipment MRA Joint Regulatory Advisory Committee (JRAC)	\$ 1 460	35% funded by APEC Electrical Equipment JRAC
Grant Hastie, Principal Advisor (Dangerous Goods), Workplace Health and Safety Queensland (WHSQ)	Queenstown, New Zealand	Association of Rotational Moulders of Australasia (ARMA) Annual Conference	\$ 30	100% funded externally by ARMA other than incidentals
John Briton, Commissioner, Legal Services Commission	San Francisco/United States and London/Birmingham, United Kingdom	Fourth International Legal Ethics Conference, San Francisco & UK counterpart regulators at the British Legal Services Board, Solicitors Regulation Authority and Office for Legal Complaints	\$3 750	Nil
Michael Logan, Director, Electrical Regulatory Authorities Council (ERAC) Secretariat - Electrical Safety Office	Wellington, New Zealand	Negotiate implementation of the ERAC review of the Electrical Equipment Safety System (EESS)	\$ 1 350	30% funded externally
Michelle Macklin, Manager, Evaluation Unit, Workplace Health and Safety Queensland (WHSQ)	Wellington, New Zealand	Australasian Evaluation Society Conference 2010	\$ 770	Nil
Michael Sarquis, Executive Director, Office of Liquor and Gaming Regulation	Washington, USA	IAGR Conference, IAGR/International Association of Gaming Advisors	Nil	100% funded by International Association of Gaming Advisors
Rod Cruice, Manager, Electrical Licensing	Auckland/Hamilton, New Zealand	Electrotechnology Industry Training Organisation (ETITO)/ Electrical Supply Industry Training Organisation (ESITO) & industry working groups	\$ 260	100% funded externally by EE-OZ Training Standards other than incidentals
The Honourable Justice M McMurdo AC^	Washington, USA	Senior roundtable on Women and the Judiciary	\$ 12 960	Nil
The Honourable Paul de Jersey AC, Chief Justice of Queensland*	Berlin/London	Australian Bar Association Conference 2011, Berlin, engagements in London	\$ 26 580	Nil

# Appendices

Officer and position	Destination	Travel purpose	Agency cost	Contribution from other agencies or sources
The Honourable Paul de Jersey AC, Chief Justice of Queensland*	Guam	19th Pacific Regional Judicial Conference	\$ 4 900	Nil
The Honourable Paul de Jersey AC, Chief Justice of Queensland*	Seoul, South Korea	14th Conference of Chief Justices of Asia and the Pacific Conference Planning Meeting	\$ 13 600	Nil
The Honourable Paul de Jersey AC, Chief Justice of Queensland*	Vancouver/Ottawa, Canada and Hong Kong	International Bar Association (IBA) Conference and precedent engagements	\$ 44 940	Nil
The Honourable Paul de Jersey AC, Chief Justice of Queensland*	Wellington, New Zealand	Council of Chief Justices of Australia and New Zealand	\$ 930	Nil
Victoria Thomson, Director, Industry Strategy Unit	New Zealand	Australia & New Zealand School of Government (ANZSOG) Executive Masters in Public Administration (EMPA)	\$ 1 480	10% external funding

\*The trip is in accordance with the Chief Justice Entitlement Booklet paragraph 1.1 schedule A.

^The trip is in accordance with the President's Entitlement Booklet paragraph 1.1 schedule A.

## Appendix 7

### Cost of consultancies

The department incurred \$206 695 on the cost of consultancies for 2010–11. Major consultancies included:

- evaluation of the Homeless and Special Circumstances Court Diversion Program
- structural review of Queensland Workers' Compensation Scheme and evaluation of Workers' Compensation rates
- provision of a review of the Queensland Workplace Rights Office
- provision of the review of the Legal Aid Queensland Act
- review of the rural services delivery contract.

Category	Cost
Management	\$149 645
Professional/Technical	\$57 050
Total	\$206 695

## Appendix 8

### ANZAC Day Trust Annual Report

The Queensland Government passed legislation in 1965 that allowed places of public entertainment and amusement to trade on the afternoon and evening of Anzac Day. This heralded 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 over 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. The main source of funds, however, continues to be an annual grant provided by the Queensland Government.

