

Annual Report 2013–2014



Communication Objective

The Department of Justice and Attorney-General's annual report summarises its financial and corporate performance for 2013–14. 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 in understanding the annual report, you can contact us on 13 QGOV (13 7468) and we will arrange an interpreter to effectively communicate the report to you.

The full financial statements of the Department of Justice and Attorney-General for 2013–14 are contained on the CD attached to the inside the back cover of the report.

Our report including additional information not reported in the published version is available at: <http://www.justice.qld.gov.au/corporate/general-publications/annual-report/2013-14-djag-annual-report>.

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

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Contact details and location of feedback survey:

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

ISSN 1838-1987

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Table of contents

Letter of compliance.....	2	– Public sector ethics	51
Director-General’s message	3	– Queensland Audit Office reports.....	52
The Minister	5	– Queensland Coroner recommendations	52
The department	5	– Queensland Ombudsman reports	53
Organisational structure.....	6	• Our people	
Getting Queensland back on track.....	8	– Workforce planning, attraction frameworks and key strategies to retain staff	54
Planning, performance and reporting	9	– Learning and development.....	54
Strategic risks	10	– Employee opinion survey.....	55
Queensland is safe—our performance.....	11	– Reward and recognition.....	55
Queensland is fair and just—our performance.....	24	– Staff health and wellbeing	55
Queensland can get on with the job—our performance	34	– Culture and values.....	55
Queensland gets great service—our performance.....	40	• Information systems and recordkeeping	
DJAG is responsive and high performing—our performance	46	– Case management systems	56
• Governance, management and structure		– Open data	56
– Governance committees.....	46	• Financial performance	57
– Board of Management.....	47	• Chief Financial Officer statement	60
– Audit and Risk Management Committee... ..	49	Service standards and other performance measures standards.....	64
– Risk management framework.....	50	Crown Law	81
– Internal Audit.....	51	Appendices 1 to 15	92



Letter of compliance

11 September 2014

The Honourable Jarrod Bleijie MP
Attorney-General and Minister for Justice
Level 18, State Law Building
50 Ann Street, Brisbane Qld 4000

Dear Attorney

I am pleased to present the Annual Report 2013–14 and financial statements for the Department of Justice and Attorney-General.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies* published by the Department of the Premier and Cabinet.

A checklist outlining the annual reporting requirements can be accessed at <http://www.justice.qld.gov.au/corporate/general-publications/annual-report/2013-14-djag-annual-report>.

Yours sincerely

John Sosso
Director-General



Director-General's message



I am very pleased to present the Department of Justice and Attorney-General's 2013–14 Annual Report. It has been a year of significant change and achievement for the department. This report demonstrates our strong contribution to the Queensland Government's objectives and the department's progress towards achieving its vision of a fair, safe and just Queensland.

Departmental services expand

A number of machinery-of-Government changes during the year have increased the range and diversity of services provided by the department. Queensland Corrective Services and the Workers' Compensation Regulatory Authority (trading as Q-COMP) transferred into the department. In line with recommendations of the Queensland Child Protection Commission of Inquiry, certain functions of the Commission for Children and Young People and Child Guardian were transferred to the Public Guardian (established on 1 July 2014).

I would like to welcome our new departmental colleagues and thank staff who have ensured these changes have been managed so smoothly and effectively.

In response to these and previous machinery-of-Government changes, my Board of Management has worked during the year to develop a new strategic plan focused on shared strategic outcomes. This report reflects the new strategic directions.

Reform and renewal agenda

During 2013–14, the department continued its strong contribution to the Government's renewal and reform agenda, while continuing to provide effective services to its diverse range of clients throughout Queensland.

Some reform and renewal activities are already delivering improved services and outcomes in red tape reduction and improvements to workers compensation arrangements. The new Office of the Public Guardian, part of the Government's child protection reforms, commenced operations on 1 July 2014. Other reform and renewal programs for justice and courts services, youth justice and corrections are long term and complex. In 2013-14, the department's efforts were focused on progressing the planning required to implement these programs in future years.

Significant legislative and policy program delivered

During the year, the department has delivered a significant legislative and policy agenda. In 2013–14, 25 departmental Bills were introduced into the Legislative Assembly, almost 30% of all Bills introduced during the year. The department provided 17% of all Cabinet Submissions for the year. This important work supported the reform and renewal agenda and service delivery improvements, reduced red tape and the regulatory burden and contributed to a fairer, safer and more just Queensland.

Safer communities

In 2013–14, community safety was strengthened with a range of new laws and tougher restrictions to address serious community concern about incidents of violence, intimidation and criminal behaviour by members and participants of criminal organisations, in particular criminal motorcycle gangs.

Both Workplace Health and Safety Queensland and the Electrical Safety Office continued to make sure Queensland communities and workplaces are safer through a range of programs and activities using both preventative and compliance measures. This has resulted in continuing significant reductions in both workplace deaths and injuries and deaths and serious incidents caused by electricity in Queensland.

Other community safety initiatives in 2013–14 include the development of the Safe Night Out Strategy to minimise alcohol and drug fuelled violence and phase two of the *Gambling too much?* campaign as part of Responsible Gambling Awareness Week 2014.



Director-General's message

The youth boot camp trial is delivering encouraging results in addressing community safety risks from youth crime. The department is continuing to increase community safety through a range of programs for adults to address the causes of crime and stop their reoffending.

A fair and just Queensland

The QCAT JP trial has now been operating for just over 12 months. It has made a significant contribution to reducing court and tribunal backlogs, and provided faster access to justice for all concerned.

The department has continued to support victims of crime, with increased court support services added to the suite of victim assist services and improved legal assistance to vulnerable Queenslanders through the LIPITAF scheme.

Access to JP services continues to expand across Queensland with an additional 22 signing sites established. Queensland's JPs are providing an exceptional volunteer service to the community through the JPs in the community program.

Red tape reduction

In 2013–14, red tape reduction initiatives continued to reduce the compliance burden on Queensland business, the not for profit sector and the community. These have contributed to streamlined processes and both time and cost savings. Red tape reduction initiatives during the year were made in the following areas:

- workplace health and safety
- workers compensation
- liquor and gaming
- land sales, property agents and motor dealers.

Service delivery improvements

Better use of technology is driving better service delivery outcomes. In its first year of operating, the online family history research service is serving 600–650 customers each week and saved family historians over \$0.5M through reduced costs for historical life events documents. Increased use of videoconferencing in the courts and prisons is delivering time and cost savings to government and legal practitioners and reduced safety risks for the community through reduced prisoner transport. The department's reform and renewal program will continue to deliver service delivery improvements across all our services in the coming years.

A responsive, high performing organisation

I have enjoyed travelling around the State over the last year, meeting many of the department's staff and learning more about the great work they do. Maintaining our reputation for service and performance will be our shared challenge into the future as we embrace new service delivery models, technology, innovation and the opportunities these offer.

I would like to thank our dedicated staff for their professionalism and commitment throughout the year, as well as the many organisations that support the department's efforts in delivering high quality services to the community. I would also like to acknowledge the vital role played by JPs and court volunteers, who serve the justice system in an honorary capacity. Thank you for your important contribution.

John Sosso

Director-General



The Minister



The Honourable Jarrod Bleijie MP is the Attorney-General and Minister for Justice. 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 and Minister for Justice 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
- is responsible for workplace health and safety and electrical safety and workers' compensation in Queensland
- has responsibility for some private sector industrial relations issues including trading hours, public holidays and child employment
- provides legal advice to Cabinet and the Executive Council and advises the Executive Council on judicial appointments
- can 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 Attorney-General and Minister for Justice is responsible for administering 226 Acts of Parliament relating to the operations of the portfolio of the Department of Justice and Attorney-General. This legislation includes establishing various bodies and statutory officers.¹ Though these bodies and individuals have varying degrees of independence from the Attorney-General and Minister for Justice, ultimately he is responsible to Parliament for the legislation under which each of them is established.



The department

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

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

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

- the Queensland Courts provide all Queenslanders with direct access to Queensland's justice system. Queenslanders in regional areas also have access to Queensland Government agencies to gain access and advice on State and federal government services

¹ 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.

- with a focus on delivering services to all Queenslanders, the Justices of the Peace (JPs) in the Community program has 193 signing sites across Queensland
- court support officers are located in numerous courthouses throughout Queensland to make sure that victims of crime have access to the services they need
- the Office of the Director of Public Prosecutions (ODPP) has chambers and sub-offices located throughout Queensland to represent the State in criminal cases
- the Office of Fair and Safe Work Queensland provides workplace health and safety services, electrical safety services and industrial relations services throughout Queensland to keep workplaces and communities safe
- the Office of Liquor, Gaming and Fair Trading offers a range of liquor licensing and regulation services in locations all across Queensland
- Youth Justice Services provides a fair and balanced response to young people in contact with the justice system. This response holds young people accountable for their actions, encourages their reintegration into the community and promotes community safety
- Queensland Corrective Services (QCS) manages custodial and probation and parole services at locations across Queensland.



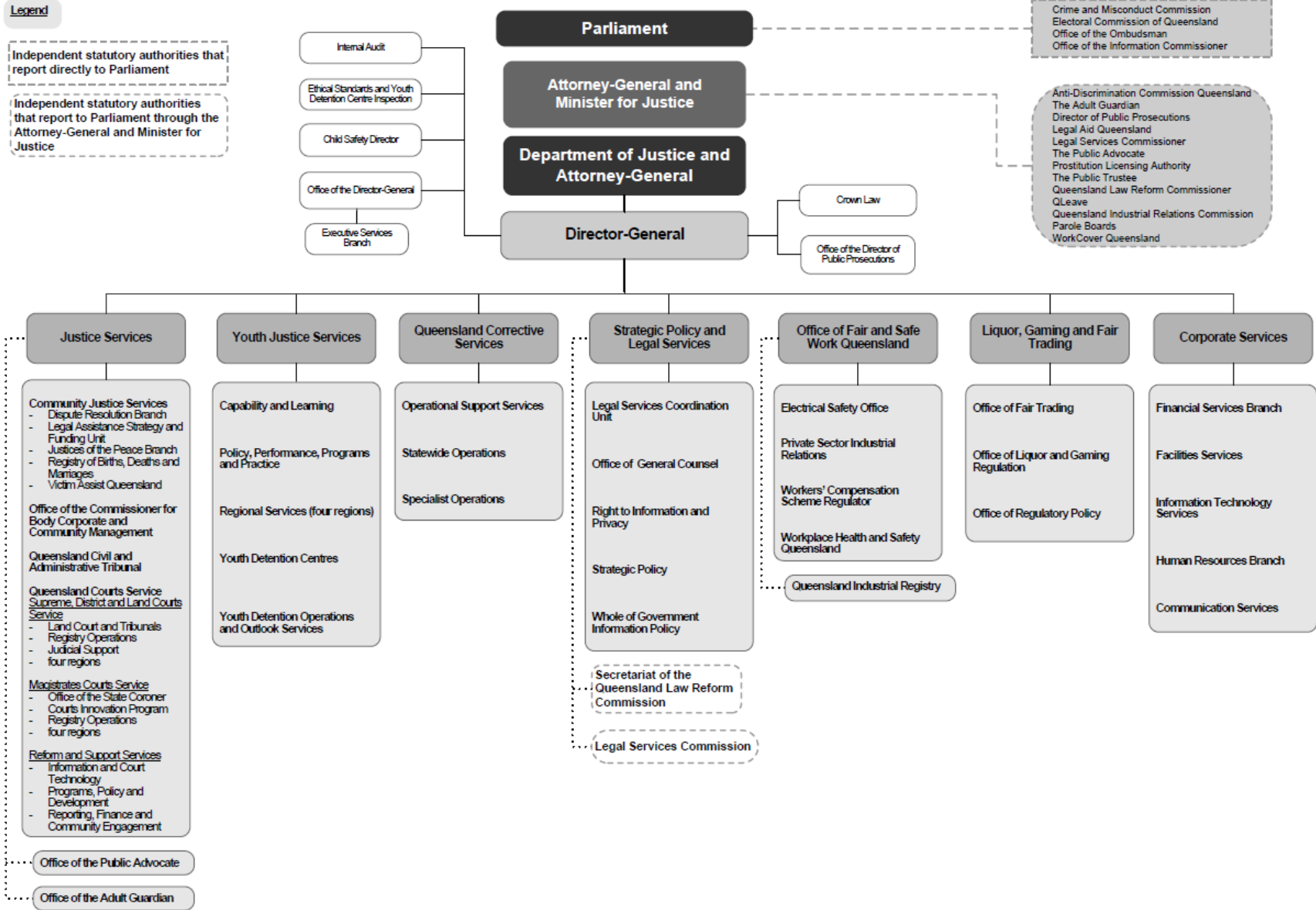
Organisational structure

The department experienced the following significant changes to its organisational structure during 2013-14:

- the transfer of responsibility for QCS from the former Department of Community Safety to the Department of Justice and Attorney-General on 1 November 2013
- assuming ministerial responsibility for the *Prostitution Act 1999* and the Prostitution Licensing Authority from 1 November 2013
- merging the Workers' Compensation Regulatory Authority (trading as Q-COMP) into the Office of Fair and Safe Work Queensland from 29 October 2013. Q-COMP will be replaced by the Workers' Compensation Regulator
- transferring certain functions of the Commission for Children and Young People and Child Guardian to the Public Guardian (to be established on 1 July 2014) in line with recommendations of the Queensland Child Protection Commission of Inquiry.

An online version of the Department of Justice and Attorney-General organisational chart can be located on the Justice website using the following link:

http://www.justice.qld.gov.au/data/assets/pdf_file/0017/16343/justice-organisational-chart.pdf





Getting Queensland back on track

The Department of Justice and Attorney-General is contributing to the Government's objectives for the community

Lower the **cost of living**

Grow a **four pillar economy**

Revitalise **frontline services**

Restore **accountability in government**

Invest in **better infrastructure and use better planning**



Our vision

A fair, safe and just Queensland

Our purpose

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

Our values

Our values underpin everything we do. They guide our behaviour and decision making and support the Queensland Government's goal to be the most responsive and respected public service in the nation.



Planning, performance and reporting

The department contributes to the Government's commitments to the community through the delivery of a diverse range of services.

Following the transfer of Queensland Corrective Services into the department, the Board of Management developed a new strategic plan. The new plan has been significantly restructured from previous years. Objectives have been developed at a high, aspirational level to allow for a common set of goals that will focus the department on a shared, common direction into the future.

The department's performance is addressed in this report against the new strategic plan objectives:

- Queensland is safe
- Queensland is fair and just
- Queensland can get on with the job
- Queensland gets great service
- The department is responsive and high performing.

The department's performance against its service standards is reported in a separate performance chapter.



Department of Justice and Attorney-General's Board of Management pictured (from left):

Peter Cook, Assistant Director-General, Corporate Services; Sean Harvey, Assistant Director-General, Youth Justice Services; Dr. Simon Blackwood, Deputy Director-General, Office of Fair and Safe Work Queensland; John Sosso, Director-General; David Mackie, Deputy Director-General, Justice Services; Jennifer Lang, Assistant Director-General, Strategic Policy and Legal Services; and Dr Mark Rallings, Acting Deputy Director-General, Queensland Corrective Services.

Absent: David Ford, Deputy Director-General, Liquor, Gaming and Fair Trading



Strategic risks

The department actively manages the following risks to achieve its objectives:

- Service models—working across government and with external parties to provide integrated services which deliver greater benefits
- Resources—ensuring we have the human capital and financial capability to support the reform and renewal agenda
- Technology and data—providing the technology infrastructure to achieve business efficiency and information sharing with business partners
- Policy—balancing stakeholder and community expectations to achieve the best outcome for Queenslanders
- Contestability—implementing contestability practices to provide better value to the community
- Governance—maintaining appropriate governance structures to support effective decision making, increase accountability and drive performance.



Queensland is safe

The department plays a significant role in keeping Queenslanders safe—at work, at home and in their communities.

Every day we are working to make Queensland workplaces safer and healthier, and keep Queensland homes and communities safe from the risk of hazardous materials and electrical harm.

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

We run programs to minimise the risk of harm from alcohol use and gambling, protect consumers and business against unsafe products and unethical behaviour and minimise disputes and violence.

Our role in protecting the safety of Queenslanders includes protecting the most vulnerable in our community, especially adults with impaired decision-making capacity and, from 1 July 2014, vulnerable children.

Performance indicators

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

Our performance



Office of Fair and Safe Work Queensland

During 2013–14, the Office of Fair and Safe Work Queensland continued to shift its service delivery model from one which was primarily focused on compliance and enforcement to one with an equal focus on advisory and support services. This model is building industry commitment to, and expertise in sustaining safe and healthy work environments.

Injury prevention and management

This initiative works with selected employers who, compared to other employers with businesses of similar size and nature, experience higher workers' compensation rates and costs.

Advisors located across the State work closely with a business over multiple visits to identify and address issues in safety and injury management systems.

The goal is to ensure systems are in place to prevent workplace injury and, when people are injured, to return them to meaningful, appropriate work as soon as practical.

Approximately 100 businesses have completed the IPaM initiative, with a further 250 businesses currently working with advisors.

In 2013–14, IPaM participating businesses experienced:

- 8.4% reduction in statutory claim numbers, compared to an overall reduction of 6.3% across the scheme
- 14% reduction in average days off work, while the scheme average remains unchanged
- 7.4% reduction in total statutory costs, compared to a scheme increase of 0.6%.

Case study—Gay Constructions Pty Ltd

Gay Constructions Pty Ltd joined the IPaM program as part of a senior management commitment to improve workplace safety.

The company established and measured against positive safety performance indicators, improved its incident investigation process and trained staff how to use personal protective equipment correctly. There was a greater focus on identifying and controlling manual task risks and improved consultation with workers through safety committee and toolbox meetings.

The improvements led to cost savings for the business, increased staff productivity and accreditation for their safety system. Workers' compensation claims halved and lost time injuries (LTI) reduced from 22 a year to an average three a year.

Over four years, Gay Constructions has seen an 80% reduction in workers' compensation claims per year.

Workers' compensation data shows positive trends in reducing claims and costs for IPaM participating businesses and overall costs to the workers' compensation scheme.

Building a safety culture in workplaces

Initiatives such as the Industry Partnership Program, which promotes the development of a positive safety culture through the Zero Harm at Work Leadership Program, have also been important in encouraging a safety culture in workplaces.

This makes Queensland the second most improved jurisdiction over this period in Australia, after the Northern Territory.

There has been a substantial reduction in the serious injury rate in Queensland of approximately 18.9% over the five years from 2007–08 to 2011–12.

Small business program

Queensland has around 148,000 businesses which employ fewer than 20 people, representing more than 96% of the State's businesses. The small business program is dedicated to educating and supporting small businesses to manage their health

Case study—Meals on Wheels

In May 2014, Meals on Wheels CEO Debra Tape reported to Government that her organisation was suffering from the burden of red tape related to workplace health and safety. In later meetings, it became apparent that although the organisation covers all of Queensland, each regional office operates like a small business franchise. The work undertaken by the organisation is generally low risk (cooking and driving). Regional managers engaged a private consultant who provided a comprehensive suite of policies and procedures needed to be in compliance. Meals on Wheels reported that the system was unwieldy and frightened many of their volunteers in terms of its expectations.

The Small Business Program is working with Meals on Wheels to focus on their key risk issues and develop a simple, practical set of tools they can use to manage their risk throughout the organisation. To ensure the process is kept simple and effective, the top risks will be identified through consultation, and advisors will assist Meals on Wheels to create and implement control measures and systems based on organisational needs and their hazard profile.

and safety risks, and assisting small business operators to foster a culture of workplace health and safety in their operations.

In 2013–14, the Small Business Program achieved the following:

- 160 workshops with 1,321 participants
- 98.5% of participants rating satisfaction of high or very high for basic safety management systems workshops
- 267 workplace consultations
- 56 other services such as presentations, tool box talks or group coaching.

High risk industries reduce severe injuries

Workplace Health and Safety Queensland continued its focus on high risk industries, targeting industries that have workers' compensation claim rates which are significantly higher than other industries, including construction, manufacturing, transport, and agriculture services.

There have been significant reductions over the five years from 2007–08 to 2011–12 in the incidence of severe injuries in the priority high-risk industries of construction, agriculture, manufacturing and transport. Reductions achieved were:

- construction—25.02%
- manufacturing—29.6%
- agriculture—21.8%
- transport—22.9%.

This resulted in an overall reduction of 15.4% in the serious work-related injuries rate between 2008–09 and 2012–13.

Incidence of compensated injury and musculoskeletal claims decreased

The latest Comparative Performance Monitoring Report, released in October 2013, reports that the incidence of compensated injury and musculoskeletal claims decreased from 16.6 claims for every 1,000 Queensland employees during the base period of 2000-01 to 2002-03, to 13.2 claims per 1,000 Queensland employees in 2011-12.

Australian Work Health and Safety Strategy 2012–22 provided a basis for developing sustainable, safe and healthy work environments

and reducing the number of people hurt or killed at work.

The number of Queensland workers who were fatally injured at work almost halved between 2007-08 and 2011-12, from 69 fatalities down to 39.

Successful reduction in workplace fatalities

For the third successive year, Queensland has recorded a reduction in work-related traumatic fatalities.

Safety advocates

The Office of Fair and Safe Work Queensland has produced seven case study films featuring people who have been injured or killed at work. The films explore the impacts of the injury on family members, friends and work mates, as well as the workers themselves. The films have been well received by industry and have had more than 50,000 online views.

In 2013-14, the safety advocate strategy involved three of the film subjects—Jed Millen, Tiffany Ward and Bill Martin—visiting Queensland workplaces as a safety advocate to share their story. In 2013-14, the three safety advocates visited more than 25 workplaces and spoke at 12 events.

Safe Work Month

Safe Work Month 2013, celebrated in October, is part of a national event that encourages all working Queenslanders to get involved in health and safety at their workplaces.

In 2013-14, approximately 3,500 people attended 49 events across the State. Feedback from participants showed that:

- 83% better understood how to review and improve their company's injury prevention and management processes
- 85% better understood the benefits of finding suitable duties in the workplace as part of return-to-work/stay-at-work programs
- 73% agreed they would seek out existing or new work health and safety networks in their region or industry
- 79% stated they would make changes or improvements to their work health and safety

systems based on the information they had received at the session.

Electrical safety initiatives

The Electrical Safety Office undertakes a range of compliance and engagement activities with contractors and electrical workers to reduce the rate of serious electrical incidents.

The Office has initiated electrical safety workshops to engage with electrical contractors. Each workshop involves a group of 8-10 electrical contractors and provides participants with an opportunity to engage with electrical safety inspectors.

At the end of March 2014, approximately 40 electrical safety workshops had been conducted throughout Queensland.

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

Electrical safety in ceiling spaces

Following a recommendation by the State Coroner after his inquest into the deaths of three young insulation workers, the Electrical Safety Office launched an awareness campaign in 2013-14, *Stay Safer Up There, Switch Off Down Here*.

The campaign is raising community awareness of the electrical risks for homeowners and tradespeople who are working in ceiling spaces.

Serious electrical incidents decrease

There has been a significant reduction in the rate of serious electrical incidents from 25 in 2012-13 to 17 in 2013-14, a reduction of 32%.

Managing the safe disposal of asbestos

In April 2014, the department announced *The Statewide Strategic Plan for the Safe Management of Asbestos in Queensland 2014-2019*. The plan regulates the management of asbestos in Queensland and will ensure workplaces and homeowners know how to safely handle and dispose of asbestos.

Liquor, Gaming and Fair Trading

Product safety initiatives

Over the last 12 months the Office of Fair Trading has conducted a number of safety education campaigns.

In the lead up to Christmas 2013, fair trading officers conducted 291 compliance checks at retailers, pop up shops and importer warehouses in the search for unsafe toys, with more than 4,000 product lines inspected. The Office made the list of toys, including images, available online for parents to review before purchasing Christmas presents.

In 2013–14, Operation Safe Christmas removed 42 toy lines that were unsafe from shelves across Queensland.

Sadly in Australia over the last four years there have been three suffocation deaths to infants associated with baby slings. Two of these were in Queensland.

A campaign on the safe use of baby sling carriers was undertaken to combat research findings that there is misinformation in the community about how to use baby slings safely to reduce the risk of childhood suffocation.

Safe Night Out strategy

Following concerns about violent behaviour in and around Queensland's key late night precincts, the *Safe Night Out Strategy* was developed, comprising a package of measures to address alcohol and drug-fuelled violence.

It includes tougher penalties for violent behaviour and drug use, increased powers and resources for authorities and local communities and education strategies.

In 2013–14, an amendment Bill was introduced into Parliament to give effect to the strategy. A first wave of reforms, including establishing the first Safe Night Precincts, is anticipated to commence in the final quarter of 2014.