#### The trustees

The following Board of Trustees were appointed for a three year term commencing 26 April 2010:

- Mrs P E Waters – Chairperson
- Mr Brian Avery – representing the Legacy Clubs of Queensland
- Mr Peter Jones – representing the Returned & Services League of Australia (Qld Branch)
- Mr J S (Steve) Rowan – representing all other ex-service organisations.

#### Activities

The main activities of the Trust throughout the year are the public appeal in April, and the disbursement of the Trust Fund, including the Government grant appropriation, in November of the same calendar year.

Queensland bowls clubs, sporting clubs, metropolitan hotels and bars, cinemas and theme parks/tourist attractions were canvassed in the 2011 appeal which netted a total of \$18 663 from 42 donors (\$20 833 from 61 donors in 2010).

In the 2010-11 financial year, payments totalling \$1 171 993 were disbursed to 260 applicant ex-service organisations. In the previous financial year, 269 organisations had benefited. Preliminary indications are that disbursements will occur to more than 250 organisations in 2011-12.

#### Income

The Trust was funded mainly by way of a grant appropriation of \$1 139 443 from the Queensland Government.

Proceeds of the annual appeal totalled \$18 663.

Interest on investments during the year, amounted to \$13 721 and cash at bank as at 30 June 2011 was \$24 828.



# Appendices

## 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 in line with the provisions of the *Financial Accountability Act 2009*.

## Disbursement of the ANZAC Day Trust Fund

The Trust Fund is paid out annually to applicant ex-service organisations in November. In 2010, \$1 171 993 was given as follows:

	\$
<b>Returned and Services League of Australia</b>	<b>556 034</b>
(Queensland Branch) (branches and sub-branches)	
<b>R.S.L. (Qld.) War Veterans Homes Limited</b>	<b>100 000</b>
<b>Legacy Clubs of Queensland</b>	<b>289 247</b>

### Made up as follows:

Bundaberg	8 455
Brisbane	162 000
Cairns	5 905
Gold Coast	23 745
Coolangatta/ Tweed Heads	18 325
Ipswich	14 161
Mackay	5 433
Rockhampton & Central Queensland	11 576
Toowoomba	11 177
Townsville	28 470

**Other organisations** **226 712**

### Made up as follows:

2/15th BN AIF Remembrance Club	1 000
2nd Battalion The Royal Australian Regiment Association	1 000
2nd Field Ambulance Past Members Assoc	1 000
ADCC War Veterans Trust	12 326

# Appendices

Air Crew Association Brisbane Branch	980
Armed Services Assistance Centre	3 138
Australian Army Training Team Vietnam Association (Qld Branch) Inc	1 000
Aust Federation of TPI Ex-servicemen & Women Qld	8 074
Australian Womens Army Service Assoc of Qld Inc	1 000
Bundaberg & District Disabled Veterans Association Inc	1 000
Bundaberg & District Ex Servicewomens Association Inc	1 000
Caloundra Combined Ex-Servicewomens Association	1 000
Capricorn Disabled Servicemens & Womens Assn Rockhampton & Districts Inc	1 000
Council of Ex-Servicewomens Associations (Qld)	1 000
Dalby & Districts Disabled Veterans Association	1 000
Defence Force Welfare Association Queensland Branch	1 000
Ex-servicemen & Women Welfare Association Inc	1 000
Ex-servicewomen's Assn Hervey Bay Social Club	1 000
F.E.S.R. Navy Association (Qld Division)	1 000
Far North Qld Veteran & Ex-service Support Centre Inc	1 000
Gold Coast & District Ex-Servicewomens Association	1 000
Hervey Bay Vietnam Veterans Social Club	1 516
Incapacitated Servicemen and Women's Assoc of Aust	6 234
Naval Associations of Australia - Queensland	17 797
National Servicemen's Association of Australia (Qld) Inc	22 401
Partially Blinded Soldiers Association of Australia (Qld Branch)	1 634
Post 1955 Veterans Group Inc	1 188
Queensland Commando Association	1 000
RAAF Associations	18 820
RAAOC Association (Qld Div) Inc	1 226
Rats of Tobruk Association (Queensland)	1 000
Redcliffe District Ex-Service Womens Club Inc.	1 000
Royal Australian Army Nursing Corps Association Queensland Inc	1 000
Royal Australian Navy Corvettes Assoc (Qld)	1 000
Royal Australian Regiment Association (Queensland Division) Inc	1 000
Royal Marines Association Queensland	1 000
Royal Naval Association Queensland Branch	1 000
Totally & Permanently Disabled Ex-Servicepersons Assoc (Townsville) Inc	7 270
Totally & Permanently Disabled Soldiers' Assoc Brisbane North	783
Totally & Permanently Disabled Soldiers' Assoc (Fraser Coast) Inc	1 000
Totally & Permanently Disabled Soldiers' Assoc (Fraser Coast) Inc Ladies Auxiliary	1 000