Minimising the risk of problem gambling

The Office of Liquor and Gaming Regulation launched phase two of its *Gambling too much?* campaign as part of Responsible Gambling Awareness Week 2014, which ran from 26 May to

Case study—Liquor licence cancelled and licensee disqualified for 5 years

In January 2014, the Office of Liquor and Gaming Regulation received information that a nightclub in Surfers Paradise had allowed a number of patrons to remain on the premises and consume liquor after they had been fighting.

The subsequent investigation identified a number of other serious breaches were committed by the licensee. These included the licensee's marketing manager trafficking illicit drugs inside the nightclub, the licensee instructing security guards not to evict misbehaving patrons from the nightclub, allowing misbehaving patrons to remain on the premises and consume liquor, instructing the security guards to 'turn a blind eye' to drug use in the premises and falsifying records.

Due to the serious nature of the breaches the Commissioner for Liquor and Gaming urgently suspended the liquor licence. Disciplinary action was taken against the licensee, with the liquor licence being cancelled and the licensee disqualified from holding a licence for 5 years.

1 June. The theme for 2014 was, *Is your gambling risky or responsible?*

Phase two of the *Gambling too much?* campaign is featured in gaming venues across the State and demonstrates the partnership between the gaming industry and government in addressing problem gambling.

The campaign focuses on encouraging people to seek counselling assistance, explore self-help options and develop the skills to remove themselves from tempting situations.

Former AFL star and reformed problem gambler David Schwartz shared his own battle with addiction at the launch of Responsible Gambling Awareness Week 2014 to provide reassurance to other problem gamblers that help is available.

Licensing reforms to target criminal gangs

In 2013–14, licensing reforms were made to restrict members of criminal organisations from owning, operating or working in particular industries.

The *Tattoo Parlours Act 2013* implements a licensing regime for tattoo parlours to ensure that a person wanting to operate a tattoo parlour business or perform a tattooing procedure, is a fit and proper person and that it is not contrary to the public interest for the person to be granted a licence.

Liquor legislation was amended to prevent members of certain prescribed criminal gangs from entering or remaining at licensed premises while wearing or carrying items aligned with a criminal organisation, such as bikie gang patches or club colours.

The *Criminal Law (Criminal Organisations Disruption) and Other Legislation Amendment Act 2013* was the second stage of criminal gang targeted reforms and amended the following Acts to exclude participants in criminal organisations from participating in particular industries:

- *Electrical Safety Act 2002*
- *Liquor Act 1992*
- *Queensland Building Services Authority Act 1991*
- *Racing Act 2002*
- *Second-hand Dealers and Pawnbrokers Act 2003*
- *Security Providers Act 1993*
- *Tow Truck Act 1973*
- *Weapons Act 1990*
- *Work Health and Safety Act 2011*.

Similar provisions were included in the new *Motor Dealers and Chattel Auctioneers Act 2014* to determine whether an applicant for a motor dealer licence or motor salesperson registration, or a current motor dealer licensee or registered motor salesperson, is a suitable person. A person will not be suitable if the Commissioner of Police has identified the person as a participant of a criminal organisation.



Justice Services

Mediation and alternate dispute resolution reduce conflict and violence

Mediation is a timely, non-adversarial and effective means of resolving disputes. It is a process which is tailored to the needs of the clients and the context, including neighbourhood disputes, family conflicts, business disagreements, issues in the workplace, minor civil and criminal disputes, and disputes and violence in remote Indigenous communities.

Dispute Resolution Branch helps people to resolve their disputes without having to go to court, by providing a range of alternative dispute resolution services, including civil and criminal mediation,

child protection conferencing, and training the community in conflict management.

The Queensland Civil and Administrative Tribunal (QCAT) maintains a focus on alternative dispute resolution through mediation and compulsory conferencing. These processes enable parties to cooperatively and efficiently resolve disputes which are before the Tribunal.

In 2013–14, QCAT also engaged with the community to improve minor civil dispute processes through a community forum and public education session.

People involved in a body corporate dispute are required to try to resolve a dispute themselves, before attempting to conciliate the dispute through Body Corporate and Community Management. In 2013–14, Body Corporate and Community Management delivered public information sessions on how to resolve a body corporate dispute. Body Corporate and Community Management also finalised a record number of conciliation applications.

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

In 2013–14, almost 60 % of Land Court matters were finalised through alternative dispute resolution. In the Planning and Environment Court, approximately 70 % of matters completed at alternative resolution were resolved as a result of that process.

Community justice groups

The department funds 52 Community Justice Groups, which play a vital role in addressing the overrepresentation of Aboriginal and Torres Strait Islanders in the criminal justice system. The majority of groups are located in the north or far north of Queensland.

The grants provided by the department relate to two primary activities—making cultural submissions to the courts and identifying and promoting supporting programs that assist the judiciary in its decision making.

The groups also provide support to help reduce the likelihood of crime escalation through assisting offenders in prison and upon prison release, and resolving community conflict and mediating disputes before they escalate.

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

Court programs to reduce likelihood of reoffending

The Indigenous Sentencing List assists Aboriginal and Torres Strait Islander people who have committed an offence, and who agree to participate with service providers and support agencies, to address the underlying cause of their offending behaviour.

Unemployment, drugs and alcohol abuse are significant factors in offending for Indigenous people.

The program provides opportunities for offenders during the normal course of bail to engage with local non-government and government agencies to address issues relating to their offending.

In 2013–14, 378 people were referred to support services and programs within the Indigenous

Queensland Courts Referral is a bail-based process which enables defendants to engage with non-government organisations and government agencies to address the causes of offending behaviour by assisting defendants with drug

In 2013–14, 145 defendants were referred to the Queensland Courts Referral program.

and/or alcohol dependency, mental illness, intellectual disability, cognitive impairment, and homeless people or those at risk of homelessness who come into contact with the criminal justice system.

Queensland Courts Referral aims to:

- provide short term assistance to defendants appearing on charges who have a health and/or social problem through referral to treatment or community support services
- reduce the likelihood of long term reoffending.

Guardianship

QCAT may appoint the Public Guardian (before 1 July 2014 the Adult Guardian) as guardian of last resort to make personal decisions for a matter on behalf of adults with impaired capacity.

The Public Guardian may be appointed to make personal decisions relating to matters including accommodation, health care and service provision.

In 2013–14, the Adult Guardian:

- delivered guardianship services to over 2,700 people
- had more than 2,150 active clients, as at 30 June 2014
- received approximately 670 new guardianship appointments from QCAT
- ceased acting as guardian in more than 600 cases.

Health care decisions

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

In 2013–14, the Adult Guardian:

- made 420 decisions as statutory health attorney of last resort
- made 841 health care decisions as guardian attorney appointed for health care.

The Public Guardian has the power to consent to the withdrawal or withholding of life sustaining measures.

The Public Guardian has the power to override a

In 2013–14 the Adult Guardian made 86 decisions to withdraw or withhold life sustaining measures.

family's health care decision if they are acting contrary to the health care principle or are not making decisions which are in the individual's best interests.

In 2013–14, the Adult Guardian overturned a guardian/attorney's health care decision in four cases.

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

The Public Guardian currently holds 2,047 appointments as attorney under enduring documents, a 7% increase on the previous year.

Office of the Director of Public Prosecutions

Victim Liaison Service

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

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

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

During 2013–14, the ODPP had 35,573 instances of contact, either by telephone, correspondence or in person, with victims of crime or family members. The ODPP continued to use SMS messaging to victims of crime and their families to provide timely information on court events.

The ODPP was also an active participant in the working party responsible for developing the *Response to sexual assault: Queensland Government Interagency Guidelines for Responding to People who have Experienced Sexual Assault*. The guidelines outline the key principles and a best practice framework for working with people who have experienced sexual assault. This includes children and young people who have been sexually abused or sexually assaulted.

Strategic Policy and Legal Services

Legislative reforms to target criminal gangs

In 2013–14 new laws and tougher restrictions were established to address serious community concern about incidents of violence, intimidation and criminal behaviour by members and participants of criminal organisations, in particular criminal motorcycle gangs.

The *Vicious Lawless Association Disestablishment Act 2013* provides strong mandatory sentences for members and associates of criminal gangs who commit serious offences as part of their participation in a gang.

The *Criminal Law (Criminal Organisations Disruption) Amendment Act 2013* contains a range of criminal gang-targeted amendments, including new offences, increased penalties for existing offences, requiring a defendant who is a member of a criminal gang to show why they should be granted bail (for any offence) and impose additional conditions on bail, and increased police powers.

The Crime and Corruption Commission (previously the Crime and Misconduct Commission) was given additional powers allowing it to:

- conduct hearings to gather intelligence about criminal organisations
- investigate or hold hearings to respond to an immediate threat to public safety from criminal organisations.

Legislative reforms for child protection

In 2013–14 the Public Guardian Bill 2014 was introduced to implement the Queensland Child Protection Commission of Inquiry (the Carmody Inquiry) recommendation to establish the Public Guardian, a new independent statutory body providing individual advocacy for children in the child protection system and a child visiting program for the most vulnerable children.

Also in 2013–14, amendments were introduced as part of the Child Protection Reform Amendment Bill 2014, to implement other recommendations of the Carmody Inquiry. These included amendments to:

- the *Ombudsman Act 2001* to allow the Queensland Ombudsman to delegate functions and powers to appropriately

qualified officers to ensure timely resolution of child protection complaints

- the *Childrens Court Act 1992* and the *Magistrates Act 1991* to clarify leadership of the Childrens Court when constituted by magistrates and improve court processes.

Guardianship reform

In 2013, an informal committee, which included the Adult Guardian and Public Advocate, was established to consider all 317 recommendations from the 2010 Queensland Law Reform Commission (QLRC) report *A Review of Queensland's Guardianship Laws*.

On 30 June 2014, the Government's response to the QLRC Report was released. The response makes clear the Government's commitment to ongoing reform in this area.

The response highlights that while the QLRC Report did not recommend a complete overhaul of the system, the complexity of a number of recommendations, and the need for further consultation, means that Government's response will happen in two stages.

Stage one, involving consideration of 208 of the 317 recommendations, will inform guardianship reform in 2014–15, including the release of a draft Bill.

Stage two will deal with the remaining 109 recommendations.

Legislative reforms to the Crime and Misconduct Commission (now Crime and Corruption Commission)

In 2013–14, the department developed legislation to implement the Government's response to two reviews of the then Crime and Misconduct Commission (CMC)—the review by the Independent Advisory Panel (constituted by the Honourable Ian Callinan AC and Professor Nicolas Aroney) of the *Crime and Misconduct Act 2001* and related matters; and the inquiry by the Parliamentary Crime and Misconduct Committee (as it was then known) into the CMC's release and destruction of Fitzgerald Commission of Inquiry documents. The legislation, which commenced on 1 July 2014, included reforms to the CMC's upper governance structure and the CMC's complaints management system to refocus the CMC on the more serious cases of corruption.

Queensland Corrective Services

Prisoner escape rates

Community safety relies on secure containment and supervision of prisoners.

In 2013–14, there were no escapes from high security correctional centres.

Assault rates

QCS staff are exposed to a wide variety of potential risks and hazards—their jobs involve working with potentially dangerous individuals.

QCS continues to work to reduce the number of prisoner-on-staff assaults through the Staff Assault Reduction Strategy (StARS).

The strategy is based on five key components: risk, prevention, response, engagement and governance.

In 2013–14, the rate of serious assaults on staff was 0.06, which was greater than the target rate of less than 0.02. This was an improvement over 2012–13, with a rate of 0.07.

In 2013–14, the rate of assaults on staff was 0.34, which was greater than the target rate of less than 0.24. This was an improvement over the result from 2012–13 of 0.36.

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

Dangerous prisoners

QCS dedicates considerable resources to safely supervise and manage offenders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA).

QCS closely monitors the State's most dangerous sexual offenders under DPSOA orders through 24/7 GPS tracking, surveillance, case management and intervention.

Changing offending behaviour—drug reduction strategies

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

As at 30 June 2014, there were 139 offenders being managed under the DPSOA.

Of these, 92 were under supervision in the community and 47 were in prison on interim or continuing detention orders, or pending release.

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

71 Indigenous prisoners have completed Ending Offending which is a culturally-specific program designed for Indigenous offenders to help them address their alcohol use.

Additionally, 98 Indigenous prisoners have completed Positive Futures.

QCS also partners with community agencies to break the cycle of addiction. In 2013–14, the Alcohol and Drug Foundation Queensland was contracted to deliver 50 substance abuse programs in custody and at probation and parole locations.

Alcoholics Anonymous also partners with QCS to

In 2013–14, 734 prisoners have completed drug intervention programs in custody.

coordinate support groups in correctional centres across the State.

Changing offending behaviour—education strategies

Improving the ability for prisoners and offenders to find work is a key strategy to rehabilitate offenders.

QCS provides literacy and numeracy courses, high school level education, and nationally accredited vocational education and training (VET) in all our correctional centres.

In 2013–14, there were:

- 3,519 contracted hours of integrated VET delivery
- 1,122 enrolments.

An 86% successful completion rate was achieved.

VET training is currently being delivered in industries using the integrated VET delivery model. Nationally accredited on the job training is provided with minimal disruption to production.

In 2013–14, there were:

- 15,205 contracted hours of literacy and numeracy delivery
- 4,897 enrolments
- 32,933 contracted hours of VET delivery
- 14,891 enrolments.

An 89% successful completion rate was achieved.

Addressing Indigenous overrepresentation in corrective services

During 2013–14, the daily average of Indigenous prisoners was 2,093 prisoners, which represented 31.5% of the total prisoner population. The department is working on a range of strategies to reduce the overrepresentation of Indigenous prisoners in Queensland correctional facilities.

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

Approximately 24% of offenders supervised on community-based orders such as probation, parole and/or community service orders were Aboriginal and Torres Strait Islander people.

Targeted offender programs are provided in correctional centres and the community to address substance abuse, family violence and sexual offending in a culturally appropriate manner, with the aim of reducing repeat offending.

Prisoner re-entry services

In 2013–14, QCS continued delivery of prisoner re-entry services to prevent reoffending. The effective delivery of key services such as accommodation, employment, intervention and social support can help offenders to successfully re-enter the community and desist from crime.

GPS monitoring of dangerous sex offenders

To keep the community safe, dangerous sex offenders are GPS tracked if a court bid to have them locked up does not succeed.

During 2013-14, 50 specialist full-time equivalent staff were allocated for the supervision, surveillance and monitoring of high risk sex offenders.

As at 30 June 2014, 86 offenders were being tracked 24 hours a day, seven days a week.

It is important to note that not all dangerous sex offenders are GPS tracked—electronic monitoring can only be used if the Supreme Court makes it a part of an offender's supervision order.



Youth Justice Services

Youth boot camps

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

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

There are two boot camp models. Sentenced youth boot camp provides courts a sentencing option as a diversion from detention.

Early intervention youth boot camp targets young people who are not yet offending but showing clear signs that they will engage in offending behaviour without any early intervention.

As at 30 June 2014, 121 young people have been accepted into the youth boot camp programs. Of these:

- 71 have successfully completed a youth boot camp program
- 16 are currently engaged in the community phase of the program, and
- 20 young people are in the residential camp phase.

Only 12 young people have not completed the program. This is due to a variety of reasons, including non-compliance and medical issues.

In addition, two young people have been sentenced to a boot camp order but are yet to start the program.

While it is too early to draw conclusions about the overall effectiveness of the youth boot camp program, early indications are positive.

Current data is showing that participation in youth boot camps is achieving the goal of reducing offending.

For the young people ordered to the sentenced youth boot camp, as at 30 June 2014, 83% have not re-offended after participating in the program.

For the early intervention youth boot camp participants, as at 30 June 2014, 97% had not entered the youth justice system within three months of completing the program.

These are positive results compared to young offenders who have exited detention.

Of those young offenders who exited a detention centre in 2011–12, 61% returned to detention within a year, 34% of those returned to detention after their initial exit within a period of less than one month and 9% returned within a period of one week.

Other early outcomes show:

- reduced behavioural problems
- improved parental monitoring, supervision and consistent disciplining
- improvements in resilience in the young people
- continued engagement with education, and
- increased parental involvement.

Family action plans

Youth Justice implemented the family action plan strategy across three trial sites at the Gold Coast, Mount Isa and Townsville. This initiative delivers a single family action plan for a whole family. The plan identifies and addresses the issues that are influencing the young person's offending behaviour. The plan details specifically what support each member of the family will receive to enable them to change their life and consequently reduce the likelihood of reoffending for young offenders in their families.

Other government agencies such as the Department of Education and Training, Queensland Health, Child Safety, Queensland Police Service, local community organisations and industry representatives, including employment agencies and the mining sector are participating in the development and implementation of the family action plans.

While still in the early stages of development, initial indications from the eight families supported through the Family Action Plan initiative have been positive.

Protective Actions Continuum

Youth Justice is committed to protecting the safety of young people and staff in youth detention centres.

In 2013, Youth Justice developed the Protective Actions Continuum (PAC) which gives youth detention staff a range of non-physical and physical incident response options to ensure that incidents are resolved safely, using a response that is proportionate to the level of risk present.

All youth detention operational staff are trained and assessed on an annual basis in the PAC to ensure their correct application of the techniques.

Since the implementation of PAC, incidents rates at both youth detention centres have decreased and safety outcomes for staff and young people have improved.

Systemic monitoring of incident trends continues to ensure that incident causes are identified and risk managed.

In 2012–13, the largest WorkCover statutory claims costs were attributed to injuries sustained by staff during restraints. Since the implementation of PAC, the cost of restraint related statutory claims have reduced significantly.

The average quarterly cost of claims has reduced by 88% from 2012–13 to 2013–14.

Public sector reform and renewal priorities—Office of the Public Guardian, child protection renewal and adult guardianship reforms

Reform and renewal priorities for 2014–15

Office of the Public Guardian

The new Office of the Public Guardian started operations on 1 July 2014 in line with the recommendations of the Queensland Child Protection Commission of Inquiry (the Carmody Inquiry) and the *Public Guardian Act 2014*. It combines the functions of the Adult Guardian, Child Guardian and takes on new child advocate functions.

The Office will advocate for vulnerable people, including children and young people, as well as adults with impaired decision-making capacity, and deliver a child community visitor program, targeted at the most vulnerable children.

Advocacy will be delivered through both physical and virtual advocacy hubs.

In 2014–15, the department will continue to contribute to significant renewal in this area, including:

- bedding down the new child visitor and advocacy functions and the continuing implementation of the Carmody Inquiry recommendations
- improving the adult guardianship regime by progressing four priority areas for guardianship reform in 2014 to deliver a simpler, more accessible and equitable guardianship system for Queenslanders.

Childrens Court processes

The newly established Court Case Management Committee will deliver proposals for:

- a new child protection case management framework to improve timeliness and decision making in child protection matters
- changes to child protection court processes, including amendments to the *Child Protection Act 1999*, to improve child safety and well-being.

Child protection benchbook

The Magistrates Courts Service in conjunction with the Chief Magistrate will finalise the child protection benchbook to facilitate greater consistency of decision making in child protection proceedings.

Adult guardianship reforms

The Government has four priority areas for guardianship reform in 2014:

- aligning the General Principles and Health Care Principle in the guardianship laws with the United Nations Convention on the Rights of Persons with Disabilities
- clarifying definitions in the guardianship laws
- revising enduring power of attorney forms and advance health directive forms to increase useability and accessibility to the wider community
- strengthening and safeguarding the rights of adults with impaired capacity in the guardianship laws.

Reform in these four priority areas, which will include the release of a draft Bill, will help to deliver a simpler, more accessible and equitable adult guardianship system for Queenslanders.

Further work will occur in 2015 to consider the remaining recommendation in the QRLC report *A Review of Queensland's Guardianship Laws*.

Future directions

In 2014–15 the department will:

- progress public sector reform and renewal projects that contribute to a safer Queensland
- expand the *Injury Prevention and Management Program* to assist participating employers to develop strategies that reduce work-related injuries and fatalities
- increase the number of safety advocates to include three other case study film subjects and produce a new case study film to be launched at an industry forum
- launch the *Work Safe Home Safe* education awareness campaign
- contribute to the roll out of the *Safe Night Out Strategy* to stamp out alcohol and drug-related violence, restore responsible behaviour and ensure all Queenslanders can enjoy a safe night out
- complete child sex offender community protection legislation review
- provide additional funding of \$1.5 million (\$3 million over two years) to support the continuing delivery of sexual offender programs in Queensland correctional facilities to reduce reoffending and to protect the community
- progress the reform of youth justice by continuing the youth boot camp trial and finalising the development of the Blueprint for the Future of Youth Justice to break the cycle of youth crime
- provide additional funding of \$3.7 million in 2014–15 for continued delivery of prisoner re-entry services to the community to prevent criminal reoffending
- further embed alternative dispute resolution strategies in QCAT to ensure disputes are resolved as quickly and effectively as possible
- streamline procedures for processing restrictive practices consents by the Office of the Public Guardian for adults with impaired capacity who exhibit challenging behaviours
- progress four priority areas for guardianship reform and further work to consider the remaining recommendations in the QLRC report *A Review of Queensland's Guardianship Laws*.



Queensland is fair and just

Across Queensland, the department is working for a fair and just Queensland.

We are working to deliver on the Queensland Government's plan to create a more integrated justice system, improve access to justice, better manage service demand and deliver results faster. We are working to better manage pressure on our court system, improve our use of technology, and modernise the criminal and civil justice system. These reforms will make it faster and easier to engage with Queensland courts, and increase community confidence in the justice system.

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

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

Performance indicators

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

Our performance



Justice Services

In 2013–14, the department continued reforms to better manage pressure on the justice system and deliver improved access to justice.

QCAT JP trial

The QCAT Justice of the Peace (JP) trial is an innovative initiative that uses a unique model of training JPs to hear some minor civil disputes (up to \$5,000 and excluding urgent residential tenancy matters) before QCAT.

JP panels comprise two JPs, one of whom must be legally qualified. At 30 June 2014, 35 legally qualified JPs and 75 non-legally qualified JPs have been appointed to QCAT for the trial.

Since the trial began on 3 June 2013, JPs have made a significant contribution to reducing court and tribunal backlogs.

The Department of the Premier and Cabinet completed an evaluation of the trial in March 2014.

The future of the trial depends on the results of the evaluation and the trial is ongoing into 2015 while the evaluation is considered by the Attorney-General.

During 2013–14:

- over 3,000 matters have been heard in Brisbane, Maroochydore, Ipswich, Southport and Townsville
- overall time to hear all QCAT minor civil matters has almost halved, from 6 weeks to 3.3 weeks
- the trial continues to deliver low levels of adjournment, appeal and complaints.

Queensland courts

During 2013–14, there were increased criminal lodgments in all jurisdictions compared to the previous year. In the Supreme Court (including appeals), lodgments increased by 9.5%. District Court (including appeals) lodgments increased by 10.8%, and in the Magistrates Court, lodgments increased by 8.8%.

As a result some clearance rates are below target levels in 2013–14.

In the Supreme Court (including appeals), the criminal jurisdiction clearance rate was 93% and the civil jurisdiction clearance rate was 111.4%.

The District Court (including appeals) finished the year with a criminal clearance rate of 96% and a civil clearance rate of 95.6%.

In the Magistrates Court, the criminal clearance rate was 95.4% and the civil clearance rate was 97.9%.

Performance compared nationally

The Commonwealth Report on Government Services 2014⁶ confirms that Queensland continues to perform well in terms of efficiency measures.

Using the average cost per finalised matter, Queensland performed strongly in both the criminal and civil jurisdictions during 2012–13.

Coronial services

The Office of the State Coroner provides Queenslanders with a consistent and coordinated system that reviews deaths occurring in circumstances where further explanations are needed.

In 2013–14, 4,700 reportable deaths and 4,900 matters were finalised, achieving a clearance rate of 105%.

Jurisdiction	Average cost (\$) per finalised matter	National average cost (\$) per finalised matter
Supreme Court criminal matter	12,089	21,166
Supreme Court civil matter	3,110	5,621
District Court criminal matter	7,251	9,713
District Court civil matter	838	2,341
Magistrates Court criminal matter	440	558
Magistrates Court civil matter	328	298

⁶ Relates to data for 2012-13 financial year

Tribunal performance

QCAT supports the Government's objective to deliver a system of swift and fair justice.

In 2013-14, QCAT achieved:

- a clearance rate of 106% by finalising over 31,000 cases
- a client satisfaction rate of 72%.

High clearance rates were achieved in specific lists:

- occupational regulation—127%
- neighbourhood disputes—131%
- building—114%, and
- retail shop leases—114%.

Significant improvements in clearance rates were achieved for:

- neighbourhood disputes—64% improvement
- occupational regulation—37% improvement.

Body corporate services

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

In 2013-14, BCCM:

- achieved a clearance rate of 101% by finalising nearly 1,400 cases
- finalised 96% of conciliation applications within 30 days and 80% of adjudication applications within the target of 60 days from referral to adjudication
- responded to over 28,000 requests for information.

Alternative dispute resolution increases timeliness

The department's Dispute Resolution Branch assists people to resolve their disputes without having to go to court.

It does this by providing a range of alternative dispute resolution services, including civil mediation, criminal mediation and child protection conferencing, as well as conflict management training to the community.

Six dispute resolution centres service Queensland from Brisbane, Hervey Bay, Rockhampton, Mackay, Townsville and Cairns. Mediation offers a timely, non-adversarial and effective means of resolving disputes.

The branch mediates minor civil disputes that have been referred by QCAT, which in 2013-14 represented 11% of the tribunal's minor civil disputes. In 2013-14, QCAT referred 2,106 minor civil disputes, of which 52% were successfully resolved and did not require a QCAT hearing.

In 2013-14, the branch mediated 2,327 civil disputes with an average file completion time of less than 30 days and with 93% of matters completed within 60 days.

Protecting the rights and interests of adults with impaired decision making capacity

The role of the Public Guardian (the Adult Guardian before 1 July 2014) is to protect the rights and interests of adults with impaired decision-making capacity by investigating allegations that an adult with impaired capacity has been neglected, exploited or abused or has inappropriate decision-making arrangements in place.

Many of these cases involve allegations about an attorney's financial decision making for elderly relatives.

The Public Guardian may suspend an attorney's power (under an enduring document) if it is suspected, on reasonable grounds, that the attorney is not competent.

The complexity of investigations conducted continues to increase, primarily due to high levels of family conflict and greater complexity of adults' financial arrangements.

In 2013-14:

- more than 180 new investigations commenced into abuse
- more than 180 investigations were concluded
- the Adult Guardian suspended an attorney's power in 21 cases.

Advocacy for people with impaired decision-making capacity

The Public Advocate is responsible for promoting and protecting the rights and interests of adults with impaired decision-making capacity by

providing systems advocacy on behalf of the approximately 113,000 Queenslanders who have impaired decision-making capacity.

In 2013–14, two systemic advocacy reports were produced by the Public Advocate and tabled in Parliament.

The first report, tabled on 7 November 2013, detailed the outcomes of an inquiry into the barriers to deinstitutionalisation for people with intellectual disability or cognitive impairment residing long term in health care facilities.

The second report, tabled in Parliament on 21 May 2014, detailed the outcomes from an inquiry into the use of electronic monitoring at disability accommodation sites in Queensland and outlined best practice considerations for organisations in seeking to address the potential risks that may arise in using electronic monitoring devices as an aid for service delivery.

In 2013–14, the Public Advocate also made 11 submissions to inquiries and legislative consultation processes that were of relevance to Queenslanders with impaired decision-making capacity.

Legal assistance for vulnerable Queenslanders

Funds from the Legal Practitioner Interest on Trust Accounts Fund (LPITAF) and the Queensland Government State Budget are invested in the delivery of legal assistance, legal profession regulation, and law library services.

In 2013–14, the department worked closely with service providers to implement a new strategy and investment model in alignment with the broader renewal and reform agenda. Legal assistance services are free or low cost services. The Queensland Government invests in services delivered by Legal Aid Queensland (LAQ) and community organisations.⁷

Many vulnerable and disadvantaged people experience challenges accessing the legal system.

Legal assistance is vital in helping these people to exercise legal rights and meet legal obligations.

These services promote less expensive resolution of legal matters for parties and Government, particularly where that avoids parties having to appear before a court or tribunal.

⁷ See Appendices 3 and 4 for investment and service delivery details.

⁸ See Appendices 3 and 4 for investment details.

Government committed to investing in services delivered by community organisations triennially. This will ensure community organisations can plan ahead, retain experienced staff, and promote seamless and sustainable service delivery.

The community organisations have been working closely with the department to implement strategies designed to improve frontline service delivery and better manage service demand.

New collaborative arrangements, enhanced referral pathways, collocation with complementary services, and improved use of technology are being implemented where appropriate.

In 2013–14, LAQ provided 919,336 and community organisations provided 60,729 legal assistance services to vulnerable and disadvantaged Queenslanders with the Queensland Government investment.

The private sector made an invaluable contribution through partnerships with community organisations, including the Queensland Public Interest Law Clearing House and Women's Legal Service.

6,000 additional frontline services are predicted to be delivered by community organisations over 2014–17 as a result of the reforms.

Legal profession regulation

The Legal Services Commission, Queensland Law Society and The Bar Association of Queensland all perform important roles in the regulation of Queensland's legal profession.

Standards of conduct in the provision of legal services are promoted, monitored and enforced by these organisations.

Investment in these frontline services ensures the rights of legal consumers in Queensland are protected.⁸

JPs in the community program

The JPs in the Community program has provided improved community access to witnessing services in 2013–14.

There are now 193 signing centres across the State, involving 2,898 volunteers who provided more than 98,315 hours of service at these sites in 2013–14.

The program has increased the availability of volunteer JPs through 22 new signing sites.

The department launched a mobile app to help members of the public locate witnessing services across Queensland. This also assists JPs and Commissioners for Declarations to keep in touch with the department.

Offender levy

The offender levy commenced on 21 August 2012.

The purpose of the offender levy is set out in section 179A of the *Penalties and Sentences Act 1992*. The offender levy is imposed on an offender on sentence to help pay for the cost of law enforcement and administration. From 1 July 2014, the amount imposed by the offender levy is \$321.40 for matters in the Supreme and District Courts and \$107.10 for matters in the Magistrates Courts.

Levies collected go to the consolidated fund and generally assist in revitalising front line services, like the courts and the Queensland Police Service.

Support provided to victims of crime

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

In 2013–14, VAQ:

- received 2,010 applications for financial assistance and made \$11.339 million in payments for goods and services to assist in victims to recover
- through its specialist information service, Victims LinkUp, handled more than 14,245 client contacts and referred 446 victims to specialist organisations
- provided training, information and support to over 569 government and non-government agencies.

Victim coordination officers

VAQ also directly provides court support in some regional court houses through the victim coordination officer program, particularly for

higher need clients including those from diverse cultural backgrounds.

The departmental support to organisations such as the Queensland Homicide Victims Support Group, which provides face-to-face support for victims of homicide, and Protect All Children Today from abuse (PACT), which provides support for child witnesses, means the department is able to work

In 2013–14, victim coordination officers supported 166 victims in court and helped 117 victims to prepare victim impact statements.

with partnering organisations to provide specialist on the ground support and recognises the different needs of victims.

In 2013–14, Court Network trained 12 volunteers who provided court support to 93 victims in the Brisbane and Ipswich court houses.

Court Network is a not-for-profit organisation providing voluntary non-legal court support to all court users in the Brisbane, Cairns and Townsville court precincts.

In 2013–14, Court Network received \$107,200 in funding to commence the Victim Support Unit, delivering victim-focused, volunteer-based court support in the Brisbane and Ipswich courts.

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

Fundamental principles of justice for victims of crime

These justice principles describe the treatment a victim of violent crime is entitled to receive from government agencies, including the right to be treated fairly, the right to privacy, the right to information about investigations and prosecution processes, and the right to submit a victim impact statement during the sentencing process detailing how the crime has affected them. Following amendments to the *Victims of Crime Assistance Act 2009* that came into effect in August 2013, the

principles now include the ability of a victim to read their Victim Impact Statement out in court during sentencing if the victim so wishes.

In 2013–14, VAQ facilitated the resolution of 14 complaints involving alleged breaches of the principles.

Social and legal rights protected through identity protection

Proof of identity is essential to access and protect a range of legal and social rights.

The Registry of Births, Deaths and Marriages is responsible for the registration of life events in Queensland and supplies birth, death, marriage and change of name certificates to eligible applicants.

In 2013–14, the Registry registered 125,000 life events and issued approximately 295,000 life event certificates.

85% of 420,000 transactions were completed within one day of published service benchmarks.

The registry plays a critical role in the identity services of the Australian Passport Office, Queensland Transport and a number of financial institutions and service providers.



Queensland Corrective Services

Making amends for offending behaviour

By undertaking work in the community, prisoners are able to make reparation for their offence.

In 2013–14, prisoners from low security facilities, including prisoners from work camps, completed a total of 251,213 hours of community service, equating to approximately \$5.5 million.

The result is influenced by the availability of suitable community service projects. Offenders subject to these order types are required to undertake unpaid work.

In 2013–14, a total of 317,162 hours of community service (court ordered) was completed equating to approximately \$7 million.

Victims Register

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

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

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

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



Youth Justice Services

Holding young people accountable for offences

The pattern of youth offending in Queensland is changing. While proportionally fewer young people are offending, those who are offending are doing so more often and are committing more serious offences. In 2012–13, for example, almost half of all youth offences were committed by approximately 10% of young offenders.

Reforms to the *Youth Justice Act 1992* were effective on 28 March 2014. The reforms aim to hold repeat young offenders accountable for their crimes by:

- permitting repeat offenders' identifying information to be published and open Childrens Court for youth justice matters involving repeat offenders
- creating a new offence where a child commits a further offence while on bail
- permitting childhood findings of guilt for which no conviction was recorded to be admissible in court when sentencing a person for an adult offence

- providing for the automatic transfer from detention to adult corrective services facilities of 17 year olds who have six months or more left to serve in detention
- providing that, in sentencing any adult or child for an offence punishable by imprisonment, the court must not have regard to any principle, whether under statute or at law, that a sentence of imprisonment (in the case of an adult) or detention (in the case of a child) should only be imposed as a last resort, and
- allowing children who have absconded from Sentenced Youth Boot Camps to be arrested and brought before a court for resentencing without first being given warning.

The department will continue to monitor the impact of the reforms and their outcomes over the next 12 months.

Motor Vehicle Offender Program

The Motor Vehicle Offender Program was introduced in Townsville to target recidivist motor vehicle offenders. All offenders sentenced to a Boot Camp (Motor Vehicle) Order will undertake the program which addresses the reasons why they steal cars and teaches them the consequences for the victims when their cars are stolen.

Graffiti removal

New graffiti legislation has resulted in over 60 young graffiti offenders being ordered to complete more than 500 hours of unpaid graffiti removal work, with reports of positive changes in the attitudes of young offenders.



Office of the Director of Public Prosecutions

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

In 2013–14, the ODPP received 30,512 offences for prosecution relating to 6,844 accused. The ODPP prepared and conducted 937 committal matters in the Brisbane, Ipswich and Southport Magistrates Courts, conducted 803 trials and 3,380 sentences and breaches in the Supreme, District and Childrens Courts.

The ODPP is structured into 15 criminal chambers (legal work units) and one civil law team with seven chambers based in Brisbane, eight chambers in major regional centres (with a sub-office in Mackay) and the civil law team (confiscations unit) which is based in Brisbane.

Confiscating the proceeds of crime

The ODPP has a specialised legal team whose role is to confiscate the proceeds of crime. The ODPP is responsible for administering chapter three of the *Criminal Proceeds Confiscation Act 2002* as solicitor for the Crime and Corruption Commission for proceedings under chapter two and 2A.

From 1 July 2013 to 30 June 2014, \$967,400 has been collected as a result of the execution of forfeiture orders under the conviction based scheme. In 2013–14, the Crime and Corruption Commission will restrain at least \$12.2 million in assets under chapter two of the Act. Assets of \$7.5 million will also be

There are three separate schemes within the Act:

- chapter 2, confiscation without conviction
- chapter 2A, serious drug offender confiscation
- chapter 3, confiscation after conviction.

In relation to chapter three proceedings, a direct connection between the property and the criminal charges must exist.



Strategic Policy and Legal Services

Laws strengthened for deterrence and accountability

In 2013–14, the *Penalties and Sentences Act 1992* was amended to introduce a legislative mechanism to provide for the indexation of the penalty unit value so that the deterrent effect of fines and penalty infringement notices is maintained.

Anti-graffiti laws were strengthened to ensure graffiti offenders clean up public places.

Liquor, Gaming and Fair Trading

Redress for consumers

Assisting Queensland consumers to achieve redress for their complaints is one of the practical ways the Office of Fair Trading is working to protect the rights of customers across the State. It is calculated as dollar value and replacement or repair equivalent value.

In 2013–14, the Office of Fair Trading obtained \$5.5 million redress for consumers.

Young consumers

The Office of Fair Trading educates new consumers about their consumer rights and making smart decisions in the marketplace.

Since 2002, the Office has run the annual Buy Smart competition. This year the launch of the competition also kicked off a State-wide *back to school* campaign with fair trading officers speaking with over 3,800 school students across the State to explain consumer rights and responsibilities. Last year over 1,160 Queensland students entered the competition.

The Office hosts the *Get Out There* website which is specifically designed for young people. The site contains useful information for young people. For example they can access information about keeping their money under control, buying a car, their rights as consumers, finding the right job, and protecting themselves against scams and identity fraud.

During 2013–14, there were more than 5,200 visits to the *Get Out There* web page.

Public sector reform and renewal priorities—Youth Justice Blueprint

Reform and renewal priorities for 2014–15

The Blueprint for the Future of Youth Justice in Queensland is a 10 year plan to reform the youth justice system from compliance to a focus on innovation and outcomes.

Reforms are structured around the life cycle of offending and the key points of intervention, including intervening early, preventing a life of crime, holding young offenders accountable, and changing entrenched criminal behaviour.

Townsville youth offender strategy

Townsville is the focus of an intensive response because of its high youth crime rate. The strategy includes implementing family action plans, mandatory sentencing to youth boot camps for motor vehicle offences and a trial of employment and life skills program for young offenders.

Remand reduction strategy

The strategy will address the high numbers of young people held on remand in Queensland's two youth detention centres, aiming to reduce remand at each stage of the offending spectrum.

Transformation of the Outlooks

Outlook services use outdoor challenges for young offenders and young people at risk of offending, and also for young offenders in and transitioning out of the youth justice system. The Outlooks will focus on providing programs to reduce youth offending.

Standardised risk assessment tool

A standard risk assessment tool will be identified during 2014–15 to assess young people at risk of offending and young offenders. It will be suitable for use by government and non-government organisations delivering youth justice services.

Realignment of youth justice conferencing

Youth justice conferencing will be repositioned to become one avenue for victims of crime in Queensland to meet with offenders, with new initiatives to increase victim engagement across the spectrum of youth justice services.

Future directions

In 2014–15 the department will:

- progress public sector reform and renewal projects that contribute to a fair and just Queensland
- review the *Victims of Crime Assistance Act 2009* to ensure it is continuing to meet the needs of victims of crime in Queensland
- review the *Births, Deaths and Marriages Registration Act 2003* to modernise the Act, simplify its operation and ensure that it is adequately meeting the community's needs for the registration of births, deaths and marriages and other life events
- consider the recommendations and outcomes of the QCAT review
- consider options for increasing the jurisdiction of judicial registrars that would support additional judicial registrars in Southport, Brisbane and the Brisbane Coroners Court, with the opportunity to circuit to surrounding courts
- roll out funding for supervision of community service sites by non-government organisations as part of the Queensland Government's Safe Night Out Strategy
- represent the interests of the Queensland legal assistance sector in the development of national legal assistance reforms.



Queensland can get on with the job

The department's red tape reduction programs have made it easier and less costly for Queenslanders to get on with the job and do business in the State.

Red tape reduction programs are also contributing to improvements that make it easier for people to use our services.

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

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

Performance indicators

- Red tape reduction initiatives
- Increased online services

Our performance



Office of Fair and Safe Work Queensland

Amendments to Work Health and Safety legislation

The *Work Health and Safety Act 2011* and the *Work Health and Safety Regulation 2011* were amended to reduce red tape and lessen the administrative burden on Queensland business.

Benefits include:

- removing the requirement for a person conducting a business or undertaking to provide a list of health and safety representatives to the department
- enabling the department to publish an online register of high risk work licence holders and accredited assessors
- enabling high risk work licence holders to provide certain notifications over the telephone, instead of in writing.

Introducing smart forms

Workplace Health and Safety Queensland has cut its number of forms by more than half, and is now converting the remainder into an online smart form format.

The Smart Form format provides the ability to create, publish and maintain online forms and transactions so that they become interactive and dynamic documents.

Moving high risk work licensing services online

Workplace Health and Safety Queensland regulates the licensing of high risk work activities such as operation of tower cranes and forklifts.

Benefits include:

- reduced time required to complete the forms
- increased level of accuracy, security and completeness when submitting the form
- ability to submit forms online, at any time, even from remote locations.

In 2013–14, several high risk work licensing processes were moved to an online format to create efficiencies for Queensland businesses.

High risk work licences in Queensland can now be renewed online and Workplace Health and Safety Queensland is assessing the feasibility of moving the initial application for high risk work licences from a face-to-face to an online transaction.

In addition, recent legislative changes passed by Parliament have made it easier for licence holders to notify the department if they change their address or their licence document is lost, stolen or destroyed. Instead of notifying the department in writing, a licence holder can now simply provide this notice over the telephone.

These changes have significantly reduced the administrative burden for business and licence holders.

Benefits include:

- quicker and easier processing for applicants as services will be available online 24 hours a day, 7 days a week
- more convenient access to services, particularly for applicants living in remote areas or working on a fly-in, fly-out basis.

Reform of workers' compensation arrangements in Queensland

Reforms to the workers' compensation scheme in 2013–14 are already starting to improve the sustainability of the scheme, ensuring that every Queensland worker is covered for statutory benefits, medical expenses and journeys to and from work.

The Workers' Compensation Regulatory Authority (Q-Comp) was replaced with the Workers' Compensation Regulator and merged into the Office of Fair and Safe Work Queensland. This allows both regulators to work in a similar manner, plan future red tape reduction and prevent duplication and overlap.

The average premium rate is the lowest in Australia and represents a massive saving for Queensland employers of approximately \$250M in 2013–14 alone, making Queensland the most attractive state to employ people.

WorkCover Queensland announced in May 2014 a reduction in the average premium rate from \$1.45 to \$1.20 per \$100 of wages.

Queensland employers are now able to require prospective workers to disclose any pre-existing injuries that could reasonably be aggravated by performing the duties of employment, and request a prospective worker's claims history summary, with the worker's consent.

These sensible amendments are helping to reduce the red tape and financial burden on employers and provide incentives for businesses to employ Queenslanders and promote our economy, while retaining appropriate protections for injured workers.

Queensland is the only Australian state that covers workers for injuries that happen when they travel to and from work. In a large, decentralised state, it is vitally important to afford workers this necessary protection.

One-stop-shop for safety and compensation services

This joint project between the Office of Fair and Safe Work Queensland and Workcover is the first partnership of its kind in Queensland between a government department and a statutory authority.

A combined website will create industry specific safety and compensation portals, and a streamlined incident notification and claim form between Workplace Health and Safety Queensland and WorkCover.

In 2013–14, an implementation plan was agreed with WorkCover and significant progress has been made towards establishing the combined safety and compensation phone number and website.

Benefits include easier and faster access to:

- workers compensation and claims information
- work health and safety electrical safety
- regulatory compliance information.

Reducing levies within the construction industry

In 2013–14, the *Construction and Tourism (Red Tape Reduction) and Other Legislation Amendment Act 2014* reduced the QLeave levy rate for construction and building projects from 0.30% to 0.25%.

The levy reduction will result in an estimated \$24 million in savings across the construction and resource sectors.

Under the Act, building and construction workers will retain every single one of their QLeave benefits to ensure they have access to paid leave regardless of which project or employer they are working for.

The amendments will have a positive impact across not only the resources sector, but across the whole of the building and construction industry.

Implementation Guidelines to the Queensland Code of Practice for the Building and Construction Industry

The Implementation Guidelines to the Queensland Code of Practice for the Building and Construction Industry were introduced from 1 July 2013. The guidelines are raising productivity in the building and construction industry by stopping unlawful industrial action and ensuring the rule of law and best practice industrial relations behaviours are observed on construction sites in Queensland.

As at 30 June 2014, there is \$4.2 billion worth of publicly-funded construction subject to the guidelines. An additional \$400 million in private projects are also under the guidelines.



Liquor, Gaming and Fair Trading

Liquor licensing red tape reduced

In 2013–14 amendments made to the *Liquor Act 1992* exempt hospitals, nursing homes and low risk community organisations from requiring permits to sell a limited amount of liquor.

Other red tape reduction measures include:

- removing the requirement for restaurants, cafes and small clubs to have an approved manager when the venue is not authorised to trade after midnight
- licensees are no longer required to keep an approved managers' register or a training register about responsible service of alcohol
- persons who have completed the responsible management of licensed venues training program are now taken to have completed responsible service of alcohol training
- licensees now have the option to pay their annual licence fees by instalments if they have suffered a financial hardship
- exempting tour operators from requiring a license to sell a limited amount of liquor.

This reduction in red tape decreased the number of permit applications by 4,580 and saved the community \$270,220 in its first 12 months.

Gaming reforms

Regional boundaries have been removed from the club gaming machine entitlement reallocation scheme to allow clubs to purchase gaming machine entitlements from anywhere in the State, rather than limiting such opportunities by geographic boundaries.

The maximum number of gaming machines approved under a club licence has been increased from 280 to:

- 300 if a club has no additional premises
- 450 if a club has one additional premises (but not more than 300 at either venue)
- 500 if a club has two or more additional premises (but not more than 300 at any one venue).

Other reforms include:

- removing the requirement for an additional club premises license to be approved if it is near the club's existing premises
- increasing the maximum cash payment limit for wins on a gaming machine to \$5,000
- changing the definition of category 1, 2 and 3 games under the *Charitable and Non-Profit Gaming Act 1999* which allows organisations to conduct larger art unions without having to obtain a license
- removing reporting burdens for major gaming licences.

Review of land sales in Queensland

The Land Sales and Other Legislation Amendment Bill 2014 was introduced on 3 June 2014.

The Bill streamlines and modernises laws associated with 'off the plan' sales of land, as well as apartments and home units. The Bill also reduces red tape by allowing buyers and sellers to contractually agree to the settlement period by removing unnecessary disclosure obligations and restrictions on the sale of land.

Separation of the *Property Agents and Motor Dealers Act 2000*

In 2013–14, the *Property Agents and Motor Dealers Act 2000* was split into four industry-specific Acts:

- *Property Occupations Act 2014*
- *Motor Dealers and Chattel Auctioneers Act 2014*

- *Debt Collectors (Field Agents and Collection Agents) Act 2014*
- *Agents Financial Administration Act 2014.*

These new laws reduce the regulatory burden for real estate agents, property developers, auctioneers, motor dealers and commercial agents.

Making it easier for the Queensland travel industry

The *Travel Agents Act 1998* was repealed in line with the national Travel Industry Implementation Scheme and to reduce costs and red tape for the travel services industry.

Benefits for travel agents include:

- no longer required to have a license to carry on business as a travel agent and pay the associated fee
- no longer required to participate in the travel compensation fund and pay the associated fee.



Strategic Policy and Legal Services

Modernising legislation and regulation to reduce burden for business

The *Directors' Liability Reform Amendment Act 2013* introduced further reductions in directors' liability across the statute book to reduce red tape and the regulatory burden placed upon Queensland business.

The amendments address concerns expressed by the business community and legal profession about the number and complexity of provisions which impose liability on executive officers for corporate criminal fault.

Public sector reform and renewal priorities—reducing the regulatory burden on Queensland business

Reform and renewal priorities for 2014–15

Continuation of the property law review

A review of Queensland's property laws will reduce red tape, regulation and property law duplication and streamline processes for buying, selling and managing property in Queensland. The review includes the complex and difficult issues concerning the seller disclosure regime, the review and modernisation of the *Property Law Act 1974*, setting and adjustment of contribution schedule lot entitlements under the *Body Corporate and Community Management Act 1997* and community title governance issues. The broad-ranging independent review is being led by leading Queensland property law experts from the Queensland University of Technology.

Liquor and gaming reforms

Liquor and gaming red tape reduction will continue to deliver benefits. Legislative changes will be implemented to remove the near rule for approval of additional club premises under a gaming license, increase the maximum number of gaming machines approved under a club license and remove a number of unnecessary business reporting requirements from gaming legislation.

Progressing the one-stop-shop for safety and compensation service

This joint project between the Office of Fair and Safe Work Queensland and WorkCover will cut red tape by creating a combined phone number and website to deliver a single point of contact for work health, safety and compensation matters. A combined online incident notification and claim form will also be produced, reducing red tape by removing duplication of information and effort for business via one online form that notifies both organisations.