# Appendices

Totally & Permanently Disabled Soldiers' Assoc (Sunshine Coast) Inc	1 000
Totally & Permanently Disabled Soldiers' Association Queensland Inc	1 000
Tweed, Coolangatta & District Ex-Service Women's Association (Inc)	1 000
Veterans Support & Advocacy Service Australia Inc	19 808
Victoria Barracks Historical Society	1 000
Vietnam Logistical Support Veterans Association Inc	1 000
Vietnam Veterans Association of Australia (Queensland)	13 463
Vietnam Veterans Federation of Australia Queensland Branch Inc	1 000
Vietnam Veterans Federation of Australia Townsville Sub Branch Inc	2 528
War Widows Guild of Australia (Qld)	52 526
War Widows Guild of Australia (Qld) - Caloundra Sub Branch	1 000
Womens Royal Australian Army Corps Queensland Inc	1 000

**TOTAL**

**\$1 171 993**

## ANZAC Day Trust donors

Alma Park Zoo

Ardent Leisure Limited (Dreamworld & WhiteWater World)

AussieWorld

Australia Zoo

Big Screen Cinemas Hervey Bay

Bribie Island Bowls Club Inc

Brighton Bowls Club Inc

Brothers Leagues Club Ipswich Inc

Buderim Bowls Club Inc

Bulimba Memorial Bowls & Community Club Inc

Bundaberg RSL Sub Branch

Cairns RSL Sub Branch

Cairns RSL Club Limited

Carina Leagues Club Limited

Clifton Bowls Club Inc

Cooloola Coast Bowls Club Inc

Dalby Bowls Club Inc

Domani's Italian Restaurant

Eidsvold Bowls Club Inc

Event Cinemas

Gatton RSL Services Club Inc

Geebung-Zillmere RSL & Services Memorial Club Inc

Glenden Town Club Ltd

Gum Sing Pty Ltd, Wynnum

Hervey Bay RSL & Services Memorial Club Inc

Ipswich RSL Services Club Inc

Kedron-Wavell RSL Sub Branch Inc

King Tutt's Putt Putt Pty Ltd

Kingaroy & Dist RSL & Citizens Memorial Club

Murgon Lions Club

Paradise Point Bowls Club Inc

R & S Hawkins Pty Ltd – McDonalds Gladstone

RAAM Trading Pty Ltd

Redcliffe Golf Club

Sherwood Services Club Inc

Sporting Shooters Assoc of Aust (Brisbane)

Tewantin-Noosa Bowls Club Inc

The Bay Boozatorium

Townsville RSL Sub-branch Inc

Village Roadshow Themeparks (Seaworld, Warner Bros. Movieworld, Wet 'N' Wild Waterworld)

Virginia Golf Club

Wondai Country Club

The full audited financial statements for the ANZAC Day Trust are provided in the attached CD.

## Appendix 9

### Workplace Health and Safety Board Report

The Workplace Health and Safety Board is the peak advisory body to the Queensland Government and the Minister for Industrial Relations on workplace health and safety issues.

It is established under Section 44 of the *Workplace Health and Safety Act 1995* to give advice and make recommendations to the Minister regarding policies, strategies, allocation of resources, and legislative arrangements for workplace health and safety.

The Queensland *Work Health and Safety (WHS) Act 2011* which will repeal the *Workplace Health and Safety Act 1995* on 1 January 2012 provides for the continuation of the Workplace Health and Safety Board under Schedule 2 of the WHS Act.

Through the Board, key industry representatives work collaboratively to assist WHSQ in developing workplace health and safety strategies, legislation and advice.

#### Membership

The current Board was appointed on 1 January 2011 for a three year term.