Award modernisation

Award modernisation will create a comprehensive set of state awards that will be easy to understand and work with. Modernised awards and the *Queensland Employment Standards in the Industrial Relations Act 1999* will provide a minimum safety net and enforceable conditions of employment that are economically sustainable and promote flexible and modern workplace practices. This reform will reduce the number of awards and duplication to ensure a modern, flexible and responsive public sector.

Future directions

In 2014–15 the department will:

- progress public sector reform and renewal projects that reduce red tape and help Queensland get on with the job
- launch the one-stop-shop for safety and compensation services
- implement amendments to the *Building and Construction Industry (Portable Long Service Leave) Act 1991* to ensure transparent guidelines for levying the resources sector, which will result in decreases in business costs and levy impact on the sector
- continue the liquor, gaming and fair trading red tape reduction reforms
- amalgamate the casino benefits funds into the Gambling Community Benefit Fund, to provide a streamlined, single grant application process for community benefits funding
- draft a new Queensland Co-operatives Bill modelled on the Co-operatives National Law to modernise the legislative framework and reduce red tape for Queensland's co-operatives for example by enabling automatic mutual recognition to make it easier to trade interstate and simplified financial reporting and auditing requirements for small co-operatives
- conduct an independent review of the Queensland Industrial Registry to provide an evaluation of the efficacy of business processes, organisational structure, resourcing, technology and workflows of the Registry, the Industrial Court and Industrial Commission. Recommendations from the review will aim to improve the overall efficiency and effectiveness of the Registry to best support Queensland's industrial relations tribunals.



Queensland gets great service

The department is committed to delivering high quality services that meet the needs of the Queensland community.

We will continue to do this by seeking new and better service delivery and funding models, including better use of technology. Contestability processes will ensure services are being delivered in the most cost efficient and effective way for Queenslanders.

By implementing innovative and accessible service delivery models, we are working to make it easier for people to access and use our services.

We engage with our stakeholders and customers to identify areas for improvement and determine sustainable solutions.

In partnership with other Queensland Government agencies and industry, we are working collaboratively to deliver seamless and connected services to Queenslanders.

Performance indicators

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

Our performance



Justice Services

Improving regional and remote community access to services

In 2013-14, the department has been working in partnership with Smart Service Queensland and the Department of Transport and Main Roads to develop a new business model for 31 courthouses and the Queensland Government Agent Program counters operated by the department that will provide communities across the State with more efficient multi-agency service counters.

Benefits include:

- improved access to government services in regional and remote communities
- increased access to specialist service and self-service options.

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

Family visits are able to be conducted through videoconferencing, and legal practitioners can also

Benefits include:

- time and cost savings for government and legal practitioners in relation to travel and prisoner transfers
- more police and correctional officers released to frontline duties
- reduced safety risk to community.

consult with in-custody clients without the need to travel to correctional facilities. This will help legal practitioners resolve matters more quickly and efficiently.

Videoconferencing

In January 2014 the department commenced the Integrated Criminal Justice Videoconferencing Program to increase the number of in-custody defendants appearing at court hearings without leaving prison.

There were 163 videoconferencing systems in 47 court locations at 30 June 2014. A further 21 systems will be rolled out in these existing locations and 13 additional court locations in 2014-15. All 13 correctional centres provide videoconferencing endpoints to link to courts.

Improving delivery of minor civil dispute mediation

In 2013-14, QCAT conducted a comprehensive review of the way it delivers minor civil dispute mediation across Queensland. QCAT conducted nearly 2,300 minor civil dispute mediations in 2013-14. QCAT trialled the use of alternate mediation models which achieved substantially better settlement rates for minor civil dispute applications.

Benefits include:

- improved service to the community through the application of more appropriate mediation models
- improved settlement rates in regard to MCD mediation and decreased hearing costs.

Protecting the rights and interests of children in court ordered conferences

Conferences ordered by the court when parents contest a child protection order are now convened by the Dispute Resolution Branch. In the first year of the new improved service model very high client satisfaction rates have been reported—89% for parents and 96% for professionals.

Benefits include:

- faster conferencing service to protect Queensland's children
- improved access to services in regional areas
- client service enhanced through specialist intake processes and streamlined procedures
- decreased need for court hearings.

Revitalisation of services to jurors

In response to client feedback, a range of initiatives are taking place to improve the experience of Queenslanders who perform jury duty.

Potential jurors now have the option to respond to a questionnaire regarding their jury service using an online form.

Benefits include:

- reduced burden on prospective jurors, who previously had to return their form by post
- increased access for fly-in, fly-out workers and significantly reduced costs for issuing juror notices.

More birth, death and marriage online services

In 2013-14, the Registry of Births, Deaths and Marriages continued to provide more efficient and modern online services for Queenslanders, family historians and agencies requiring identity validation services, by continuing to digitise birth, death and marriage records and launching additional online registration and payment tools.

In 2013-14, the Registry made 15 services available to the public online. Queensland parents are now able to complete birth registration forms online, making this critical process easier and quicker than ever before.

Family history research services

Launched in June 2013, the Family History Service allows customers to search, order and pay for historical certificates and register images 24 hours a day, 7 days a week.

In 2013-14:

- more than 30,000 orders have been placed, averaging 600-650 customer orders weekly
- the family history website was visited over 3 million times from Australia and other countries.

Data sharing

In 2013-14, the Registry continued to strengthen inter-agency collaboration by maximising data sharing in the critical areas of:

Identity management. As a contributor to the National Document Verification Service, the Registry enables subscribers to electronically validate Queensland birth and death information presented in service enrolment.

Law enforcement intelligence. In February 2014, the Registry implemented a person of interest matching process with the Queensland Police Service for the provision of death data, providing timely information on deceased individuals for use in routine police activities.

Improved links with Corrective Services now mean prisoners or offenders under supervision in the community are prevented from changing their names without notifying and receiving consent from their supervising body.

Demography and health research. In 2013-14, the Registry contributed to seamless and connected services across multiple agencies by providing data to a range of external health researchers, enabling specific studies to be conducted in the areas of

cancer, dementia, hepatitis B, and the outcomes of neurosurgery.



Office of Fair and Safe Work Queensland

Mobile inspector work teams

Mobile inspector work teams are being trialled by Workplace Health and Safety Queensland as an innovative service delivery approach.

Electronic tablets enable mobile service teams to record activity in the field and provide clients with access to health and safety information in real time.

Initially the trial is targeting compliance services within the priority industries of construction and rural in central, northern and southwest Queensland.

The strategy will be evaluated with a view to expanding the approach to include advisory services within construction and rural in central, northern and southwest Queensland and other priority industries of manufacturing and transport.

Benefits include:

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



Youth Justice Services

In 2013–14, the department made savings by outsourcing reception services at the Brisbane Youth Detention Centre to a private security firm, after undergoing a contestability process, saving approximately \$138,000 per year.

Improvements in staff training and procedures in detention centres have resulted in a 50% reduction in WorkCover statutory claims and a 93% reduction in payment for staff injuries during 2013–14.

Market sounding and engagement in addition to business process improvements within ancillary services of detention centres have resulted in anticipated annual savings of \$237,000.



Queensland Corrective Services

Biometric reporting

Biometric reporting allows suitable low-risk offenders to report at any probation and parole office for a biometric finger scan. The system asks the offender a series of key questions, which depending on their answer may prompt further requirements, such as a face-to-face interview.

Biometric reporting does not replace the role of probation and parole officers, but enables more efficient allocation of resources based on offender risk.

A total of 17 biometric kiosks were delivered to probation and parole sites by 30 June 2014, with 17 additional sites to receive biometric reporting facilities in 2014–15.



Liquor, Gaming and Fair Trading

As a result of administrative and legislative red tape reduction changes to the *Liquor Act 1992*, liquor licence application processing times for new businesses have decreased significantly across a range of liquor licence categories.

The reduction in processing times based on median processing times for 2011–12, compared with median processing times for 2013–14 for the major licence applications are:

- nightclubs 64% (425 days to 149.5 days)
- community clubs 50% (419 days to 209 days)
- restaurants 42% (135 days to 77 days)
- commercial hotels 36% (370.5 days to 235 days)
- licence transfers 27% (68 days to 49 days).

Significant reductions have also been achieved in individual licence applications, with approved manager processing times being reduced by 34% (23 days to 15 days) in the same period.

Amendments to the *Liquor Act* have resulted in certain non-profit community organisations no longer being required to obtain a permit to sell liquor at one-off fund raising events. In 2012–13, there were 6,231 community liquor permits issued, while in 2013–14 only 1,651 permits were issued.

Public sector reform and renewal priorities—faster, more effective justice in Queensland

Reform and renewal priorities for 2014–15

Blueprint for increased use of technology to deliver more efficient justice

The Blueprint for the Future of Justice Services is a 10 year plan mapping the pathway to delivering more accessible, effective and timely justice services for Queenslanders.

A key driver for the success of the Blueprint will be the use of information technology to drive seamless, integrated service delivery across the justice system and cost savings and efficiencies in court operations (Queensland Commission of Audit recommendation 121).

Immediate benefits will be achieved in 2014–15 by:

- improving courts case management and online jury management systems
- further expanding videoconferencing
- piloting online guilty pleas in the Magistrates Court.

Cutting time to hear minor criminal and minor civil matters

Increasing the use of judicial registrars in the Magistrates Court to slash the time to hear certain matters and allow magistrates to focus on more complex and contested matters will be considered, in a staged approach from 2014–15 and completed by June 2016 (Queensland Commission of Audit recommendation 120).

Modernising legislation and regulation

The department will consider how to continue the reform process commenced with the Moynihan review with regard to expanding the types of ticketable offences as well as the range of mandatory ticketable offences; expanding the range of summary offences; and streamlining any multiple review or appeal mechanisms for administrative decisions (Queensland Commission of Audit recommendation 123).

Public sector reform and renewal priorities—better corrections in Queensland

Reform and renewal priorities for 2014–15

Blueprint for better corrections in Queensland

QCS is subject to five recommendations of the Queensland Commission of Audit and 20 recommendations of the Police and Community Safety Review.

Recommendations from both the Commission of Audit and the Police and Community Safety Review represent a comprehensive change to the way QCS will undertake its business in the future.

Most of the critical recommendations are expected to take between 2 and 5 years to complete and will need significant detailed planning to effect sustainable change which will improve community safety.

Critical recommendations include:

- the introduction of contestable management of correctional centres
- transitioning watch houses from the Queensland Police Service
- assessing the competitiveness of transport and escort services.

Watch house transition

The department and the Queensland Police Service are working to determine the best method of transitioning the watch houses.

The transition will realise significant benefits, including:

- releasing more uniformed police officers on to the street to protect the community
- better service integration between the courts, police and corrective services.

Options for the delivery of services to the watch house will be assessed to determine the best value for money.

The department is investigating consolidating maintenance for infrastructure across QCS and Youth Justice Services and increasing the use of videoconferencing between courts and correctional centres.

Building for the future

Building for the future needs of correctional services over the long term will progress through:

- planning and investing in correctional infrastructure within a contestable framework, to ensure best value from the investment
- using a proven forecasting methodology to clearly identify, anticipate and plan for demand in custodial infrastructure, probation and parole and other correctional services
- developing technological solutions to improve the safety and security of prisons and the supervision of offenders in the community.

Future directions

In 2014–15 the department will:

- progress public sector reform and renewal projects that improve our services
- trial an early guilty plea online service pilot for 16 courthouses in Southeast Queensland, in response to a Commission of Audit recommendation aimed at delivering faster, more effective justice in Queensland
- improve services to Queenslanders who are called upon to perform jury service through increased online services and improved information
- pilot additional services to Queenslanders at three pilot court and QGAP sites at Ayr, Ingham and Yeppoon
- work with the Department of Transport and Main Roads to install new licensing equipment at Ayr and Ingham courthouses, allowing increased hours for transport and licensing services to be trialled, improving customer service
- continue the contestability review of youth detention centres, including ground maintenance, laundry, kitchen and cleaning services
- further expand the use of videoconferencing for court appearances by in-custody defendants by trialling a dedicated videoconference court and designing an improved scheduling system
- implement new mediation models at QCAT to improve settlement rates and client service in regard to minor civil dispute applications
- develop easy-to-use online options for many of the department's services, including search and copy for court documents, electronic subpoena management and issuing enforcement warrants.



DJAG is responsive and high performing

The department is changing the way we deliver services and growing a high-performance culture by focusing on our vision, strategies and leadership.

We are driving renewal objectives to transform the way corporate services are delivered and will continue to develop our *digital and mobile first* approach to customer-centric service.

Corporate services is creating a business partnership model, bringing together the best ideas and capabilities from across government, the private and non-government sector to support innovative frontline service delivery.

All the improvements to the department's service delivery will drive down costs, increase productivity, and encourage innovation.

Performance indicators

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

Our performance

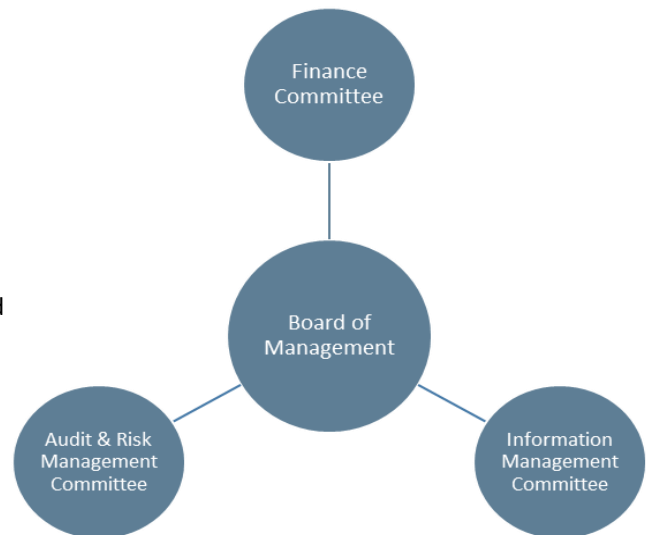


Governance management and structure

Governance committees

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

In 2013–14, the department reviewed its governance committee structures, in response to current reform agenda, emphasising the requirement for enhanced transparency, accountability and red tape reduction.



The Department of Justice and Attorney-General governance committee structure as at 30 June 2014.

Improvements in 2013–14:

- committee terms of reference reviewed to ensure alignment to current government and business environments and a strategic focus.
- committees streamlined by dissolving the Workforce Management Committee and the Accommodation, Fleet and Asset Management Committee. Responsibility for committee functions were delegated to the Assistant Director-General, Corporate Services to manage operationally. Strategic issues are referred to the Board of Management as required.

Board of Management

The Board of Management (BOM) 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.

Membership of BOM as at 30 June 2014 comprised of the following officers:



John Sosso
Director-General
(chair)

John was appointed Director-General in December 2012. John first joined the department in 1984 after completing his Articles and practising as a solicitor in private practice.

After leaving the Department of Justice in 1992, he subsequently served in the Department of Consumer Affairs and Emergency Services. From 1996–1998 he was the Deputy Director-General of the Department of the Premier and Cabinet. John was a Member and Deputy President of the National Native Title Tribunal from 2000–2012.

John holds a Bachelor of Arts (Honours) and Bachelor of Laws (Hons) from the University of Queensland.



Dr Simon Blackwood
Deputy Director-General
(co-deputy chair)

Simon was appointed Deputy Director-General, Office of Fair and Safe Work Queensland in January 2014 after acting in the position from April 2012. Simon was previously Executive Director, Workplace Health and Safety Queensland. Before his appointment to this role in December 2007, he was Executive Director, Private Sector Industrial Relations. He is responsible for workplace health and safety, industrial relations and electrical safety in Queensland.

Simon 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.



David Ford
Deputy Director-General
(co-deputy chair)

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



David Mackie
Deputy Director-General
(co-deputy chair)

David was appointed Deputy Director-General, Justice Services in January 2014 after relieving in this role for nearly a year.

Over his 24 years in the Queensland Public Sector, David has held executive and senior management positions responsible for both the delivery of front line services and corporate support services. Having originally joined the department in 1990, David initially performed a range of roles in the areas of finance, policy and corporate governance before heading up corporate services areas within the Anti-Discrimination Commission Queensland (1996-2002) and the Commission for Children and Young People and Child Guardian (2004).

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

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



Dr Mark Rallings
Acting Deputy Director-General

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

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



Peter Cook
Assistant Director-General

Peter was appointed Assistant Director-General, Corporate Services in May 2014 after acting in the role since February 2014 and in July 2013. Peter worked in the banking and finance sector before commencing with the public sector in 1996.

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

Peter is a Fellow of CPA Australia.



Sean Harvey
Assistant Director-General

Sean was appointed as Assistant Director-General, Youth Justice in May 2014. He had previously acted in the role from July 2013. Sean has worked in various disciplines involving finance, human services and justice administration, starting his career behind the counter in a Magistrates Courts registry. More recently Sean led the Courts Innovation Program as Director, delivering a number of innovative strategies and was a Regional Director in Justice Services.

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



Jennifer Lang
Assistant Director-General

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

Jennifer holds a Bachelor of Laws 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 being handled by Crown Law and is responsible for setting 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.

Also attending Board of Management meetings as non-voting members were: Tony Moynihan, SC, Director of Public Prosecutions; Garry Davis, Executive Director, Financial Services Branch; and Roger McCarthy, Director, Office of the Director-General.

Audit and Risk Management Committee

The Audit and Risk Management Committee is an independent advisory body to the Director-General. It helps the Director-General 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 has due regard to Queensland Treasury and Trade *Audit Committee Guidelines: Improving Accountability and Performance*.

Improvements in 2013-14:
The Director-General appointed Mr Len Scanlan, former Auditor-General of Queensland, as the external chair of the Audit and Risk Management Committee.

Membership of the Audit and risk Management Committee at 30 June 2014 comprised the following positions and officers:

Position	Officer
Chair	Len Scanlan ⁶
Standing members	
Deputy Director-General, Justice Services	David Mackie (Deputy Chair)
Deputy Director-General, Office of Fair and Safe Work Queensland	Simon Blackwood
Deputy Director-General, Queensland Corrective Services	Mark Rallings
Assistant Director-General, Youth Justice	Sean Harvey
Assistant Director-General, Strategic Policy and Legal Services	Jennifer Lang
Assistant Director-General, Corporate Services	Peter Cook
Executive Director, Office of Liquor and Gaming Regulation	Mike Sarquis
Observers	
Executive Director, Financial Services Branch	Garry Davis
Director, Corporate Governance Unit	Alison Gardiner
Director, Internal Audit	Leon Smith
Director, Queensland Audit Office	Michael Hyman ⁷
A/Director, Queensland Audit Office	Ross Hodson ⁸

Risk management framework

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

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

During 2013–14, the department undertook a significant body of work to strengthen its risk management practices.

Activities aimed to increase understanding of the department's risk profile and appetite, integrate it into a singular planning, monitoring and reporting process and build awareness of risk at all levels.

In addition, the department proactively sought guidance from an independent external consultant to assess and improve fraud risk management capabilities.

The department will continue to benchmark its processes against better practice so that improvement opportunities are identified.

Improvements in 2013–14:

- new strategic risk register and risk appetite developed by BOM
- fraud risk awareness sessions completed across department, fraud risk assessment completed, fraud risk improvement plan commenced.

⁶ The chair did receive remuneration during this financial year.

⁷ Michael Hyman did not receive financial remuneration for his participation in the ARMC as observer.

⁸ Ross Hodson commenced with ARMC in March 2014, replacing Michael Hyman. He did not receive any financial remuneration for his participation in the ARMC as observer.

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 line 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. An independent peer review is required to be conducted once every five years.

Internal Audit outputs	2013–14 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"> conducted a number of audits covering financial compliance, operational performance, project management and information systems reviews achieved management acceptance of a high percentage of audit findings and recommendations targeted at business improvements in processes
Review of the effectiveness of internal controls in mitigating risks	<ul style="list-style-type: none"> conducted risk analysis as part of the annual audit planning process, together with analysis conducted during specific audit engagements
Participation as an observer on various governance committees	<ul style="list-style-type: none"> consulted on project steering committees for key projects

Public sector ethics

Education and training

From 1 July 2013 to 30 June 2014, the department complied with section 12K of the *Public Sector Ethics Act 1994* by:

- providing face-to-face training in workplace ethics to 680 staff
- providing on-line refresher training to 2,286 staff.

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

All Senior Executive Service or equivalent officers have completed comprehensive face-to-face ethics training through the Queensland Ombudsman's Office during the past three years and have had access to online refresher training.

Procedures and practices

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

regard to the principles of the Act. To comply with section 12L, the department ensures that:

- the principles and values of the Act and the Code of Conduct are embedded in human resource management policies, practices and procedures. Any modifications or reviews take into consideration the ethical standards reflected in the Act, and the Code of Conduct
- strategies identified in the 2014–18 Strategic Plan under objective 5, *DJAG is responsive and high performing*, including, act with integrity and accountability and ensure robust governance practices are met. These strategies are consistent with the Act's ethics principles, and the Code of Conduct
- business plans support the strategic objectives and strategies outlined in the strategic plan. Staff performance effectiveness plans align with their business area, the department's strategic plan, the Act's ethics principles and the Code of Conduct and emphasise the importance of integrity.

Considerable effort has been invested in aligning the QCS integrity and accountability processes with those of the department.

The Youth Detention Inspectorate completed regular inspections of the department's youth detention centres under the Queensland Youth Detention Centres Inspection Framework and the obligations imposed by section 263 of the *Youth Justice Act 1992* about the management of youth detention centres. Inspection reports provided an assessment of nominated areas and recommendations for improved effectiveness.

Queensland Audit Office reports

In 2013–14, the Queensland Audit Office conducted a number of performance management system audits and cross-sector audits which included coverage of the Department of Justice and Attorney-General.

Report No. 4 for 2013–14

Auditor-General of Queensland Report to Parliament No. 4 for 2013-14—Follow up of Report to Parliament 1 for 2011: Management of offenders subject to supervision in the community audit

The 2011 audit report, focused on the performance management of QCS systems in managing offenders under supervision in the community. The report, tabled on 29 October 2013, considered the work undertaken by the former Department of Community Safety, in implementing the recommendations of the 2011 audit.

The Director-General of the former Department of Community Safety supplied correspondence in response to the report indicating that sufficient measures have been taken to address concerns raised by the Auditor-General.

Report No. 6 for 2013–14

Auditor-General of Queensland Report to Parliament No. 6 for 2013-14—Results of audit: Internal control systems

The audit evaluated the financial reporting controls across the 20 government departments during 2012–13. Particular focus was given to department's internal control frameworks, including: chief financial officer certifications; internal audit activities; and audit committee oversight. No specific recommendations were noted within the report.

Report No. 11 for 2013-14

Auditor-General of Queensland Report to Parliament No. 11 for 2013-14—Results of audit: State public sector entities for 2013–14

This audit focuses on 2012–13 financial statements audits on state government departments, statutory bodies, government owned corporations and the entities they control in the general government sector. No specific recommendations were noted within the report.

Report No. 18 for 2013–14

Auditor-General of Queensland Report to Parliament No. 18 for 2013-14—Monitoring and reporting performance

This audit examined how well the 20 core Queensland departments measure, monitor and publicly report on their non-financial performance. The assessment was based on performance information contained in each department's Service Delivery Statements from the 2013–14 State Budget papers. A coordinated response to the report was provided by the Department of Premier and Cabinet and Queensland Treasury and Trade. The department intends to work with these agencies to address identified recommendations.

Department response

- Where relevant, departmental responses to issues contained in the Auditor-General's Reports are provided within the respective reports.
- The department has undertaken work where appropriate to address identified audit issues contained within the various reports. The department considers that sufficient measures have been taken to address concerns raised by the Auditor-General for reports tabled in 2013–14.
- Corrective action taken has been monitored by the department's Audit and Risk Management Committee.
- Reports by the Queensland Audit Office can be accessed at www.qao.qld.gov.au.

Queensland Coroner recommendations

In the 2013–14 financial year, nine coronial recommendations and two comments were directed to the department. The recommendations and comments arose from seven inquests.

Each year, the Queensland Government publishes its response to coronial recommendations and

comments handed down the previous calendar year.

Responses to eight recommendations and one comment directed to the department in the second half of 2013 will be included in the next annual response to coronial recommendations report.

The remaining recommendation and comment, and any further recommendations directed to the department in 2014, will be responded to in the subsequent yearly report.

Queensland Ombudsman reports

The Asbestos Report: An investigation into the regulation of asbestos in Queensland

In March 2013, the Queensland Ombudsman released *The Asbestos Report: An investigation into the regulation of asbestos in Queensland*.