The Board is comprised of 13 members representing employer and worker associations and experts. Members are selected by the Minister for their knowledge and experience in workplace health and safety.

The Board's current membership is as follows:

#### Chair

Mr Vince O'Rourke

#### Representing employers

Mr John Crittall, Director, Construction Division, Master Builders Association Queensland

Ms Wendy Erhart, Co-Owner, G & W Racing Pty Ltd

Mr Peter Garske, Chief Executive Officer, Queensland Trucking Association

Ms Joanne Grainger, Chair, Cotton Australia

Mr Mark Chandler – resigned 30 March 2011, Manager – OHS Consulting Services, Australian Industry Group

#### Representing workers

Ms Amanda Richards, Assistant General Secretary, Queensland Council of Unions

Mr Wallace Trohear, Representing the CFMEU Construction Division

Mr Tom Jeffers, Vice President and Southern District Secretary, Australian Workers' Union

Ms Julie Bignell, Branch Secretary, Australian Services Union (Central & Southern Qld Branch)

Mr Brian Devlin, Assistant Secretary/Secretary TSA Division, Australian Manufacturing Workers' Union

#### Other members

Ms Kelli Stallard, Partner, Dibbs Barker Lawyers

Mr Tony Hawkins, Chief Executive Officer, WorkCover Queensland

Ms Kirstin Ferguson – appointed 1 January 2011, former CEO, Sentis

## Meetings

The Board formally met five times during 2010-11.

## WHS Board Work Plan

The Board held its annual planning session in March 2011 and agreed to continue to focus on building a culture of safety leadership in Queensland workplaces through the Zero Harm at Work Leadership Program which targets senior levels of management of leading and influencing organisations. Zero harm at work is the overarching philosophy for workplace health and safety in Queensland for the next 10 years and beyond. It means no harm to anyone, anytime while at work.

The Board's work plan also includes strengthening strategic alliances and education and awareness raising of workplace health and safety within specific industry groups.

## Zero Harm at Work Leadership Program Activities

The Zero Harm at Work Leadership program engages Queensland's industry leaders and promotes the open sharing of knowledge, innovation and experience across industry. During 2010-11, four successful industry based forums were held in the construction/housing, transport/storage, manufacturing, and health and community services sectors. Further industry and regional forums are planned for 2011-12.

As at 30 June 2011, the program included 161 members from leading Queensland companies, associations and unions.

## Other Activities

The Board considered and made recommendations on various issues throughout the year including:

- National Harmonisation of Model OHS Laws
- Medium Sized Business Initiative
- Young Workers Project.

## 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 workplace health and safety in the industry sector for which the committee was established.

During 2010, the committees saw the completion of the *Industry Action Plans 2008-2010* for their respective industry sectors. Common across all plans was a greater focus on education and awareness and a strong emphasis on initiatives to reduce the incidence of musculoskeletal disorders.

Over 2010-11, WHSQ delivered on many of the Industry Action Plans and work plans' initiatives including 23 'Managing manual tasks risks' workshops in the construction, manufacturing, community care and hospitality industries, attended by approximately 330 participants.

A Concreting Working Party has specifically addressed manual handling tasks for this high risk group in the construction industry.

In the retail and wholesaling sector, engagement with grocery retail and builders' supplies wholesalers has identified ways to manage common hazards and risks. Focus groups and workshops have identified and addressed key issues for cleaners in the hospitality industry, as well as slip, trip and fall risks for all workers.

Interviews with managers have provided a better understanding of OHS challenges in the transport and storage industry and regional networks are being established throughout the State.

In the health and community services sector a 'Managing psychological injuries in the workplace' workshop was well-received by 153 delegates, whilst the 2010 School Safety Conference, attracted approximately 120 representatives from the State, Independent and Catholic education sectors.

Manufacturing industry priorities continue to be in the Red Meat and Poultry processing industry and the Sheet Metal, Metal Fabrication and Plastic manufacturing industry.

In the rural industry, the priority issues have been quad bike and high risk plant safety, addressing musculoskeletal risks in the horticultural industry, and safety management systems for beef cattle handling.

## Appendix 10

### 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 a Commissioner for Electrical Safety, an Electrical Safety Board (the Board) and three committees: the Electrical Safety Education Committee; the Electrical Licensing Committee and the Electrical Equipment Committee. All committees report to the Board.