Workplace Health and Safety in the Department of Justice and Attorney-General, Queensland Health, local governments (councils) and the Department of Environment and Heritage Protection were all investigated as they play important roles in response to asbestos events and regulating asbestos in Queensland.

The Ombudsman's review made 36 recommendations for Government to consider. The recommendations outline the requirement for a lead agency to be appointed by the Government, single agency deliverables and cross-agency collaboration of deliverables. The report's recommendations for the department include:

- involvement in a cross-agency policy creation and application of asbestos management, including identifying jurisdiction and responsibilities of asbestos management in differing circumstances and the management of clean-up costs for incidents
- participating in finalising cross-agency reports defining responsibility and community communication methods for asbestos issues, including the Asbestos Multiagency Incident Response Plan and Local Disaster Management Plans
- ensuring inspectors have access to continual training on legislation applicable to asbestos issues, the requirements and use of personal protective equipment and how to facilitate prosecuting breach proceedings
- creating a public online register of licensed asbestos industry workers and portal for asbestos information

- reviewing Queensland's licensing framework for asbestos workers.

The Government response incorporates the departmental response. The response overview is provided below:

Department response

The Director-General agrees the department will continue in its role as the lead agency to collaborate with all agencies involved to develop a coordinated and integrated service delivery approach to the management of asbestos in Queensland.

The department has implemented a number of the Ombudsman's recommendations, including providing additional training to inspectors and amending the *Work Health and Safety Regulation 2011* to simplify requirements for business and ensure that asbestos work is done by properly qualified workers. In cooperation with other agencies, a whole of government website on asbestos has been launched, which includes a link to the register of licensed asbestos industry workers, and the *Statewide Strategic Plan for Safe Management of Asbestos in Queensland 2014–19* which was finalised in April 2014.

The department is working towards finalising the Asbestos Multiagency Incident Response Plan, which will set out how State Government agencies and local governments will respond to and manage asbestos incidents.

The Liquor Report: An investigation into the regulation of licensed premises by the Office of Liquor and Gaming Regulation

In December 2013, the Queensland Ombudsman released *The Liquor Report: An investigation into the regulation of licensed premises by the Office of Liquor and Gaming Regulation*.

The report presents the findings of an investigation into the regulation of licensed premises in Queensland, a very complex task which falls to the Office of Liquor and Gaming Regulation, Department of Justice and Attorney-General. The Office of Liquor and Gaming co-regulates the *Liquor Act 1992* with the Queensland Police Service.

The Ombudsman's review made 18 recommendations for Government to consider.

The report's recommendations for the department focus on the following three areas:

- coordination of investigation and enforcement practices

- coordination and clarification of roles between the Office of Liquor and Gaming Regulation and the Queensland Police Service, and
- transparency and accountability of the Office of Liquor and Gaming Regulation governance practices.

Department response

- The department is committed to ongoing improvement in the regulation of the liquor industry and in the delivery of services to Queenslanders.
- The development of a sophisticated business intelligence tool is enabling the Office of Liquor and Gaming Regulation to enhance its compliance planning and targeting practices. This capability will be further boosted by work which has commenced to redevelop the Office of Liquor and Gaming Regulation's compliance database. Changes will allow for more specific and detailed recording of compliance actions and outcomes and better coordination of activities between the Office of Liquor and Gaming Regulation and the Queensland Police Service.
- As part of the Government's *Safe Night Out Strategy*, the Office of Liquor and Gaming Regulation and the Queensland Police Service have developed a joint taskforce to oversee a range of activities that will enhance coordination, cooperation and information sharing. This includes developing a memorandum of understanding to underpin the co-regulatory relationship.
- Enhancements in the enforcement of serious non-compliance with the *Liquor Act 1992* also forms part of the *Safe Night Out Strategy*, with an increase in the Office of Liquor and Gaming Regulation's ability to undertake covert and overt compliance monitoring, including additional late night and weekend activities.
- As part of its commitment to transparency and accountability, the Office of Liquor and Gaming Regulation's compliance strategies are published on the department's website. Following amendments in May 2013 to its Liquor Enforcement Policy, the Office of Liquor and Gaming Regulation has made further changes to provide additional guidance to staff as they execute their enforcement responsibilities.
- During 2014–15 all Office of Liquor and Gaming Regulation compliance staff will receive refresher training in the compliance strategies and enforcement guidelines, and

legislative changes resulting from the *Safe Night Out Strategy*.



Our people

As at 30 June 2014, the department employed 7,981.03 full-time equivalent (FTE) staff. This is a significant increase from the 2012–2013 period when 4,278.42 FTE were employed. The increase is due to machinery-of-Government changes over the past year.

The above FTE figures relate only to staff employed out of controlled funds. Judicial officers are employed out of administered funds to ensure a full separation of powers. The department's total FTE is 8,145 which includes judicial officers.

As at 31 March 2014, the department had a permanent retention rate of 88.1% and a permanent separation rate of 11.9% (not including judicial officers).

Workforce planning, attraction frameworks and key strategies to retain staff

The department's workforce commitments contribute to a sustainable and effective public service. The combination of proactive cultural development and performance management strategies down to a personal level has created a basis for improvements in key metrics as measured through the annual employee opinion survey, such as productivity and effectiveness, work-life balance, and workplace safety.

Supporting the performance of staff and ensuring they have the right skills into the future has been a focus in 2013–14.

The department completed its first *Strategic Workforce Plan* on 31 March 2014, meeting the *Commission of Audit's* recommendation 125 and ensuring a highly skilled, sustainable and diverse workforce that meets current and future service delivery.

Learning and development

The department is committed to developing, delivering and evaluating high quality learning and development opportunities that will contribute to a capable and confident workforce. In particular, leadership and management development are crucial to the department's success.

In 2013–14, the department delivered a range of professional development programs to managers and leaders designed to build self-awareness, essential people management skills and leadership behavioural skills and knowledge:

- 170 new and existing managers participated in the management development program
- 60 leaders and aspiring leaders participated in the leadership capability program
- 12 high potential and high performing executives and managers participated in highly respected leadership scholarship programs
- staff directly responsible for delivery of strategic priorities for renewal were given scholarships to attend the emerging leaders program module Leading Public Sector Contestability, delivered through the Queensland University of Technology
- staff involved in reform and renewal were given scholarships to use and train other staff in the application of the Victorian Government's Investment Management Standard.

The department continued to build capability through its learning management systems. During 2013–14, 3,788 staff completed training through more than 120 on-line courses, achieving 14,443 course completions.

Employee management framework and policies

In support of the department delivering business success, the performance of managers, teams and individuals is guided and measured through the Performance Effectiveness Plan process and management performance agreements. Linked to the Public Service Commission's values and with cascading measures, these processes align activity within the department towards business goals.

Employee opinion survey

The results of the 2013 employee opinion survey were addressed through divisional and local action plans during 2013–14. Key areas identified for improvement were leadership, job empowerment and learning and development.

The results of the 2014 employee opinion survey will help the department to continue to put in

Department staff participation in the annual employee opinion survey rose from 44% in the previous year to 69%.

place strategies for identified areas of improvement and build on the great work already achieved by staff in the department.

Reward and recognition

The Annual Staff Excellence Awards were held in May to recognise our top performing staff and teams across the department. The awards program fosters a positive workplace culture in line with the Public Service Commission's values and service and value to the Queensland community.

Staff health and wellbeing

The Department of Justice and Attorney-General is committed to the health and wellbeing of its employees. Services are provided to proactively manage employee health and wellbeing, as well as providing direct support to staff whose health and wellbeing is impacted in the course of their work for the department.

These services are promoted heavily during induction of new employees and are regularly promoted through established staff communication channels, such as emails, newsletters and intranet updates.

Initiatives and services include:

- a seasonal influenza vaccination program
- workers' compensation and income protection
- flexible work arrangements, working from home and telecommuting
- family rooms, sick rooms and other office facilities
- rehabilitation and return to work case management, and
- an employee assistance program.

In 2013–14, the health and safety of staff was increased through implementation of Protective Actions Continuum training for all operational employees in youth detention centres and a smoking ban in correctional facilities.

Culture and values

In 2013–14, the department continued to support the five public service values through relevant behaviours and actions.

Customers first

We have implemented customer research across the department to better understand our customers and deliver fit-for-purpose services. This customer-centric approach informs the

department's service delivery and ensures significant benefits are delivered to Queenslanders through improved online, phone and counter service delivery channels.

Ideas into Action

Our renewal program is challenging the norm of service delivery, encouraging new ideas and working across boundaries to deliver better services to more Queenslanders. We implemented an Ideas into Action online hub to encourage staff to think differently about service delivery, capture all ideas and reward innovation. During 2013–14, the department implemented both big and small ideas to improve our business.

An example of the innovations achieved in 2013–14 is the new smart form functionality across the department, delivering better internal controls over supplier payments and saving up to \$500,000 in shared services costs

Unleash potential

We are unleashing the potential of all staff through comprehensive learning, development and leadership programs and opportunities to attend training and development in new ways of working in the public service.

Empower people and being courageous

Performance planning and development is implemented across the department, starting at the top with the Director-General and Senior Executive agreements.

These agreements set stretch goals to achieve our ambitious renewal agenda and embed clear targets to develop staff and team capability.

Delegations have been reviewed and, where possible, pushed down to demonstrate trust in our leadership at all levels, and empower people to make decisions and take action to achieve our goals.

Risk management practices have been strengthened to support effective decision making and increased accountability. Managers take calculated risks when the benefits of innovation and improved service delivery can be realised.



Information systems and recordkeeping

The department complies with the *Public Records Act 2002*, keeping full and accurate records of activities. Information management is governed by

the *Public Records Act 2002, Information Standard 40: Recordkeeping* and *Information Standard 31: Retention and Disposal of Public Records* as well as whole-of-Government recordkeeping policies and guidelines issued by the Queensland State Archivist.

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

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

The security management team provides services to support the confidentiality, integrity and availability of business information contained within departmental information systems. No serious security breaches occurred during the 2013–14 period for the agency. The department has two current policies relating to recordkeeping and information management:

- *Disposal of Documents and Records Policy* (supported by *Information Standard 31*)
- *Receipt and Capture of Documents and Records Policy* (supported by *Information Standards 18* and *40*).

The Information Technology Services Branch has produced 149 electronic user guides available to all staff relating to information management concepts within eDocs, including five focusing specifically on information security concepts. The branch has delivered personalised eDocs training on an ad-hoc basis and provides an online training course relating to the use of eDocs, recordkeeping and security, which is available to all staff.

Case management systems

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

Open Data

The Open Data Initiative is part of the Queensland Public Sector Renewal Program and the Queensland Government's vision to create the best public service in the nation, truly focused on its end customer, Queenslanders.

The department's commitment to open data is confirmed by the published *Open Data Strategy* located on the Department of the Premier and Cabinet's Open Data website at: <http://publications.qld.gov.au/dataset/open-data-strategy-justice-and-attorney-general>.

Examples of datasets provided by the department in compliance with the *Open Data Strategy*:

- *April 2014–June 2014 Victims Financial Assistance Applications*

- *QCAT matters 2013–14*, and
- *Workplace injury heat maps 2009–10. A heat map showing distribution of relative workplace injury 'risk' through industry sectors and business size.*

To access further information, government data and the *Annual Report 2013–14* Open Data please visit: <https://data.qld.gov.au>.



Financial performance

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

Financial snapshot	2013-14	2013-14	2012-13
	Actual \$'000	Revised Budget * \$'000	Actual \$'000
Income	1,163,538	1,139,532	715,828
Expenses	1,160,082	1,139,573	709,828
Operating results from continuing operations	3,456	41	6,000
Total assets	4,100,862	3,776,011	1,582,874
Total liabilities	120,670	94,839	70,460
Net assets	3,980,192	3,681,172	1,512,414

Notes:

The 2013–14 Revised budget, as published in the 2014–15 Service Delivery Statements, reflects the machinery-of-Government change that occurred in 2013 including the transfer of responsibility for QCS from the former Department of Community Safety; and the merger of the Workers' Compensation Regulatory Authority (trading as Q-Comp) into the Office of Fair and Safe Work Queensland

The 2013–14 Revised budget, also reflects the removal of payroll tax from employee expenses and an associated reduction has been made to Appropriation revenue. From 1 July 2014 departments (excluding commercialised business units) will no longer be liable for payroll tax. To provide comparable cost forecasts across all periods, the 2013–14 Adjusted budget appropriation revenue and Employee expenses were reduced by \$28.934 million.

The department returned an operating surplus of \$3.456 million for the year ending 30 June 2014.

The variance between 2013–14 and 2012–13 actuals mainly relates to the machinery-of-Government changes that occurred in 2013. The transfer of responsibility for QCS from the former Department of Community Safety; and the merger of the Workers' Compensation Regulatory Authority into the department, resulted in increased actual revenues and expenses by \$472.013 million and \$468.711 million respectively for 2013-14.

Following the machinery-of-Government change, the land and buildings transferred for QCS were revalued through a combination of comprehensive and desktop valuation methodologies by a qualified valuer. As a result, total assets have a higher than forecast value, which is reflected in the variance between 2013-14 revised budget and 2013–14 Actual.

A more detailed view of the department's financial performance is provided in the department's 2013–14 financial statement.

Department services

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

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

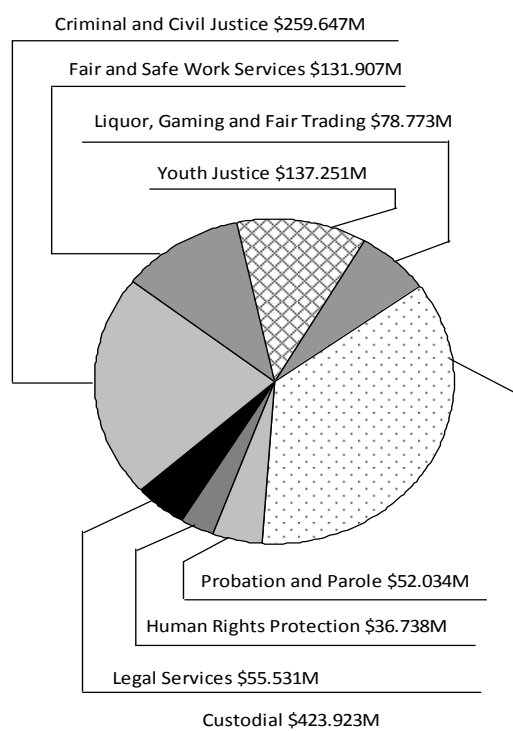
Income

Revenue for the department totalled \$1.164 billion against the budget forecast of \$1.140 billion. The variance of \$24.006 million, or 2.1%, is mainly due to the removal of payroll tax in 2014 Revised budget.

The department's primary funding is departmental services revenue provided by the Queensland Government to enable the department to carry out its services. Departmental services revenue is also referred to as appropriation and totalled \$959.450 million or 82.46% of total revenue.

The Workers' Compensation Regulator receives funding from the Worker Cover Queensland to provide a range of services designed to educate, inform and promote workplace rehabilitation as well as help injured workers to return to work. This funding was reclassified from User charges to Grants and Other Contributions following the machinery-of-Government change, and the resulting variance between actual and revised budget for 2013-14.

2013-14 Income by department service area



Note: The above graphs do not agree as the income by service area graph includes inter-departmental service revenue of \$12.266 million, which has been eliminated in the income by category graph.

Expenses

The 2013–14 expenditure of \$1.160 billion is \$20.509 million higher the budget forecast of \$1.140 billion, a variance of 1.8%.

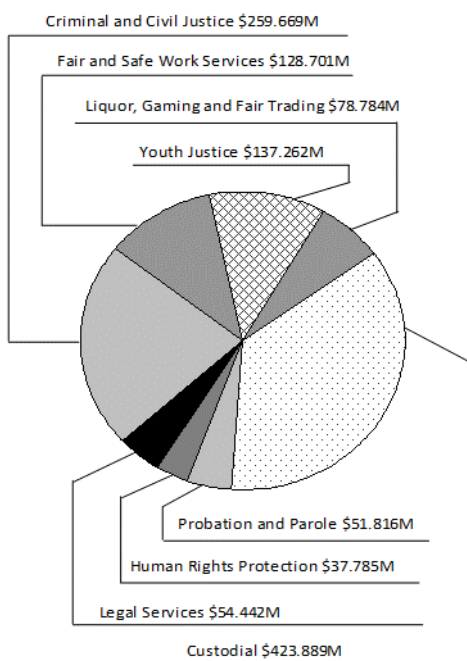
Employee expenses totalled \$644.414 million against a budgeted figure of \$616.473 million, a variance of 4.5%. The variance primarily relates to payroll tax that is not included in the revised budget. From 1 July 2014, departments, excluding commercialised business units, will no longer be liable for payroll tax. To provide comparable cost forecasts across all periods, the *2013-14 Revised Budget* has been recast to reflect the removal of payroll tax from employee expenses and an associated reduction has been made to appropriation revenue.

Supplies and services expenses of \$342.095 million represent the costs incurred from third parties for the daily operations of the department during the financial year. The most significant supplies and services expenditure is property tenancy and maintenance costs due to the significant property assets owned and maintained or leased by the department.

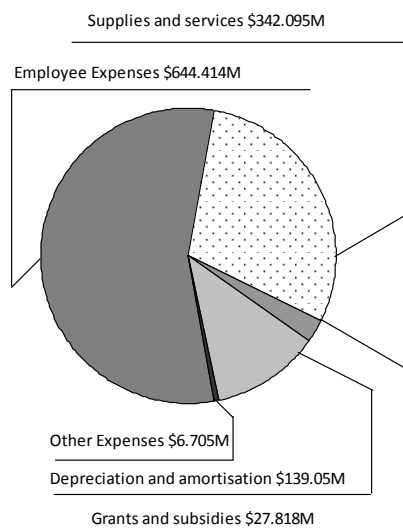
Grants and subsidies totalled \$27.818 million in 2013-14, and represented grants provided for: the Community Justice Groups; Safe Work Australia; victims of crime support organisations; the Anzac Day Trust; gambling help services; Queensland Ambulance Service, Healthy worker initiative; and youth justice counselling and support services for young offenders.

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

2013-14 Expense -
by department service area



2013-14 Expenses -
how our funds are spent



Note: The above graphs do not agree as the expenses by service area graph includes inter-departmental service expenditure of \$12.266 million which has been eliminated in the expense by category graph.

Assets

At 30 June 2014, the department held assets valued at \$4.101 billion comprising mainly land, buildings and construction work in progress. The department forecast an asset balance of \$3.776 billion for the year. The variance of \$324.851 million is primarily attributed to the increase in the value of land and buildings subject to revaluation.

Capital acquisition for 2013–14 was \$57.679 million; the highlight being the completion of Stage I of the Cleveland Youth Detention Centre redevelopment and expansion capital projects (approved budget of \$183.8M). This project is expected to be completed during the second half of the 2014–15 financial year.

The transfer of the Queensland Corrective Services function included a number of continuing capital projects including the Arthur Gorrie Correctional Centre cell upgrade (approved budget of \$33M) and the Southern Queensland Correctional Centre enhancements (approved budget of \$11.080M).

During 2014–15, capital projects for Borallon Correctional Centre re-commissioning (total budget of \$56.250M), Queensland Corrective Services perimeter security upgrade program, Stage II (total budget of \$76.579M) and Brisbane Youth Detention Centre security management system upgrade program (total budget of \$9.344M) will commence.

Liabilities

As at 30 June 2014, the department had liabilities of \$120.67 million which is \$25.831 million over the budget forecast of \$94.839 million. The variance was mainly due to inter-agency payables related to the Youth Justice and Queensland Corrective Services functions transferred to the department



Chief Financial Officer statement

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

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

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

Comparison of actual financial results with budget

Provision of these statements allows comparison of the actual financial results of the controlled operations of the department with the revised budget published in the State Budget papers *2014–15 Service Delivery Statements*. This is consistent with the government's commitment to more transparent financial reporting.

Comparison of income and expenses with budget for the year ended 30 June 2014:

	Notes	2014 Actual \$'000	2014 Revised budget \$'000	Variance %
Income from continuing operations				
Departmental services revenue	1	959,450	940,079	2.1%
User charges	2	96,350	117,421	-17.9%
Grants and other contributions	2	97,479	73,186	33.2%

	Notes	2014 Actual \$'000	2014 Revised budget \$'000	Variance %
Other revenues		10,126	8,846	14.5%
Gains		133	-	100%
Total income from continuing operations		1,163,538	1,139,532	2.1%
Employee expenses	1	644,414	616,473	4.5%
Supplies and services		342,095	342,831	-0.2%
Grants and subsidies		27,818	28,786	-3.4%
Depreciation and amortisation	1	139,050	146,787	-5.3%
Impairment losses		20	139	-85.6%
Other expenses		6,685	4,557	46.7%
Total expenses from continuing operations		1,160,082	1,139,573	1.8%
Operating results from continuing operations		3,456	(41)	-8,529.3%
Other comprehensive income				
Increase (decrease) in asset revaluation surplus	3	333,015	50,035	565.6%
Total other comprehensive income		333,015	50,035	565.6%
Total comprehensive income		336,471	50,035	565.6%

The variances between 2014 Actual and 2014 Budget includes:

1. The variance primarily reflects the removal of payroll tax in 2014 revised budget and a reduction in the funding required to meet depreciation costs as a result of the annual revaluation of assets and asset transfers associated with machinery-of-Government transfers.
2. The variance primarily reflects the reclassification between user charges and grants and other contributions for funding from Work Cover Queensland.
3. The variance primarily reflects the annual revaluation of property, plant and equipment in accordance with accounting policies, partially offset by equity reclassification between the asset revaluation surplus and accumulated surplus as a result of the disposal of non-current assets which had previously been revalued and adjustment to asset values subsequent to the agreed machinery-of-Government change signoff to transfer Youth Justice from the Department of Communities, Child Safety and Disability Services effective from 3 April 2012.

Public sector reform and renewal priorities—corporate services renewal

Reform and renewal priorities 2014–15

The department is undertaking a program of corporate services renewal to ensure corporate services have the right capability, capacity and service structure to support ongoing innovative frontline service delivery improvements and our significant reform agenda.

Corporate services renewal is essential to enabling and supporting a responsive, high performing organisation that continues to deliver sustainable improvements into the future.

Integrated corporate services

This strategy will transform the way corporate services are delivered. Business areas will no longer need to navigate multiple processes through multiple contact points when they require a suite of corporate services delivered by different corporate business areas. Instead, no matter which area is called first, a single contact will facilitate a full service, working across all corporate services for an integrated corporate service solution.

ICT reform

The Commission of Audit recommendation to adopt an ICT as a service strategy and appropriately use cloud based and emerging technologies will inform the department's future technology development. The ICT service strategy will source ICT services from private providers in a contestable market and discontinue its current role as an owner and manager of significant ICT assets and systems.

Capability for the future and a high performance culture

Under this strategy the department will continue to progress workforce planning and relevant strategic responses to ensure the capability to meet current and future challenges. In 2014–15, the department will establish and implement an organisational development and capability program to deliver strategic workforce solutions that support frontline service delivery.

A comprehensive program to complete a corporate services 'service catalogue' will encourage innovations in corporate services delivery models that provide increased productivity and lower costs.

The department will continue to develop a digital and mobile first approach that actively seeks to exploit mobile technologies to enable a more productive workforce and more accessible customer service.

Future directions

In 2014–15 the department will:

- establish an organisational development and capability program to deliver strategic workforce solutions that support frontline service delivery
- develop a framework to facilitate strategic thinking and consistent planning, allowing the department to deliver strategic priorities for renewal
- undertake a program of corporate renewal, ensuring the department's corporate services have the right capability and capacity to enable and support delivering strategic priorities for renewal
- ensure managers undertake training in the new Capability and Performance Excellence framework resulting from the implementation of the Crime and Corruption Commission on 1 July this year
- strengthen risk management practices further by improving risk reporting and embedding risk management into planning activities.