Mr Jack Camp was appointed Queensland's first Commissioner for Electrical Safety in October 2002 for five years and he was reappointed for a further five year term in October 2007. The Commissioner provides independent electrical safety advice to the Minister and chairs and manages the Board and committees.

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. Membership of the Board and three committees is for a term of three years. Current Board and committee members were appointed for a three year period commencing 1 October 2008.

#### Board membership

##### Chair

Mr Jack Camp

##### Chief Executive of the Department of Justice and Attorney-General

Mr Barry Leahy, Associate Director-General, Nominee of the Director-General

##### Representing employers

Mr Malcolm Richards, Chief Executive Officer, Electrical and Communications Association, Queensland

Mr Bruce Lancaster, Estimator – Electrical, John Holland Group Pty Ltd – SMP Division

##### Representing workers

Mr Allen Hicks (observer), Assistant Secretary, Electrical Trade Union

Ms Michelle Burgoyne, Electrical fitter and mechanic, employed by Rio Tinto Alcan

## **Representing the community**

Ms Cherie Dalley, President, Queensland Consumers Association, Councillor, Logan City Council

Ms Peta Frampton, Mathematics teacher, employed by Brisbane School of Distance Education

## **Board activities and achievements**

The Electrical Safety Board met six times during the year.

### ***Electrical Safety Plan for Queensland 2009 – 2014***

A major undertaking was assessing performance against the *Electrical Safety Plan for Queensland 2009 – 2014*. The plan outlines strategies, goals and targets to support improvements in electrical safety. The issues identified in the plan help to ensure the plan can address emerging risk areas as and when they occur.

## **Legislation amendments**

The board recommended amending the *Electrical Safety Act 2002* (the Act) and the *Electrical Safety Regulation 2002* (the Regulation) to ensure legislation continues to meet policy intent. three amendments came into force during the year.

## **Council of Australian Governments' decision to implement a national licensing system**

The Electrical Safety Office (ESO) has been represented on a number of national committees and working groups that have been considering a national system. The Board has taken a keen interest in progress of the matter and has had significant input and comment through the ESO representatives.

The Board continues to be concerned that the final system to be introduced nationally does not dilute the robust current Queensland electrical licensing system.

## **Safety switch research project**

The Board continued to support and provide input to the ESO's research into the reliability of safety switches. The project researched the general failure rate and identified the significant influencing factors.

## **Other activities**

The Board considered and/or made recommendations on various other issues throughout the year including:

- Investigation of emerging technologies relating to improvement of electrical safety
- Continued input into a research project about attitudes to electrical safety of licensed electrical workers and contractors, as a result of continued electrical incidents involving electrical workers and contractors
- Demonstration of the ability of electrical workers and contractors to adequately test their electrical work.

## **Committees**

The Electrical Licensing Committee (the Committee) establishes and safeguards appropriate standards of performance for electrical services providers, and provides advice to 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.

During the year, matters involving five electrical licence holders were referred to the Committee for consideration of disciplinary action as a result of unsafe electrical work and non-compliant practices.

The Committee also heard 17 review appeals against decisions refusing electrical licence applications. The Committee confirmed 17 cases, varied one case, and deferred another case pending further investigation.

The Committee also provided advice on:

- an ESO review into the appropriateness of disciplinary actions handed down at disciplinary hearings involving licensed electrical workers and contractors
- the Council of Australian Governments' decision to introduce a national trade licensing system.

The Electrical Safety Education Committee continued its focus on the provision of advice and making recommendations to the Board about the promotion of electrical safety in workplaces and in the broader community.

The Electrical Equipment Committee continued its focus on providing advice and making recommendations to the Board about the safety, energy efficiency and performance of electrical appliances and equipment. The Committee also focused on changes to national electrical safety standards, proposed research to identify trends in electrical equipment incidents, as well as those involving emerging technologies.

## Appendix 11

### Consumer Safety Committee

#### Role and membership

The Consumer Safety Committee was an expert advisory body for the Minister for Fair Trading and was constituted under the *Fair Trading Act 1989*.

The functions of the committee were to:

- consider matters referred by the Minister or Commissioner
- provide recommendations on whether certain goods or services should be banned or have some condition placed on their supply
- provide advice to the Minister or Commissioner on general consumer or product safety issues.
- The new national Australian Consumer Law took effect from 1 January 2011. Consequently, the committee was disbanded from this date.