Service standards and other measures

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Criminal and civil justice							
<i>Court services</i>							
<i>Supreme Court – Court of Appeal</i>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	1	104.6%	98.5%	99.6%	100%	99%	104.2%
• Criminal law	2	89.4%	104.1%	92.8%	100%	110%	101.4%
Backlog indicator (greater than 24 months)							
• Civil law		0%	0%	0%	0%	0%	0%
• Criminal law		0%	0%	0%	0%	0%	0%
<i>Supreme Court – Trial Division</i>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	3	129.6%	129.2%	112.6%	100%	109%	111.9%
• Criminal law	4	98.4%	105.8%	118.4%	100%	86%	89.8%
Backlog indicator (greater than 24 months)							
• Civil law	5	7.2%	10.1%	10.1%	5%	8.9%	7.9%
• Criminal law	6	5.1%	6.4%	10.1%	5%	7.1%	6.4%
<i>District Court</i>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	7	93.2%	94.9%	107.4%	100%	97%	95.7%
• Criminal law	8	104.4%	104.5%	105.9%	100%	96%	96.8%
Backlog indicator (greater than 24 months)							
• Civil law		3.9%	3%	3.9%	5%	4%	4.1%

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
• Criminal law		5.1%	5.5%	5.4%	5%	5%	4.4%
<i>District Court - Appeals</i>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	9	130.8%	109.2%	118.9%	100%	90%	83.8%
• Criminal law	10	38.5%	83.5%	271.9%	100%	93%	87.4%
Backlog indicator (greater than 24 months)							
• Civil law	9	3.9%	4.4%	10.5%	0%	6%	6.3%
• Criminal law		0.1%	2.1%	3.7%	0%	3%	1%
<i>Magistrates Court</i>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	11	110.4%	99.9%	97.5%	100%	99%	97.9%
• Criminal law	12	104.4%	100.1%	97.5%	100%	95%	95.4%
Backlog indicator (greater than 12 months)							
• Civil law		7.4%	8%	9.9%	7.5%	8%	7.2%
• Criminal law		13.1%	11.2%	11.1%	12%	10.5%	12.2%
<i>Childrens Court</i>							
Clearance rate (finalisations/lodgments) per cent							
• Civil law	3	--	94%	99.2%	100%	106%	103.1%
• Criminal law		--	101.1%	106.9%	102%	101%	101.3%
Backlog indicator (greater than 12 months)							
• Civil law	13	--	10.7%	8.6%	8%	9%	9.3%
• Criminal law	14	--	9.1%	10.9%	12%	10.5%	9.4%

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
<i>Coroners Court</i>							
Clearance rate (finalisations/lodgments) per cent	15	99.8%	106.9%	105%	100%	106%	105%
Backlog indicator (greater than 24 months)	16	11.8%	14.1%	10.2%	5%	11%	11%
<i>Land Court and Tribunals</i>							
Clearance rate (finalisations/lodgments) per cent	3	76%	84%	124%	95%	95%	129%
Backlog indicator (greater than 24 months)	17	25%	26%	37%	10%	19%	21%
<i>Dispute resolution services</i>							
Agreement rate per cent							
• Civil law - mandatory mediations for QCAT	18		--	--	50%	52%	52%
• Civil law – voluntary community mediations	18	--	84%	85%	80%	80%	83%
• Criminal law	18	--	98%	99%	95%	99%	99%
Overall client satisfaction with court ordered conferencing (child protection)							
• Parents	19	-	--	New measure	New measure	New measure	89%
• Professional	19	--	--	New measure	New measure	New measure	96%
<i>Tribunal services</i>							
<i>Body Corporate and Community Management</i>							
Clearance rate (finalisations/lodgments) per cent	20	100%	103%	98%	95%	100%	101%

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
<i>Queensland Civil and Administrative Tribunal</i>							
Clearance rate	21	--	91%	109%	100%	100%	106%
Overall client satisfaction with services provided	22	--	New measure	74%	70%	70%	72%
Fair and safe work							
<i>Industrial relations services</i>							
Overall client satisfaction with inspectorate's effectiveness and professionalism	23	New measure	New measure	New measure	85%	94%	93%
Cost of PSIR services per Queensland worker	24	New measure	New measure	New measure	\$3.25	\$3.15	\$3.00
<i>Administration of the Industrial Court and Commission system</i>							
Percentage of matters resolved at conference	25	68%	70%	70%	65%	65%	72%
Average time for decisions to be published and made available to the community (days)	26	--	1	1	2	2	3
Level of client satisfaction with registry services		86%	92%	85%	85%	85%	88%
Percentage of matters completed within three months		69%	73%	75%	75%	75%	76%
<i>Workplace health and safety services</i>							
Percentage of successful prosecutions (per cent)		83%	73.4%	63%	65%	65%	67%
Overall client satisfaction by workplaces with the inspectorate's effectiveness and professionalism	27	--	94%	--	85%	95%	92%

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Cost of WHSQ services per worker covered by the workers' compensation scheme		\$31.21	\$32.96	\$26.67	\$27.88	\$28.06	\$28.03
Electrical safety services							
The number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population	28	--	8.2%	5.48	10	3.6	3.6
Overall client satisfaction with:							
• Inspectorate's effectiveness and professionalism	29	--	90%	--	85%	91%	93%
• Access to and relevance of electrical safety seminar programs	30	--	90%	--	--	--	--
Cost of electrical safety services per person in Queensland	31	\$3.48	\$3.50	\$3.68	\$3.40	\$3.74	\$3.70
Legal							
Legal services to Government							
Overall client satisfaction with services provided (feedback rating 1-5)	32	4.36	4.48	4.05	3.6	4.6	4.55
Productivity for chargeable hours	33	100%	101%	104%	100%	96%	97%
Human rights protection							
Life event registration services							
Average time to register life events (days):							
• births	34	--	6.9	5.2	6	6	6.9
• marriages	35	--	5.5	5.7	5	5	6.3

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
• deaths	36	--	3	0.04	3	2	0.3
• changes of name	37	--	15	5.2	10	7	6.1
Average time to issue life event certificates	38	--	4.1	4	5.7	4.5	5.0
<i>Victims of crime assistance services</i>							
Average length of time (calendar days) for financial assistance applications to be assessed:							
• interim assessments	39	--	12	15.5	21	17	16.22
• funeral assessments	40	--	7	22	21	9	9.88
• general assessments	41	--	70	74.5	90	85	83.75
• general assessments for secondary and related victims	41	--	90	102.6	150	125	124.58
Percentage of clients satisfied with the overall service:							
• financial assistance	42	--	96%	84.3%	75%	80%	82.42%
• LinkUp	43	--	98%	97.9%	80%	99%	99%
<i>Guardianship services</i>							
Average time to complete referred investigations (months)	44	--	5.9	7.3	5.5	6.0	6.0
<i>Public Guardianship services</i>							
<i>Adult guardian services</i>							
Percentage of Community Visitor (adult) sites visited in accordance with the designated visiting schedule	45	--	--	--	New Measure	New Measure	New Measure

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Percentage of restrictive practice reports submitted by Community Visitors (adult) to QCAT within required timeframe	45	--	--	--	New Measure	New Measure	New Measure
<i>Child guardian services</i>							
Percentage of vulnerable children visited by the Community Visitors (child) in accordance with the designated visiting schedule	45	--	--	--	New Measure	New Measure	New Measure
Percentage of locally resolvable issues within the scope of Community Visitors (child) resolved at the local level	45	--	--	--	New Measure	New Measure	New Measure
Liquor, gaming and fair trading							
Proportion of licensing applications and registration services processed within timeframes established in service delivery standards		90.8%	90.5%	84.25%	90%	91%	89.5%
Consumer redress facilitated by the Office of Fair Trading	46	\$4.8 million	\$6.2 million	\$7.5 million	\$3 million	\$5.5 million	\$5.6 million
Cost of liquor, gaming and fair trading services per adult Queenslander	47	New measure	New measure	New measure	\$18.00	\$15.65	\$16.70
Proportion of audit, probity and inspection activities completed in accordance with annual program targets	48	104.5%	101%	100.3%	90%	90%	97.8%
Proportion of investigations completed within timeframes established in service delivery standards	49	84.5%	85.5%	81.3%	75%	75%	82.95%

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Proportion of complaints/conciliations resolved within timeframes established in service delivery standards	50	85%	84.5%	79.9%	80%	80%	85%
Youth Justice							
Percentage of orders supervised in the community that are successfully completed:							
• Aboriginal and Torres Strait Islander young offenders		72%	78%	75%	72%	77%	76%
• Other young offenders		80%	86%	80%	81%	82%	82%
• All young offenders		76%	82%	77%	78%	79%	79%
Percentage of conditional bail programs that are successfully completed:							
• Aboriginal and Torres Strait Islander young offenders		71.4%	57%	49%	57%	56%	59%
• Other young offenders		72.2%	79%	64%	59%	66%	63%
• All young offenders		71.8%	64%	56%	62%	61%	61%
Percentage of youth justice conferencing participants (including the victim) that are satisfied with the outcome							
		99%	98.2%	98%	98%	98%	99%
Rate per 1 000 young people (aged 10-16 years) in detention:							
• Aboriginal and Torres Strait Islander young people	51	2.94	3.2	4.05	3.5	4.3	4.4
• Other young people	51	0.15	0.13	0.14	0.14	0.16	0.16
• All young people	51	0.33	0.33	0.39	0.35	0.42	0.44

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Average daily number of young people in detention:							
• Aboriginal and Torres Strait Islander young people	51	78	86	108	94	115	118
• Other young people	51	59	52	52	54	62	62
• All young people	51	137	137	160	145	174	180
Proportion of case plans prepared and completed, or reviewed, within six weeks of commencing a sentenced community-based order:							
• Aboriginal and Torres Strait Islander young offenders	52	--	--	--	New measure	New measure	87%
• Other young offenders	52	--	--	--	New measure	New measure	89%
• All young offenders	52	--	--	--	New measure	New measure	88%
Proportion of case plans prepared and completed, or reviewed, within six weeks of commencing a sentenced detention-based order:							
• Aboriginal and Torres Strait Islander young offenders	52	--	--	--	New measure	New measure	84%
• Other young offenders	52	--	--	--	New measure	New measure	86%
• All young offenders	52	--	--	--	New measure	New measure	85%
Custodial							
Escape rate:							
• High security facilities		0	0	0	0	0	0
• Low security facilities	53	0.19	0.20	0	<0.63	<0.31	0.31

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Assault rate:							
Serious assault (prisoner on officer)	54	0.09	0.12	0.07	<0.02	0.07	0.06
Assault (prisoner on officer)	54	0.72	0.60	0.36	<0.24	0.36	0.34
Serious assault (prisoner on prisoner)	54	1.32	1.01	0.63	<0.69	1.19	1.54
Assault (prisoner on prisoner)	54	3.25	3.77	3.35	<3.40	4.57	5.20
Deaths from apparent unnatural causes:							
• Indigenous prisoners		0	0.06	0	0	0	0
• Non-Indigenous prisoners	55	0.08	0.03	0.07	0	0.02	0.04
• All prisoners	55	0.05	0.04	0.05	0	0.2	0.03
Proportion of prisoners who are Indigenous	56	30.0%	29.5%	30.6%	<30%	31%	31.5%
Cost of containment per prisoner per day	57	\$187.86	\$205	\$190	\$194	\$177.63	\$180.29
Facility utilisation (%):							
• High security facilities	58	87.8%	90.2%	93.4%	<95%	103%	99.6%
• Low security facilities	58	53.5%	53.3%	63.3%	<95%	87%	85.1%
• All facilities	58	82.8%	84.9%	89.8%	<95%	101%	98.0%
Financial value of work performed in the community by prisoners from low security facilities	59	\$3.7 million	\$3.2 million	\$3.5 million	>\$3 million	\$5 million	\$5.5 million
Prisoners in education (%):	60	27.8%	26.5%	24.5%	-	-	26.4%
Prisoner employment (%):							
• Commercial industries	61	32.4%	31.4%	30.1%	-	-	28.7%

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
• Service industries	61	43.2%	44.1%	42.4%	-	-	40.5%
Program Completions							
• Sex offender programs	62	375	373	411	-	-	441
• Transition support	62	3,673	3,835	3,741	-	-	3,754
• Other programs	62	1,294	1,171	1,298	-	-	1,620
Prisoners released who returned to corrective services with a new correctional sanction within two years (%):							
• Returns to Prison	63	35.24%	37.71%	38.31%	-	-	39.01
• Returns to corrective services	63	41.11%	43.05%	43.54%	-	-	44.75
Probation and Parole							
Percentage of successfully completed orders:							
• Supervision orders	64	68.7%	71.1%	70.9%	>68%	70%	71.1%
• Reparation orders	64	54.6%	74.7%	81.2%	>68%	84%	83.5%
• All orders	64	62.7%	72.6%	75.7%	>68%	76%	77.3%
Financial value of community service work performed (court ordered)	65	\$6.9 million	\$6.2 million	\$6.3 million	>\$6.2 million	\$6.8 million	\$7.0 million
Proportion of offenders who are Indigenous	66	21.7%	22.3%	22.5%	>20%	23%	23.3%
Cost of supervision per offender per day	67	\$12.01	\$13.78	\$13.64	\$15	\$14.23	\$13.21

Service standards and other measures	Notes	2010–11 Actual	2011–12 Actual	2012–13 Actual	2013–14 Target/ est	2013–14 Est actual	2013–14 Actual
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (%):							
• Returns to community correction	68	15.35%	17.06%	16.60%	-	-	17.72
• Returns to corrective services	68	30.71%	32.25%	34.12%	-	-	37.63

Notes:

Criminal and civil justice

1. The court has no control over the number of lodgments. A lower than expected number of lodgments during the last four months of 2013–14 resulted in a clearance rate above target.
2. The court achieved a clearance rate above the annual target. The result was lower than the estimated actual. This is due to a significant increase in criminal lodgments in the last four months of 2013–14. The court has no control over the number of lodgments.
3. The court has no control over the number of lodgments. There has been a decrease in lodgments during 2013–14. The court has maintained a strong finalisation rate, allowing its pending caseload to be reduced and resulting in a clearance rate greater than 100%.
4. The court has no control over the number of lodgments. There has been an increase of 14.8% in criminal lodgments during 2013–14. This has resulted in a clearance rate of less than 100%.
5. The court has reduced its backlog by 2.2 percentage points in 2013–14 compared to the previous year (10.1%). The progression of matters to finalisation however, is dependent on the readiness of parties to proceed and the complexity of the litigation being undertaken. This is not within the court's control.
6. The court has reduced its backlog by 3.7 percentage points in 2013–14 compared to the previous year (10.1%). The progression of matters to finalisation however, is dependent on the complexity of matters. This is not within the court's control.
7. The progression of matters to finalisation is dependent on readiness of parties to proceed and the complexity of the litigation being undertaken. This is not within the court's control and has resulted in a clearance rate of less than 100%.
8. The court has no control over the number of lodgments. There has been an increase of 11.2% in criminal lodgments during 2013–14. This has resulted in a clearance rate below 100%.
9. This variance is based on a very small number of matters and is therefore subject to fluctuation. The progression of matters to finalisation is dependent on the readiness of parties to proceed and is not within the court's control.
10. The progression of matters to finalisation is affected by the complexity of a case. This is not within the court's control and has resulted in a clearance rate less than 100 per cent.
11. The progression of matters to finalisation is dependent on the readiness of parties to proceed and is not within the court's control.
12. The court has no control over the number of lodgments. There has been an increase in criminal lodgments during 2013–14. This has resulted in a clearance rate of less than 100%.
13. The progression of matters to finalisation is dependent on availability of family members, witnesses and legal representation. This is not within the court's control.
14. The court has reduced its backlog by 1.5 percentage points in 2013–14 compared to the previous year (10.9%). The progression of matters to finalisation however, is dependent on the complexity of matters. This is not within the court's control.
15. This positive result is due to identifying efficiencies in the role of the registrar to finalise less complex coronial matters.
16. Progression of matters to finalisation is dependent on other agencies to provide autopsy, toxicology and police reports. Coroners are required to await outcomes of investigative processes (for example: workplace health and safety investigations) and criminal proceedings before proceeding to inquest.
17. Progression of matters to finalisation relies on the availability of persons providing expert evidence and the readiness of parties to proceed. The court is in regular contact with the parties in its case management of these matters.
18. This positive result is indicative of the high quality service provided by Dispute Resolution Branch mediators and staff to assist people to resolve their disputes.

19. This is a new service standard for 2014-15. A target of 80% has been set for both measures. These results are very encouraging, however, this service is in its first year of operation. Child protection processes are changing significantly as further recommendations are implemented following the Queensland Child Protection Commission of Inquiry (the Carmody review). A target of 80% is an appropriate stretch target once this service is established.
20. This positive result is due to a strong finalisation rate in quarter four. This allowed pending applications to be reduced and resulted in a clearance rate greater than 100%.
21. This positive result is due to streamlining of processes and prioritising backlogs. Jurisdictions which performed strongly include occupational regulation and neighbourly disputes which achieved a clearance rate of 128% and 131% respectively.
22. The client satisfaction survey found that QCAT scored highly in courtesy and respect (80% satisfaction) and prompt response (76% satisfaction).

Fair and safe work

23. This positive result is due to a reorganisation of service delivery for the provision of targeted services by a smaller team of highly experienced and professional inspectors.
24. This positive result is due to higher than anticipated growth in Queensland's working population and operational efficiencies achieved in service delivery areas.
25. This positive result is due to the QIRC's successful conference process, resulting in fewer matters proceeding to a hearing.
26. This result is due to a change to publishing processes. Previously, decisions were published by the QIRC on their website. Since 1 January 2014, all decisions are published by the Supreme Court Library on the CaseLaw website. QIRC hold onto a released decision for 48 hours to allow parties to advise of any minor issues or corrections before it is provided to the Supreme Court Library.
27. This positive result is due to increased engagement by Workplace Health and Safety Queensland across the Queensland business community to raise the profile of its advisory and inspectorate services.
28. The number of serious electrical incidents decreased significantly in 2013-14. This positive outcome is due to a state-wide compliance and engagement program which includes a range of electrical safety compliance education, monitoring and enforcement activities.
29. This is a positive result is due to providing a broader response to notifications through targeted engagement strategies to advise and educate duty holders.
30. This survey is conducted on a biennial basis and was due to be reported on in 2013-14. It has not been conducted since 2011-12. This measure will be reviewed in 2014-15 for consistency with reporting practices across the Office of Fair and Safe Work Queensland.
31. The increase in the cost per person is a result of the revision of the Queensland population estimates by the Australian Bureau of Statistics in 2014 which showed a decrease in projected population. There was also a 3.8% increase in the electrical safety office budget as a major source of revenue for the electrical safety office is dependent on the number of active electrical connections in Queensland supplied by electrical entities such as Energex and Ergon. The increase in 2014-15 reflects a 2.2% increase in salary costs for enterprise bargaining.

Legal

32. This positive result demonstrates a 11.6% increase in client satisfaction compared to the previous year.
33. The variance is due to the decreased demand for legal services in some areas of law which has resulted in a reduction in chargeable hours recorded.

Human rights protection

34. This variance is due to information technology and system access issues. The Registry has secured two new servers which will enable them to achieve the target.

35. This variance is due to significant delays receiving client response after further information has been requested. This is outside of the Registry's control.
36. This positive result is due to increased take up of online registration functionality by funeral directors.
37. This positive result is due redirecting resources to assessment and compliance.
38. This positive result is due to ongoing digitisation initiatives and rollout of online technology.
39. This positive result is due to prioritising interim applications which raise urgent expenses. As demand for financial assistance increases and applications become more complex, the average number of days to assess may continue to increase.
40. This variance is based on a small number of applications. Completion of assessment is often dependent on the Police to provide information. This is outside of VAQ's control.
41. This is a positive result however, it confirms that as demand for financial assistance increases and applications become more complex, the average number of days to assess continues to increase. VAQ will closely monitor this indicator in 2014-15.
42. This is a positive result, particularly in the context of increasing demand for financial assistance. VAQ will closely monitor this indicator in 2014-15.
43. This positive result is due to improved resource planning and customer service practices. The target has been revised for 2014-15 after consideration of performance.
44. The OAG had limited capacity to control this measure. In many cases, the timing is determined by external factors, independent of the OAG, such as the availability of evidentiary documents for investigating allegations of abuse, or the willingness of third parties to provide information and cooperate with the investigation. This measure has been discontinued for 2014-15.
45. This is a new service standard for 2014-15

Liquor, gaming and fair trading

46. Redress is the compensation or the in-kind value to address issues a consumer has complained about. The amount of redress the Office of Fair Trading is able to achieve on behalf of consumers can vary significantly, depending on the number of complaints on hand and the amount of redress the traders voluntarily provide to complainants. Redress can be achieved through conciliation, investigations, prosecutions, restitution, and from the Property Agents and Motor Dealers Claim Fund.
47. This positive result is due to an increase in the Queensland population and streamlining operations in 2013-14.
48. This 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.
49. The number and complexity of investigations influence the number of investigations completed within the timeframes
50. This positive result is due to the adoption of a new case assessment methodology including a higher intake threshold which has enabled the immediate finalisation of low level complaints. This has led to faster closure of conciliation cases State-wide.

Youth justice

51. In recent years, the profile of a young offender in Queensland has changed, with more young people presenting with increasingly complex social and criminogenic issues. Offending by young people has become more concentrated and more serious over the past 18 months. These factors have created increased demand across the youth justice system, particularly on detention, as recidivist offenders are spending longer and more frequent periods remanded in custody. The Department is developing the Blueprint for the Future of Youth Justice in Queensland, a framework for youth justice reform over ten years. It responds to immediate and critical demands on the youth justice system and establishes new evidence based practice to reduce youth crime and reduce demand on detention centres over time.
52. This is a new service standard for 2014-15.

Custodial

53. This positive result is indicative of the high quality of suitability assessments completed prior to the placement of prisoners at low security facilities.
54. During 2013–14, there was an increase in the prisoner population of approximately 1,000 prisoners. QCS is responding to this increase by increasing out of cell activity; increasing use of behaviour management strategies including implementation of specialist management units, intensive management plans and maximum security orders; monitoring of 'hot spots' for prisoner violence and increasing staffing where necessary.
55. The variance is due to the occurrence of two deaths by unnatural causes of non-indigenous prisoners during 2013–14.
56. This result has been impacted by the growth in the prisoner population of approximately 1,000 prisoners. Implementation of new pathways to reduced crime focusing effort on Indigenous offenders is a key initiative for QCS. QCS is committed to reducing Indigenous over-representation in corrective services. Opportunity for the diversion of offenders into community based supervision is supported through the operation of Probation and Parole in Indigenous communities.
57. This positive variance between the Target estimate and the actual can be attributed to prisoner numbers and capacity utilisation increasing during 2013–14.
58. During 2013–14, there has been an increase in the prisoner population of approximately 1,000 prisoners. This growth has resulted in the variance between the target estimates and the actual results. The Queensland Government is providing \$54.763 million in 2014–15 and \$6.25 million in 2015–16 to increase prison capacity.
59. This positive result is due to the increased growth and availability of low security prisoners during 2013–14 to participate in community work and increased availability of suitable community service projects.
60. This measure was discontinued from the Service Delivery Statement in 2013–14, therefore there was no Target/Estimate for 2013–14. The percentage of prisoner in education is defined as the number of prisoners participating in education as a percentage of those eligible to participate in education.
61. This measure was discontinued from the Service Delivery Statement in 2013–14, therefore there was no Target/Estimate for 2013–14. The percentage of prisoners employed is defined as the number of prisoner employed as a percentage of those eligible to work. Commercial industries are those that employ prisoners operating on a commercial fee for service basis. Service industries are those that employ prisoners to maintain the self sufficiency of the correctional system and include prisoners employed in charitable work and community projects.
62. This measure was discontinued from the Service Delivery Statement in 2013–14, therefore there was no Target/Estimate for 2013–14. This measure reports the number of program completions. Sex offender programs include preparatory, medium, high intensity dosage, an indigenous program and maintenance programs for sexual offenders. Transition support includes delivery of the transitions program and the transitional support service which involve reintegration support and assistance to prisoners according to their level of reintegration need, assessed reoffending risk and their length of sentence. Other programs include violence, substance abuse and general offending programs such as Turning Point and Making Choices for Women.
63. This measure reports the percentage of prisoners returned within two years of discharge to prison or corrective services. Returns to corrective services include a prison sentence or a community corrections order.

Probation and parole

64. The 2013–14 result for each category is positive and exceeds the target estimate and the 2012–13 result. QCS assists offenders to access rehabilitative programs which support them in completing their orders. The positive results can be attributed to targeted assessments and interventions provided to offenders at risk of failing to comply with their order conditions.
65. This positive result is due to the increased growth and availability of low security prisoners during 2013–14 to participate in community work and increased availability of suitable community service projects.

66. This result has been impacted by the growth in the offender population during 2013–14. Implementation of new pathways to reduced crime focusing effort on Indigenous offenders is a key initiative for QCS. QCS is committed to reducing Indigenous over-representation in corrective services. Opportunity for the diversion of offenders into community based supervision is supported through the operation of Probation and Parole in Indigenous communities.
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The Crown Solicitor's message

In the 2013-14 financial year, we refreshed our focus on being the Queensland Government's first choice for legal services, a strategy that is consistently driven by Crown Law's core purpose – to protect and support Government in the public interest by providing the highest quality legal services.

Our Practice is guided by the values of integrity, excellence, respect and responsibility, values that have been embedded in our collective professional culture for over 150 years.