The committee consisted of nine members.

#### Activities and achievements

The committee considered the following issues in the course of the year:

- consumer education campaigns on blind cord safety and furniture stability; and
- development of an Australian Standard for the safety of infant mattresses.

The committee formally held one meeting during 2010-11.



## Appendix 12

### Disaster Appeals Trust Fund Committee

#### Role and membership

The Disaster Appeals Trust Fund committee is constituted under the *Collections Act 1966*. The committee comprises five members, of which the Public Trustee is ex-officio and the remainder are appointed by the Governor in Council.

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.

#### Activities and achievements

Despite the natural disasters occurring in Queensland in late 2010 and early 2011, the committee did not need to meet during 2010-11 to allocate funds to the Premier's Disaster Relief Appeal because of overwhelming public generosity.

## Appendix 13

### Funeral Benefit Trust Fund

#### Role and membership

The Funeral Benefit Trust Fund is constituted under the *Funeral Benefit Business Act 1982*. The Board of Trustees administers the fund by determining claims made by policy holders/contributors.

The Board of Trustees consists of four members appointed by Governor in Council of which only the representative of the corporations receives remuneration for meeting attendance.

The fund covers the cost of secretariat and administrative support provided by the Office of Fair Trading and the corporations as well as revaluation and investment cost and bank fees.

#### Activities and achievements

During 2010-11, the board processed 221 funeral benefit claims resulting in \$63 695 being paid from the fund. During the same period, 56 contributors surrendered their agreements resulting in a payout to contributors of \$10 958.

The Board of Trustees formally met 12 times during 2010-11.

## Appendix 14

### Queensland Gaming Commission

#### Role and membership

The Queensland Gaming Commission is an independent statutory authority constituted under the *Gaming Machine Act 1991*. The commission is empowered to and carries out various functions and responsibilities under the Act, namely:

# Appendices

- granting, cancelling and suspending various licenses including gaming machine licenses, monitoring operator licenses and major dealers licenses
- determining the permitted hours of gaming at sites and other operational conditions
- determining the maximum number of machines operable at sites.

From 1 July 2011, the Queensland Gaming Commission continues under the name Queensland Liquor and Gaming Commission.

The commission consists of five members who meet at least once per month subject to need.

## Activities and achievements

The following table shows the gaming machine licences considered by the commission during 2010-11.

Licence Type	Total
Granted (clubs)	4
Granted (hotels)	77
Surrendered (clubs)	11
Surrendered (hotels)	8
Additional Premises (clubs)	1
Approved applications for an increase in gaming machines (clubs and hotels)	35
Increase in gaming hours (clubs and hotels)	5
Permanent entitlement transfers (clubs)	41
Number of entitlements transferred (clubs)	460

The Queensland Civil and Administrative Tribunal reviewed two commission decisions during 2010-11. Both matters are finalised.

The commission formally held 12 meetings during 2010-11.

## Appendix 15

### Responsible Gambling Advisory Committee

#### Role and membership

The Responsible Gambling Advisory Committee (RGAC) is a key element of the Queensland Responsible Gambling Strategy. The Committee provides a forum for the community, gambling industry and State Government to work together to develop ethical and responsible approaches to gambling.

The Committee is an advisory body of the Queensland Government on responsible gambling-related issues. It provides expert strategic advice to the Queensland Government on how to minimise the negative impacts of gambling on Queenslanders.

Members are drawn from community organisations, the gambling industry and relevant government agencies.

Gambling industry representation occurs through Clubs Queensland, Queensland Hotels Association, Tabcorp, UniTAB and Golden Casket Lottery Corporation Limited.

The community sector representation is achieved through the Gambling Help Network, the Queensland Council of Social Services, Ethnic Communities' Council of Queensland, heads of churches and rural and remote communities.

The Queensland Government is represented by the Department of Communities, Queensland Health and the Department of Justice and Attorney-General.

## Activities and achievements

During 2010-11, the committee:

- advised the Minister on the recommendations of the Productivity Commission Inquiry into Gambling's final report
- conducted the annual regional community services and industry forum at Rockhampton in September 2010
- reviewed gambling-related research reports in the context of their potential for policy application and advice to the Minister.

The committee formally held four meetings during 2010-11.

## Appendix 16

### Gambling Community Benefit Fund

#### Role and membership

The Gambling Community Benefit Fund was established in 1994 under the *Gaming Machine Act 1991*. The fund aims to enhance the capacity of community organisations to provide service and activities to Queenslanders.

The committee is made up of eight members to represent the interests of the community.

#### Activities and achievements

The committee formally held four meetings during 2010-11. As a result, 2 182 applications were approved, totalling more than \$41.9 million.

## Appendix 17

### Breakwater Island Casino Community Benefit Fund

#### Role and membership

The Breakwater Island Casino Community Benefit Fund was established in 1987 under the *Casino Control Act 1982*, to provide non-recurrent grants to not for profit community organisations in North Queensland. The geographical reach of the fund covers the areas of Mount Isa, Cloncurry, McKinlay, Richmond, Flinders, Charters Towers, Hinchinbrook, Townsville, Burdekin, Whitsunday and Mackay.

The board is made up of seven members to represent the interests of the community.

#### Activities and achievements

The board formally met two times during 2010-11. As a result, 88 applications were approved, totalling more than \$360 000.

## Appendix 18

### Jupiters Casino Community Benefit Fund

#### Role and membership

The Jupiters Casino Community Benefit Fund was established in 1987 under the *Casino Control Act 1982*, to provide non-recurrent grants to not for profit community organisations. The funds geographical jurisdiction extends from the Queensland and New South Wales border to the northern boundaries of Boulia, Winton, Barcaldine and Isaac.

The board is made up of seven members to represent the interests of the community.

#### Activities and achievements

The board formally met two times during 2010-11. As a result, 204 applications were approved, totalling more than \$5.4 million.

## Appendix 19

### Reef Hotel Casino Community Benefit Fund

#### Role and membership

The Reef Hotel Casino Community Benefit Fund was established in 1996 under the *Casino Control Act 1982*, 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.

The board is made up of seven members to represent the interests of the community.

#### Activities and achievements

The board formally met two times during 2010-11. As a result, 83 applications were approved, totalling more than \$600 000.

## Appendix 20

### 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 2010–11 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	\$3 297
Electrical Safety Committees	\$3 657
Funeral Benefit Trust Fund	\$1 152
Gambling Community Benefit Fund	\$4 926
Industry Sector Standing Committee	\$6 935
Jupiters Casino Community Benefit Fund	\$987
Queensland Gaming Commission	\$14 719
Workplace Health and Safety Board	\$9 669

# Glossary

## Glossary

ADR	Alternative Dispute Resolution	ODPP	Office of the Director of Public Prosecutions
ARMC	Audit and Risk Management Committee	OHS	Occupational Health and Safety
BOM	Board of Management	PID Act	Public Interest Disclosure Act
CALD	Culturally and linguistically diverse	PSC	Public Service Commission
CFMEU	Construction, Forestry, Mining and Energy Union	QAO	Queensland Audit Office
CFO	Chief Financial Officer	QCAT	Queensland Civil and Administrative Tribunal
CMC	Crime and Misconduct Commission	Q-COMP	The Queensland Workers' Compensation Regulatory Authority
COAG	Council of Australian Governments	QGAP	Queensland Government Agent Program
DSP	Disability Service Plan	QGCP0	Queensland Government Chief Procurement Office
ESO	Electrical Safety Office	QIRC	Queensland Industrial Relations Commission
FTE	Full time equivalent	QLeave	Building and Construction Industry (Portable Long Service Leave) Authority Board
Gencos	Government Owned Generator Corporations	RIS	Regulatory Impact Statement
GVG	Green Vehicle Guide	RTI	Right to Information
ILO	International Labour Organisation	SPER	State Penalties Enforcement Registry
IR	Industrial Relations	Victim Assist	Victim Assist Queensland
JP	Justices of the Peace	VSP	Voluntary Separation Program
MAP	Multicultural Action Plan	WHS Act	Workplace Health and Safety Act
Moynihan Review, The	Review of the civil and criminal justice system in Queensland	WHSQ	Workplace Health and Safety Queensland

## **Our finances**

The CD-ROM attached below contains an electronic version of the full financial statements of the Department of Justice and Attorney-General for the 2010-11 financial year.