Crown Law continues to manage thousands of legal matters every year, many of which are complex, sensitive and involve multiple agencies. We advise Government on the key policy areas of health, education, transport, infrastructure and mining. One of our most important roles is to assist the Attorney-General in significant civil and criminal legal matters before all of the State's courts, extending to the High Court of Australia.

Aside from legal matters that come to Crown Law from throughout the Queensland State Government on a daily basis, our Practice has been involved in three commissions of inquiry – the Royal Commission into Institutional Responses to Child Sexual Abuse, the Royal Commission into the Home Insulation Program and the Queensland Racing Commission of Inquiry.

These three inquiries utilised at various times 40 lawyers from Crown Law, some of them in multiple inquiries. Crown Law is proud to be invited to have a role in these important legal processes for the State of Queensland.

Our Advocacy lawyers are the State's acknowledged experts in matters pertaining to the *Dangerous Prisoners (Sexual Offenders) Act 2003* and our constitutional law specialists include some of the State's leading barristers who represent Queensland with the Solicitor-General, in the High Court of Australia. The complex area of native title has traditionally been a specialty for Crown Law.

Crown Law lawyers in this field have gained a respected reputation for their knowledge and doggedness with these often-protracted matters, a reputation founded in the intrinsic role Crown Law played in *Mabo v State of Queensland [No.1]* (1988) and *Mabo v State of Queensland [No. 2]* (1991–1992).

Crown Law continues to meet the highest expectations of service delivery, due in large part to the stringent requirements of the ongoing QA certification against ISO9001:2008 and the LAW9000 Legal Best Practice standard. Crown Law is entering its fourth consecutive year of recertification in both these areas of quality assurance.

Maintenance of our quality management system is crucial and is monitored and improved through checking processes, reviewing and auditing processes and innovation through feedback mechanisms. Robust record keeping, reviews and quality auditing are key elements to our QA process.

Regular client surveys capture valuable feedback against performance measures such as the accessibility of our lawyers and legal information, promptness of service, commitment to deadlines, knowledge, skills and value for money. In 2013–14, the overall client satisfaction level was 4.55 out of 5, which is 12% above the average rating for the previous financial year.

The highlight of our training calendar was the Crown Law Legal Conference 2014, held on 12 March and attended by over 100 Government officers. It was a full schedule of back-to-back sessions that covered 11 topics.

The majority of client attendees were from large Government departments, including: the Queensland Police Service; Queensland Health; and the Department of Justice and Attorney-General. The overall very positive feedback from attendees indicates the Conference appealed to legal staff and a range of non-legal officers. Crown Law also continues to provide legal education services across the sector with free lunchtime sessions and tailored legal training.

Another highlight for the Practice during the year was a visit by a deputation from the Papua New Guinea Office of the Solicitor General and representatives from their Office of the State Solicitor.

We had the opportunity in October 2013 to share with our PNG colleagues' best practice methodologies with regard to our: fee structure; organisation; leadership models; Strategic Business Plan; Performance Management System; Graduate Program; Client Relationship Management Framework; Quality Assurance Program; and systems used for billing and matter management.

Crown Law was fortunate to be able to offer temporary placement to PNG lawyer, Grace Nindil-Awesa who spent a month working in our Commercial and Property Team.

Grace undertook the placement with Crown Law from 12 May to 15 June 2014 as part of her award for the 2014 Prime Minister's Pacific Program Award for academic excellence while studying for her Masters of Laws (specialising in Commercial Law) at the Queensland University of Technology in 2013.

During her time here, Grace was able to observe commercial advice matters involving significant Government contracts, Government policies for procurement of goods and services, the Model Litigant Principles of the Queensland Government and commercial proceedings before the Queensland Civil and Administrative Tribunal and the Supreme Court.

Grace also had the opportunity to conduct a comparative legal analysis of Australian (Queensland) commercial jurisprudence and Papua New Guinea jurisprudence related to the principles concerning the fettering the discretion of the Executive and Parliament.

I extend my sincere thanks to all of Crown Law's clients for their continuing support and commitment; Crown Law considers itself an integral part of your teams. I also wholeheartedly thank my team in Crown Law for their hard work and dedication over the past year.

I look forward to Crown Law's continued partnership with our clients to provide the best possible legal services to support the Queensland Government into the future.

GR Cooper

Crown Solicitor



Pictured (from left): Senior Legal Adviser from the PNG Office of the State Solicitor, John Williams; Crown Solicitor, Greg Cooper; Senior Deputy Crown Solicitor, Tony Keyes (background); PNG Deputy State Solicitor, Jeklin Talonu; the Director-General of the Department of Justice and Attorney-General, John Sosso; PNG Solicitor General, Jubilee Tindiwi; PNG Deputy State Solicitor, Blanche Vitata; and PNG Senior Litigation Adviser, David Reed.



About Crown Law

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

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

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

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

An important element that sets Crown Law apart from other law firms is the Model Litigant Principles. The community and the courts expect the Crown to meet the highest standards of conduct. As such, Crown Law has, for over 150 years, maintained strict standards of ethical practice – now embodied in the State’s Model Litigant Principles – and instilled in our legal practitioners by each successive Crown Solicitor.

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



Our services

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

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

Crown Law provides commissioned legal advice and representation exclusively to Queensland Government departments and agencies. Areas of legal expertise in Crown Law include:

- Corporate and Commonwealth constitutional statutes, conventions and powers
- Solicitor-General legal support
- Attorney-General legal support
- specialist litigation
- indemnities
- parliamentary procedures
- intergovernmental relationships
- Federal/State cooperative schemes
- administrative appeals
- Judicial Review
- Right to Information
- dispute resolution
- Structure, regulatory and governance
- contracts and agreements
- Government funding
- tenders and procurement
- corporations law and State-owned companies
- competition law
- public sector finance
- taxation
- charities and trusts
- information privacy
- information technology
- ecommerce
- telecommunications
- outsourcing and contracting
- intellectual property
- patents and trade marks
- licensing
- copyright
- personal injury
- public liability
- dispute resolution
- risk management
- medical negligence
- industrial relations
- work health and safety
- workplace harassment
- union coverage
- grievance procedures

- misconduct, discipline, dismissals
- employment law
- anti-discrimination
- advocacy
- coronial inquiries
- family law
- in-house counsel
- appeals
- statutory prosecutions, compliance and enforcement
- major projects
- resources law
- native title and cultural heritage
- land management
- Indigenous Land Use Agreements
- litigation
- public liability
- insolvency claims
- revenue appeals
- contractual disputes
- land title issues
- injunctive relief
- construction law

Investing in the future

Crown Law's Graduate Program has been comprehensively designed to provide law graduates with the practical skills and experience they need to develop as confident, knowledgeable public sector lawyers.

Our graduates participate in a rotation schedule across all four branches of law in the Practice. From the outset, they are exposed to a range of matters, including complex high-level cases, but always under the watchful eyes of senior lawyers. From experience, we have seen the benefits of this direct exposure to 'real world' legal matters in developing invaluable technical skills and confidence across the areas of law that are directly relevant to Queensland Government agencies and entities. While most of our graduates do choose to continue their legal careers with Crown Law, our aim is to provide the best possible start for these young lawyers to take with them on their professional journeys, regardless of where that may take them.

Graduates who join Crown Law can expect to experience:

- access to a wide variety of legal work
- the opportunity to work directly with clients
- real legal challenges affecting the State of Queensland
- the benefit of guidance and mentoring from some of the State's most experience lawyers.

Organisational structure

Crown Law is structured according to areas of law. There are four legal branches, each of which is led by a Senior Deputy Crown Solicitor or a Deputy Crown Solicitor who report directly to the Crown Solicitor. The Branches comprise 13 legal teams led by Assistant Crown Solicitors. Crown Law currently employs 140 legal staff, including Paralegals and Law Clerks.

Leadership

Our Strategic Leadership Team (SLT) is responsible for developing and implementing long- and short-term business strategies to ensure the continued delivery of high-quality legal services to clients. SLT comprises our most senior and experienced professionals. Our SLT members are:



Greg Cooper
Crown Solicitor
Appointed to the position on 1 November 2008.
Previously: Deputy Crown Solicitor, Litigation Branch
greg.cooper@crownlaw.qld.gov.au



Sheridan Cubby (left) and
Holly De Bortoli (right)
Shared role as
Acting Executive Director
Ph: 323 90344
sheridan.cubby@crownlaw.qld.gov.au
holly.debortoli@crownlaw.qld.gov.au



- Strategic business management
- Legal practice management
- Financial management
- Operational management
- Client service management



Tony Keyes
Senior Deputy Crown Solicitor
Constitutional and Administrative Law Branch
Ph: 323 96190 or 0421 053 042
tony.keyes@crownlaw.qld.gov.au

- Constitutional and administrative law
- Criminal law and criminal justice
- Misconduct and disciplinary law
- Environment and conservation law
- Contract law
- Land rights and native title



Helen Freemantle
Deputy Crown Solicitor
Commercial, Property, Insurance
and Risk Branch
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helen.freemantle@crownlaw.qld.gov.au

- Commercial contracts
- Infrastructure projects
- Trade practices
- Intergovernmental agreements
- Government funding



Peter Dwyer
Deputy Crown Solicitor
Litigation Branch
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peter.dwyer@crownlaw.qld.gov.au

- Commercial contracts
- Corporate governance
- Public sector tendering
- Government funding arrangements
- Trade practices
- Public sector employment



Karen Watson
Deputy Crown Solicitor
Public Law Branch
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- Employment law
- Discrimination law
- Disciplinary matters
- Contract law
- Statutory interpretation

Significant matters

Royal Commission into Institutional Responses to Child Sexual Abuse

The Royal Commission into Institutional Responses to Child Sexual Abuse was commissioned to investigate how institutions such as schools, churches, sports clubs and government organisations have responded to allegations and instances of child sexual abuse.

In February 2013 – one month after the Royal Commission terms of reference were established and the Commissioners appointed – Crown Law was engaged to represent the State before the Royal Commission. Senior Deputy Crown Solicitor, Tony Keyes and Principal Lawyer, Mark Zemek provided representation for the State's whole-of-Government response at the hearing into the Salvation Army's operation of Alkira Home for Boys, Indooroopilly, and the Riverview Training Farm, Riverview, both of which closed in the 1970s and 1980s.

Crown Law will continue to appear at further hearings, and respond to multiple summonses issued by the Royal Commission seeking documents and statements from various State agencies. The Royal Commission is due to deliver its interim report on 30 June 2014 and its final report at the end of 2015.

Royal Commission into the Home Insulation Program

In December 2013, Crown Law was instructed to represent the State in relation to the Royal Commission into the Home Insulation Program.

In early March 2014, the State completed the disclosure of relevant documents to the Commission and, by early May 2014, Crown Law and Counsel had reviewed and settled witness statements which were lodged with the Commission.

In public sittings that commenced in Brisbane on 17 March 2014 and continued for 36 days, the Commission heard evidence from 56 witnesses, including Commonwealth senior public servants, consultants, industry representatives, installers, former State public servants, senior politicians and family representatives.

Significantly for the State, it appears that the Commonwealth was relying on State and Territory regulatory frameworks to deal with the issue of occupational health and safety. However, the evidence indicates that the Commonwealth failed to actively engage with the States and Territories about their regulatory frameworks and available resources.

The parties, including the State, were required to lodge submissions by 30 May 2014. However, this was extended to 4 June 2014, with the State lodging its submissions on 3 June 2014. The Commissioner is expected to deliver his report by the end of August 2014 (following an extension of time from the Governor General).

Queensland Racing Commission of Inquiry

The State Government announced in May 2013 that it would establish an inquiry into Racing Queensland. The Commission was required to conduct an inquiry into the operations of the former racing control bodies in Queensland being Racing Queensland Limited and its predecessors over the period from 1 July 2007 to 30 April 2012.

The Commission considered extensive Terms of Reference relating to the racing industry in Queensland, including the operation and management of the racing control bodies and the level of their oversight by Government. The findings of the Queensland Racing Commission of Inquiry presented to the Premier on 7 February 2014.

Crown Law represented the interests of the State of Queensland at the Inquiry and provided advice during the implementation of the Report's recommendations.

Paid maternity leave discrimination complaint

Crown Law represented Queensland Health in its defence of a sex discrimination complaint that had significant whole-of-Government implications. An employee of Queensland Health applied for 14 weeks' paid maternity leave as he was to be the primary caregiver of his child when born.

The matter was heard by the Queensland Civil and Administrative Tribunal where Member Roney QC accepted the evidence on behalf of the State that there was no entitlement under Queensland Health's paid parental

leave policy to provide paid maternity leave to male employees; only female employees who are expected to give birth are entitled to receive paid maternity leave.

Member Roney QC accepted the State's submissions that the provision of paid maternity leave to female employees only was a welfare measure for the benefit of women (due to the unique circumstances of women associated with childbirth) and was not, therefore, unlawfully discriminatory.

Gudjala People Core Country Claims 1 and 2

The Federal Court of Australia recognised the Gudjala People's native title rights and interests in relation to approximately 11,500 square kilometres of land in North Queensland in two consent determinations delivered in Charters Towers on 18 March 2014.

The determinations recognised the Gudjala People's non-exclusive rights, including rights to access, be present on, camp, hunt, fish, gather, protect, teach, conduct ceremonies and be buried on country. Exclusive native title was also recognised in relation to certain areas of unallocated State land.

Crown Law acted for the State in this matter.

Collingwood Park subsidence claims

A total of 23 Supreme Court proceedings claiming damages due to diminution in value of 25 properties arising out of the 2008 subsidence event were commenced against the State of Queensland. The total of the plaintiffs' claims were approximately \$2.14 million plus interest and costs. Crown Law, acting on behalf of the Queensland Government Insurance Fund, defended the complex and unique claims. The basis of each of the 23 proceedings was that the State owed each plaintiff a duty of care in relation to:

- the grant of the mining lease the subject of the proceedings
- the supervision of the terms and conditions of that mining lease
- any response to matters or issues arising from the grant and subsequent working of the mining lease, including taking reasonable and practical remedial steps.

The trial was heard by Justice Boddice in February, March and September 2013. The State was found to have owed a duty of care to residents of Collingwood Park in granting the mining lease and in monitoring and enforcing the mining lease conditions. The State was found to have breached its duty of care by failing to adequately monitor and enforce the conditions of the mining lease.

Only five plaintiffs whose properties are immediately adjacent to the 2008 subsidence event, out of a total of the remaining 18 plaintiffs, were able to establish diminution in value of their property due to the subsidence event. The total value of those claims was \$95,000. Judgment and costs were awarded in favour of the State in respect of 13 of the remaining 18 proceedings.

In addition, all plaintiffs failed in their claim that the State was obliged to take remedial action after the 1988 event. Costs in relation to the State having to respond to that aspect of the claim were awarded in favour of the State against all plaintiffs.

B v Secretary, Department of Families, Housing, Community Services and Indigenous Affairs [2013] FCA 480

Crown Law acted on behalf of the Attorney-General, who intervened in a constitutional matter in the Federal Court of Australia which raised questions about how the laws of different States may apply to the same subject matter. Specifically, the case considered whether a Temporary Assessment Order (TAO) under Queensland's *Child Protection Act 1999* may validly be made in respect of a newborn child who was physically present in New South Wales and had never entered Queensland, although the child was expected to reside in Queensland.

The case also considered how such an order could be reconciled with New South Wales legislation which specifically applied to children who did not ordinarily live in New South Wales but were present in that State at the relevant time.

Justice Logan held, consistent with the Attorney's submissions, that TAOs could validly be made in respect of the child because there was a sufficient nexus between Queensland and the child (his parents both resided in

Queensland), and there was no operational inconsistency between the relevant laws of Queensland and New South Wales.

Dovedeen Pty Ltd & Anor v GK [2013] QCA 116

Former Solicitor-General, Walter Sofronoff and Joshua Jones of Counsel appeared in the Court of Appeal on behalf of the Attorney-General, instructed by Crown Law, in the matter of *Dovedeen Pty Ltd & Anor v GK* [2013] QCA 116. GK, a self-employed sex worker, complained to the Anti-Discrimination Commission that Dovedeen Pty Ltd, trading as the Drivers Rest Motel at Moranbah, directly discriminated against her under the *Anti-Discrimination Act 1991* in relation to the supply of accommodation at the motel after GK was asked to find accommodation elsewhere and advised that future bookings would not be taken from her because of her occupation as a sex worker.

On 17 May 2013, Justices Fraser, Gotterson and Wilson of the Court of Appeal delivered their judgment, the effect of which was to restore the original decision made by the Queensland Civil and Administrative Tribunal (QCAT) on 25 October 2011 in that GK had not been the subject of discrimination.

Social Services Funding

Crown Law was engaged to provide assistance in relation to the development of whole-of-Government terms for the provision of social services funding.

Crown Law assisted in the development of a set of 'Standard Terms', under which agencies could provide multiple funding to an organisation within the framework of a single agreement, with the aim of reducing red tape for social service organisations. A set of 'Short Form Terms' was also developed for use in relation to one-off, lower risk funding arrangements. The work by Crown Law formed a key part of the Government's *Social Services Reform Program*.

Legal awareness education and training

Crown Law has a long-standing, respected reputation for delivering quality legal training relevant to varied client groups. Our lawyers regularly develop and provide practical training workshops, briefings and manuals on topics relevant to officers at all levels across Government. We also provide specific legal training, tailored to the needs of Government officers and their agency's legislation. Free training is also available through our Government Legal Briefings and client information sessions.

The highlight of our events calendar is the Crown Law Legal Conference which was held on 12 March 2014 and attended by more than 100 Government officers.

The Attorney-General and Minister for Justice, Jarrod Bleijie presented the keynote address at the Conference which was opened by the Director-General, John Sosso.

Eleven presentations were delivered on the day on:

- Disclosure obligations under the Personal Injuries Proceedings Act 2002 (Qld) and the Uniform Civil Procedure Rules 1999
- Dealing with notices of non-party disclosure
- Being the model litigant: what does it mean in practice?
- Managing the ill employee
- State constitutional law: the basics
- Tips for getting the most out of your tender
- Native title: the basics
- Government funding agreements
- Cloud computing
- Courtroom etiquette
- Injuries as the result of assaults in the workplace.

Crown Law library

Crown Law houses one of the most extensive public sector law libraries in Queensland, offering expert information retrieval services, primary and secondary resources and online research tools.

Our library technicians are recognised for their outstanding research skills, particularly their dedication to quick retrieval of rarely sourced or unusual cases, legal commentary or other legal data.

Clients have direct access to Library resources, including legal commentary databases, legal and medical journal research and legislation.

Crown Law in the community

Pro bono

Combining Crown Law's primary function to protect the Queensland Government's interest, and the legal expertise of our legal officers, we are committed to providing legal pro bono assistance to clients and the community where possible.

Crown Law lawyers regularly provide pro bono legal assistance to the community through Queensland Public Interest Law Clearing House (QPILCH) and Legal Aid Queensland.

Charity

Crown Law 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 charitable activities including:

- QPILCH Legal Walk in support of advancing access to justice for the most marginalised and disadvantaged members of our society
- Club Red – the Red Cross blood drive
- purchasing corporate Christmas cards from Charity Greeting Cards who donate a portion of all profits to a wide range of charities
- annual Christmas Collections for the RSPCA and Salvation Army.

Each year the Crown Law Choir performs a repertoire of carols at various locations around Brisbane's CBD. The Choir raises funds for charity through donations at these performances and the sale of the Crown Law Choir CDs. The Choir has made donations to various charities over the years including the QIMR Berghofer Medical Research Institute and RSPCA Queensland.

Our staff have also taken sport as another opportunity to support the community. Teams from Crown Law have participated in:

- the annual Law Week *Walk for Justice*
- Triathlon Pink for National Breast Cancer Foundation
- Rio Tinto Ride to Conquer Cancer
- Bridge to Brisbane.

Quality Assurance

Crown Law is certified against both the ISO9001:2008 and the LAW9000 Legal Best Practice standards. Our certification was independently assessed and issued by SAI Global in October 2010. Certification under the International Organisation for Standardisation's ISO9001:2008 signifies that we have strong management practices directed at realising clients' expectations of quality and outcomes.

LAW9000 builds on the ISO9001:2008 base set of standards and practices, adding specific requirements for legal practices, including:

- knowledge, understanding and compliance with processes and standards

- demonstrating how processes add value to business and client outcomes
- evaluating ongoing results of system performance, effectiveness and outcomes
- continuous improvement of processes based on objective management.

Our certification against these standards is subject to annual external audits and is further supported by our continuous improvement philosophy based on robust client feedback mechanisms and performance management processes.

Performance and accountability

As a part of the Queensland State Government, Crown Law is bound, as are all agencies, to monitor and report on staff performance and remain accountable at all times.

The following measures direct our efforts, and support our continuous improvement culture:

- Client Relationship Management Framework which emphasises client feedback and information sharing within our Practice ensuring clients' needs are understood and met
- Client reviews – in-depth interviews which provide a wealth of insight understanding of our clients and our performance, helping to shape and improve our service delivery
- Client satisfaction surveys – our scorecard process surveys clients on performance in both current and recently completed legal matters
- Performance Development Framework – all staff operate within a clear and comprehensive framework that supports the continuous monitoring and development of skills and competencies, through regular reviews, training and goal setting.

Business systems

Significant investments into a number of advanced business systems have helped improve timeliness and ensure deadlines are met. Our key systems are Visualfiles for case management, the Elite 3e practice management system and the eDOCS document and records management system.

Visualfiles manages much of the minutiae that needs to be tracked during the course of any legal matter through, for example:

- seamless precedent (template) integration supporting thousands of tailored legal forms and letters
- workflow-driven notifications tailored for the individual, for teams and for specific areas of law
- interactive reporting that can be generated by lawyers or their staff and sent directly to the client
- 'supervisory' capabilities that notify the responsible lawyer before advices and statutory responses are due.

Visualfiles includes pre-populated templates for forms, court documents and associated correspondence, significantly reducing preparation time for lawyers and support staff. Key staff are notified of important due dates for specific matters, promoting a seamless working environment and enables close supervision of matters to ensure compliance with service level standards.

Visualfiles integrates with our document management and practice management systems. The Elite 3e practice management system provides specialised software to administer a legal practice. This includes legal matter management and financial modules. We have implemented paperless electronic workflows for many procedures which not only streamlines our processes and reduces administrative time, but also provides access to documentation more readily.

Crown Law was the first legal practice in Australia to implement Visualfiles in 2003. We were honoured to be presented with the 'Business Improvement Award for Outstanding Achievement and Innovation in Law Firm Management' at the Australian Legal Practice Management Association (ALPMA) Conference in 2006. In 2011, Crown Law won the Lawtech Conference *Legal IT Team of the Year* (small to medium firms category).

Crown Law performance

Client Satisfaction Surveys

Overall, our client satisfaction level was 4.55 out of 5. Our regular satisfaction surveys provide invaluable feedback directly from clients on performance measures such as the accessibility of our lawyers and legal information, promptness of service, commitment to deadlines, knowledge, skills and value for money.

2013–14 Score out of 5	2012–13 Score out of 5	2011–12 Score out of 5	2010–11 Score out of 5	2009–10 Score out of 5
4.55	4.05	4.48	4.36	4.41

Operating results

Crown Law reported a profit of \$1.09M for the 2013-2014 financial year. Seventy per cent of this profit is returned to the Queensland State Government by way of a dividend.

Annual profit/loss comparison

2012–13 \$000	2012–13 \$000	2011–12 \$000	2010–11 \$000	2009–10 \$000
1,090	(27)	(310)	85	472

Annual productivity comparison

2013-14	2012–13	2011–12	2010–11	2009–10
97%	93%	100%	100%	100%



Appendix 1—Statutory bodies and appointment¹

Adult Guardian^{2 4}
Anti-Discrimination Committee Queensland²
Anzac Day Trust
Appeal Costs Board
Breakwater Island Casino Community Benefit Fund²
Building and Construction Industry (Portable Long Service Leave) (QLeave) Board
Cardiac Assessment Tribunal
Central and Northern Queensland Regional Parole Board
Composite Medical Assessment Tribunal
Construction Industry Sector Standing Committee
Contract Cleaning Industry (Portable Long Service Leave) Authority Board²
Council of the Queensland Law Society Incorporated²
Crime and Misconduct Commission (Crime and Corruption Commission as from 1 July 2014)
Crime Reference Committee
Criminal Organisation Public Interest Monitor
Dermatology Assessment Tribunal
Director (and Deputy Director) of Public Prosecutions²
Disaster Appeals Trust Fund Committee
Disfigurement Assessment Tribunal
Ear, Nose and Throat Assessment Tribunal
Electoral Commission of Queensland²
Electrical Licensing Committee
Electrical Safety Board
Electrical Equipment Committee
Gambling Community Benefit Fund Board²
General Medical Assessment Tribunal
Health and Community Services Industry Sector Standing Committee
Jupiter's Casino Community Benefit Fund²
Land Court
Land Tribunal (Aboriginal)
Legal Aid Board and Legal Aid Queensland²
Legal Practice Committee
Legal Practitioners Admissions Board²
Legal Services Commission²
Manufacturing Industry Sector Standing Committee
Office of the Information Commissioner
Neurology/Neurological Assessment Tribunal
Office of the Regulator under the *Workplace Health and Safety Act 2011*

-
1. Legislation establishing the portfolio's statutory bodies and authorities is listed in Appendix 2.
 2. The statutory bodies/statutory appointments prepare their own annual reports.
 3. The department is jointly responsible with the Minister for Police.
 4. Discontinued as at 30 June 2014.
 5. Commenced 1 July 2014.

Ophthalmology Assessment Tribunal
 Orthopaedic Assessment Tribunal
 Prostitution Licensing Authority²
 Professional Standards Council²
 Public Advocate²
 Public Interest Monitor^{2,3}
 Public Guardian⁵
 Public Trustee of Queensland²
 Public Trust Office Investment Board
 Queensland Civil and Administrative Tribunal
 Queensland Industrial Relations Commission²
 Queensland Law Reform Commission²
 Queensland Ombudsman²
 Queensland Parole Board
 Reef Hotel Casino Community Benefit Fund²
 Retail, Wholesale, Hospitality, Recreation and Other Services Industry Sector Standing Committee
 Registrar-General (and Deputy) of Births, Deaths and Marriages
 Responsible Gambling Advisory Committee
 Rural Sector Standing Committee
 Solicitor-General
 Southern Queensland Regional Parole Board
 State Coroner
 Supreme Court Library Committee²
 Transport and Storage Industry Sector Standing Committee
 Work, Health and Safety Board
 Workers' Compensation Regulatory Authority (Q-Comp) Board⁴
 WorkCover Queensland Board²



Appendix 2—Acts Administered by the Attorney-General and Minister for Justice⁶

- *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984* Part 4, sections 18-25 (sections 4, 8, 64-67, 70 and 71 jointly administered with the Minister for Communities, Child Safety and Disability Services)
- *Aboriginal Land Act 1991* (sections 62 to 73; Part 19; sections 286 and 294 as they apply to the provisions of the Act administered by the Minister and relevant sections relating to the Land Tribunal, Land Court, Land Appeal Court and Supreme Court)
- *Acts Interpretation Act 1954*
- *Adoption Act 2009 (Part 14A)*
- *Agents Financial Administration Act 2014*
- *All Saints Church Lands Act 1924*
- *All Saints Church Lands Act 1960*
- *Anglican Church of Australia Act 1895*
- *Anglican Church of Australia Act 1895 Amendment Act 1901*
- *Anglican Church of Australia Act 1977*

6. Administrative Arrangements Order (No. 1) 2014.

- *Anglican Church of Australia Constitution Act 1961*
- *Anglican Church of Australia (Diocese of Brisbane) Property Act 1889*
- *Ann Street Presbyterian Church Act 1889*
- *Anti-Discrimination Act 1991*
- *Anzac Day Act 1995*
- *Appeal Costs Fund Act 1973*
- *Associations Incorporation Act 1981*
- *Attorney-General Act 1999*
- *Australia and New Zealand Banking Group Limited (NMRB) Act 1991*
- *Australian Consular Officers' Notarial Powers and Evidence Act 1946*
- *Bail Act 1980*
- *Births, Deaths and Marriages Registration Act 2003*
- *Bishopsbourne Estate and See Endowment Trusts Act 1898*
- *Body Corporate and Community Management Act 1997*
- *Boonah Show Ground Act 1914*
- *Breakwater Island Casino Agreement Act 1984*
- *Brisbane Casino Agreement Act 1992*
- *British Probates Act 1898*
- *Building and Construction Industry (Portable Long Service Leave) Act 1991*
- *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 Natural Resources and Mines)
- *Burials Assistance Act 1965*
- *Business Names (Commonwealth Powers) Act 2011*
- *Cairns Casino Agreement Act 1993*
- *Carruthers Inquiry Enabling Act 1996*
- *Casino Control Act 1982*
- *Cattle Stealing Prevention Act 1853*
- *Charitable and Non-Profit Gaming Act 1999*
- *Charitable Funds Act 1958*
- *Child Employment Act 2006*
- *Child Protection Act 1999* (jointly administered with the Minister for Communities, Child Safety and Disability Services)
- *Childrens Court Act 1992* (except to the extent administered by the Minister for Communities, Child Safety and Disability Services)
- *Chinese Temple Society Act 1964*
- *Choice of Law (Limitation Periods) Act 1996*
- *Churches of Christ, Scientist, Incorporation Act 1964*
- *Civil Liability Act 2003*
- *Civil Proceedings Act 2011*
- *Classification of Computer Games and Images Act 1995*
- *Classification of Films Act 1991*
- *Classification of Publications Act 1991*
- *Collections Act 1966*
- *Commercial Arbitration Act 2013*
- *Commissions of Inquiry Act 1950*
- *Commonwealth Places (Administration of Laws) Act 1970*
- *Commonwealth Powers (De Facto Relationships) Act 2003*
- *Commonwealth Powers (Family Law-Children) Act 1990*
- *Companies (Acquisition of Shares) (Application of Laws) Act 1981*
- *Companies and Securities (Interpretation and Miscellaneous Provisions) (Application of Laws) Act 1981*
- *Companies (Application of Laws) Act 1981*
- *Contract Cleaning Industry (Portable Long Service Leave) Act 2005*
- *Co-operative Schemes (Administrative Actions) Act 2001*
- *Cooperatives Act 1997*
- *Coroners Act 2003*
- *Corporations (Administrative Actions) Act 2001*
- *Corporations (Ancillary Provisions) Act 2001*
- *Corporations (Commonwealth Powers) Act 2001*
- *Corporations (Queensland) Act 1990*
- *Corrective Services Act 2006*
- *Court Funds Act 1973*
- *Credit (Commonwealth Powers) Act 2010*
- *Credit (Rural Finance) Act 1996*
- *Cremations Act 2003*
- *Crime and Corruption Act 2001*
- *Crimes at Sea Act 2001*
- *Criminal Code Act 1899* (including Criminal Code)
- *Criminal Code Amendment Act 1922*
- *Criminal Law Amendment Act 1892*
- *Criminal Law Amendment Act 1894*
- *Criminal Law Amendment Act 1945*
- *Criminal Law (Rehabilitation of Offenders) Act 1986*
- *Criminal Law (Sexual Offences) Act 1978*
- *Criminal Organisation Act 2009*
- *Criminal Proceeds Confiscation Act 2002*
- *Crown Proceedings Act 1980*
- *Dangerous Prisoners (Sexual Offenders) Act 2003*
- *Debt Collectors (Field Agents and Collection Agents) Act 2014*
- *Defamation Act 2005*

- *Director of Public Prosecutions Act 1984*
- *Disposal of Uncollected Goods Act 1967*
- *Disposal of Unexecuted Warrants Act 1985*
- *Dispute Resolution Centres Act 1990*
- *District Court of Queensland Act 1967*
- *Domicile Act 1981*
- *Drugs Misuse Act 1986* (except to the extent administered by the Minister for Agriculture, Fisheries and Forestry)
- *Electoral Act 1992*
- *Electrical Safety Act 2002*
- *Electronic Transactions (Queensland) Act 2001*
- *Evidence Act 1977*
- *Evidence and Discovery Act 1867*
- *Evidence (Attestation of Documents) Act 1937*
- *Evidence on Commission Act 1988*
- *Factors Act 1892*
- *Fair Trading Act 1989*
- *Fair Work (Commonwealth Powers) and Other Provisions Act 2009*
- *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 Trade)
- *Guardianship and Administration Act 2000*
- *Guides Queensland Act 1970*
- *Holidays Act 1983*
- *Imperial Acts Application Act 1984*
- *Industrial Relations Act 1999* (except to the extent administered by the Minister for Aboriginal and Torres Strait Islander and Multicultural Affairs and Minister Assisting the Premier)
- *Information Privacy Act 2009*
- *Interactive Gambling (Player Protection) Act 1998*
- *Introduction Agents Act 2001*
- *Invasion of Privacy Act 1971*
- *Judges (Pensions and Long Leave) Act 1957* (except to the extent administered by the Treasurer and Minister for Trade)
- *Judicial Remuneration Act 2007*
- *Judicial Review Act 1991*
- *Jupiters Casino Agreement Act 1983*
- *Jurisdiction of Courts (Cross-vesting) Act 1987*
- *Jury Act 1995*
- *Justice and Other Information Disclosure Act 2008*
- *Justices Act 1886*
- *Justices of the Peace and Commissioners for Declarations Act 1991*
- *Keno Act 1996*
- *Land Court Act 2000*
- *Land Sales Act 1984*
- *Law Reform Act 1995*
- *Law Reform Commission Act 1968*
- *Legal Aid Queensland Act 1997*
- *Legal Profession Act 2007*
- *Limitation of Actions Act 1974*
- *Liquor Act 1992*
- *Lotteries Act 1997*
- *Magistrates Act 1991*
- *Magistrates Courts Act 1921*
- *Maintenance Act 1965*
- *Mercantile Act 1867*
- *Motor Dealers and Chattel Auctioneers Act 2014*
- *Neighbourhood Disputes (Dividing Fences and Trees) Act 2011*
- *Oaths Act 1867*
- *Ombudsman Act 2001*
- *Parole Orders (Transfer) Act 1984*
- *Partnership Act 1891*
- *Pastoral Workers' Accommodation Act 1980*
- *Peace and Good Behaviour Act 1982*
- *Peaceful Assembly Act 1992*
- *Penalties and Sentences Act 1992*
- *Personal Injuries Proceedings Act 2002*
- *Personal Property Securities (Ancillary Provisions) Act 2010*
- *Personal Property Securities (Commonwealth Powers) Act 2009*
- *Powers of Attorney Act 1998*
- *Presbyterian Church of Australia Act 1900*
- *Presbyterian Church of Australia Act 1971*
- *Printing and Newspapers Act 1981*
- *Prisoners International Transfer (Queensland) Act 1997*
- *Prisoners (Interstate Transfer) Act 1982*
- *Private Employment Agents Act 2005*
- *Professional Standards Act 2004*
- *Property Agents and Motor Dealers Act 2000*
- *Property Law Act 1974*
- *Property Occupations Act 2014*
- *Prostitution Act 1999*
- *Public Interest Disclosure Act 2010*
- *Public Guardian Act 2014*
- *Public Trustee Act 1978*
- *Queensland Civil and Administrative Tribunal Act 2009*
- *Queensland Congregational Union Act 1967*
- *Queensland Temperance League Lands Act 1985*
- *Recording of Evidence Act 1962*
- *Referendums Act 1997*
- *Regulatory Offences Act 1985*

- *Relationships Act 2011*
- *Retail Shop Leases Act 1994*
- *Returned & Services League of Australia (Queensland Branch) Act 1956*
- *Returned Servicemen's Badges Act 1956*
- *Right to Information Act 2009*
- *Roman Catholic Church (Corporation of the Sisters of Mercy of the Diocese of Cairns) Lands Vesting Act 1945*
- *Roman Catholic Church (Incorporation of Church Entities) Act 1994*
- *Roman Catholic Church Lands Act 1985*
- *Roman Catholic Church (Northern Lands) Vesting Act 1941*
- *Roman Catholic Relief Act 1830*
- *Safety in Recreational Water Activities Act 2011*
- *Sale of Goods Act 1896*
- *Sale of Goods (Vienna Convention) Act 1986*
- *Salvation Army (Queensland) Property Trust Act 1930*
- *Scout Association of Australia Queensland Branch Act 1975*
- *Sea-Carriage Documents Act 1996*
- *Second-hand Dealers and Pawnbrokers Act 2003*
- *Securities Industry (Application of Laws) Act 1981*
- *Security Providers Act 1993*
- *Solicitor-General Act 1985*
- *Standard Time Act 1894*
- *State Penalties Enforcement Act 1999* (to the extent that it is relevant to the prescription of offences as infringement notice offences)
- *Status of Children Act 1978*
- *Storage Liens Act 1973*
- *Succession Act 1981*
- *Succession to the Crown Act 2013*
- *Supreme Court Library Act 1968*
- *Supreme Court of Queensland Act 1991*
- *Surrogacy Act 2010*
- *TAB Queensland Limited Privatisation Act 1999*
- *Tattoo Parlours Act 2013*
- *Telecommunications Interception Act 2009*
- *Terrorism (Commonwealth Powers) Act 2002*
- *Torres Strait Islander Land Act 1991* (sections 190 and 197 as they apply to the provisions of the Act administered by the Minister and relevant sections relating to the Land Court and Supreme Court)
- *Tourism Services Act 2003*
- *Trading (Allowable Hours) Act 1990*
- *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*
- *Vexatious Proceedings Act 2005*
- *Vicious Lawless Association Disestablishment Act 2013*
- *Victims of Crime Assistance Act 2009*
- *Wagering Act 1998*
- *Wesleyan Methodist Trust Property Act 1853*
- *Wesleyan Methodists, Independents, and Baptists Churches Act 1838*
- *Wine Industry Act 1994*
- *Witness Protection Act 2000*
- *Workers' Accommodation Act 1952*
- *Workers' Compensation and Rehabilitation Act 2003*
- *Work Health and Safety Act 2011*
- *Young Offenders (Interstate Transfer) Act 1987*
- *Youth Justice Act 1992* (jointly administered with the Minister for Communities, Child Safety and Disability Services)

Appendix 3—Investment in legal assistance services

Service delivery funding

Legal Aid Queensland (LAQ) received \$63.4 million and community organisations received \$9.3 million in the 2013–14 financial year to provide free or low-cost legal services to vulnerable and disadvantaged Queenslanders.

In 2014–15, LAQ will receive \$64.4 million.

Community organisations will receive \$30.1 million in total over 2014–17. A breakdown of the service delivery investment provided to individual community organisations is set out below.

Community organisation	2013–14 actual investment	2014–17 approved investment
Aboriginal and Torres Strait Islander Women's Legal and Advocacy Service Inc	\$20,250	-
Aboriginal and Torres Strait Islander Women's Legal Service NQ Inc	\$43,940	\$140,615
Banana Shire Community Legal Service	\$116,144	\$371,682
Bayside Community Legal Service Inc	\$114,394	\$366,082
Cairns Community Legal Centre Inc	\$236,973	\$758,355
Care Goondiwindi Association Inc	\$114,952	\$367,870
Carers Queensland Inc	\$229,767	\$735,297
Caxton Legal Centre Inc	\$334,432	\$1,070,247
Centacare	\$146,910	\$470,140
Central Queensland Community Legal Centre Inc	\$75,064	\$240,219
Court Network Inc	\$387,588	\$1,240,356
DVConnect Ltd	\$119,289	\$381,750
Gladstone Community Legal Advice Program	\$116,144	\$371,682
Gold Coast Community Legal Centre and Advice Bureau Inc ¹	\$208,266	\$666,489
Mackay Regional Community Legal Centre Inc	\$223,982	\$716,785
Moreton Bay Regional Community Legal Service Inc	\$114,394	\$366,083
North Queensland Women's Legal Service Inc	\$300,305	\$961,032
Nundah Community Support Group Inc	\$114,952	\$367,871
Pine Rivers Community Legal Service	\$212,595	\$680,344
Prisoners' Legal Service Inc	\$304,196	\$1,137,535
Queensland Advocacy Incorporated	\$422,901	\$1,353,368
Queensland Aged and Disability Advocacy Inc	\$119,289	\$381,750
Queensland Association of Independent Legal Services Inc	\$205,795	\$658,583
Queensland Indigenous Family Violence Legal Service	\$74,097	\$379,399
Queensland Public Interest Law Clearing House Inc	\$741,694	\$3,145,552
Refugee and Immigration Legal Service Inc	\$430,197	\$1,376,711
Roma Community Legal Service Inc	\$254,868	\$815,624
South West Brisbane Community Legal Centre Inc	\$540,786	\$1,730,616
Suncoast Community Legal Service Inc	\$244,454	\$782,303
Taylor Street Community Legal Service	\$118,361	\$378,777

Community organisation	2013–14 actual investment	2014–17 approved investment
Tenants Queensland Inc ²	\$199,331	\$637,895
The Advocacy and Support Centre Inc – Toowoomba	\$510,795	\$2,178,877
The Advocacy and Support Centre Inc – Ipswich	\$170,064	
Townsville Community Legal Service Inc	\$90,100	\$288,339
Welfare Rights Centre Inc	\$390,068	\$1,248,292
Women's Legal Service Inc	\$576,706	\$1,295,517
Youth Advocacy Centre Inc	\$187,360	\$599,585
YFS Ltd ³	\$315,264	\$1,008,904
Community Organisation Bulk and Sundry Expenses ⁴	\$129,158	\$413,329
<p>¹Formerly Citizens Advice Bureau and Gold Coast Legal Service ²Formerly Tenants' Union of Queensland Inc ³Formerly Logan Legal Advice Centre Association Inc and Logan Youth Legal Service ⁴From 2014–15, Community Organisation Bulk and Sundry Expenses will operate as a draw down facility</p> <p>Notes:</p> <ul style="list-style-type: none"> Approximately \$1,000,000 per annum has been set aside for one-off projects and to address emergency community legal needs in 2014–17. 		

To preserve the quality and quantity of legal assistance services, community organisations will receive indexation on all service delivery funding for the 2014–17 financial years. This represents an additional investment of \$713,000. The total 2014–17 amounts shown above include indicative amounts for indexation in 2015–16 and 2016–17.

Emergency funding

In 2013–14, \$500,000 was set aside to address emergency community legal needs. A breakdown of the allocations made from the Emergency Fund in 2013–14 is set out below.

Community organisation	2013–14 actual investment
Nundah Community Support Group Inc	\$30,000
Prisoners' Legal Service Inc	\$51,263
Queensland Public Interest Law Clearing House Inc	\$200,000
South West Brisbane Community Legal Centre Inc	\$20,000

Project funding

The Queensland Government invests in projects that have a legal assistance sector-wide focus or benefit. The projects produce a predetermined product or outcome, have no ongoing costs, and ideally involve collaboration between organisations. In 2013–14, \$500,000 was set aside for one-off projects. A breakdown of the 2013–14 investment in the delivery of projects is set out below.

Community organisation	2013–14 actual investment
Queensland Advocacy Incorporated (Specialist services accessibility project)	\$50,000

Legal assistance services provided to vulnerable and disadvantaged Queenslanders

The Queensland and Commonwealth Governments invest in legal assistance services delivered by LAQ and community organisations.

In 2013–14, LAQ provided 919,336 legal assistance services regarding State law matters, including community legal education, legal information by telephone and website, legal advices, duty lawyer services, and legal representation. LAQ provides detailed information about its service delivery in its annual report.

In 2013–14, it is estimated that the following total numbers of services were provided by community organisations with the Legal Practitioner Interest on Trust Accounts Fund and State Budget funds invested by the Queensland Government.

Service	Total number provided
Legal information	23,013
Legal advice	32,507
Legal casework services (new cases opened during period)	4,874
Community legal education projects delivered	335

Appendix 4—Investment in legal profession regulation and law library services

Specified entity	2013–14 budget investment	2013–14 actual investment	2014–15 approved investment
Legal Services Commission	\$5.649 million	\$5.532 million	\$5.426 million
Bar Association of Queensland	\$0.150 million	\$0.150 million	\$0.154 million
Supreme Court Library	\$0.290 million	\$0.290 million	\$0.290 million

Notes:

- In the 2013–14 financial year the Supreme Court Library used its accumulated surplus to cover operating costs. This arrangement will continue in the 2014–15 financial year.
- Since the 2011–12 financial year, practising certificate revenue received by the Queensland Law Society has covered the associated regulatory costs.

Appendix 5—Workplace Health and Safety Board report

The Work Health and Safety Board is the peak advisory body to the Queensland Government and the Attorney-General and Minister for Justice on work health and safety matters.

The *Work Health and Safety Act 2011* establishes the Work Health and Safety Board under schedule 2, division 2 of the Act to give advice and make recommendations to the Minister regarding policies, strategies, allocation of resources and legislative arrangements for work health and safety. Through the board, key industry representatives work collaboratively to assist Workplace Health and Safety Queensland (WHSQ) in developing work health and safety strategies, legislation and advice.

Board membership

The previous board was appointed in 2011 for a three year term which expired on 31 December 2013. It comprised a Chairperson, Mr Vince O'Rourke, and 13 members representing employer and worker associations and experts, as detailed below:

Work Health and Safety Board membership up to and including 31 December 2013	
Chair: Mr Vince O'Rourke	
Representing employers	
<ul style="list-style-type: none"> Mr John Crittall Director, Construction Division, Master Builders Association Queensland	<ul style="list-style-type: none"> Ms Wendy Erhart Co-Owner, G & W Racing Pty Ltd
<ul style="list-style-type: none"> Mr Peter Garske Chief Executive Officer, Queensland Trucking Association	<ul style="list-style-type: none"> Ms Vanessa Patterson Manager Safety and Workers' Compensation Northern Region, the Australian Industry Group (Appointed March 2013)
<ul style="list-style-type: none"> Mr Gary Sansom Director, Queensland Farmers Federation (Appointed March 2013)	
Representing workers	
<ul style="list-style-type: none"> Ms Amanda Richards Assistant General Secretary, Queensland Council of Unions	<ul style="list-style-type: none"> Mr Jade Ingham Assistant State Secretary, Construction, Forestry, Mining and Energy Union Queensland - Construction Division (Appointed March 2013)
<ul style="list-style-type: none"> Mr Steve Baker Southern District Secretary, Australian Workers' Union (Appointed March 2013)	<ul style="list-style-type: none"> Ms Julie Bignell Branch Secretary, Australian Services Union (Central & Southern Qld Branch)
<ul style="list-style-type: none"> Mr Brian Devlin Assistant Secretary/Secretary TSA Division, Australian Manufacturing Workers' Union	

Other members	
<ul style="list-style-type: none"> Ms Kelli Stallard Partner, Dibbs Barker Lawyers 	<ul style="list-style-type: none"> Mr Tony Hawkins Chief Executive Officer, WorkCover Queensland
<ul style="list-style-type: none"> Mr Murray Procter Partner, DLA Piper Australia (Appointed June 2013) 	

The Minister appointed a new term of board members for a three year term from 22 March 2014 up to and including 21 March 2017. Members are selected by the Minister for their knowledge and experience in work health and safety. To further enhance the effectiveness of the board, the Minister reduced the number of employer representatives and worker representatives from five members to four respectively.

Work Health and Safety Board membership from 22 March 2014 to and including 21 March 2017	
Chair: Mr Derek Pingel, Executive President, Queensland Master Builders' Association	
Representing employers	
<ul style="list-style-type: none"> Mr David Foote Chief Executive Officer, Australian Country Choice Pty Ltd 	<ul style="list-style-type: none"> Mr Mick Crowe Managing Director, G&S Engineering Services
<ul style="list-style-type: none"> Mr Peter Garske Chief Executive Officer, Queensland Trucking Association 	<ul style="list-style-type: none"> Vacancy
Representing workers	
<ul style="list-style-type: none"> Ms Amanda Richards Former Assistant General Secretary, Queensland Council of Unions 	<ul style="list-style-type: none"> Mr Bradley O'Carroll State Secretary, Plumbers Union Queensland
<ul style="list-style-type: none"> Mr Ian Leavers General President & Chief Executive Officer, Queensland Police Union of Employees 	<ul style="list-style-type: none"> Ms Wendy Streets Local Executive Secretary, Finance Sector Union of Australia, Queensland Branch
Other members	
<ul style="list-style-type: none"> Mr John Crittall Director, Construction Division, Master Builders Association Queensland 	<ul style="list-style-type: none"> Ms Irene Violet General Manager Corporate Services, WorkCover Queensland
<ul style="list-style-type: none"> Mr Murray Procter Partner, DLA Piper Australia 	

Meetings

The board formally met three times during 2013–14, with the former board holding two meetings and the new board holding one meeting.

WHS Board Work Plan

The board's work plan for 2013 complements the *Australian Work Health and Safety Strategy 2012–2022* and supports the national targets to be achieved by 2022. The plan continues to pursue the aims of the previous plan and builds on its achievements. A key platform to achieving the plan's objectives is continuing to build collaborative partnerships with business and workers to foster a culture of safety leadership in Queensland workplaces through the Zero Harm at Work Leadership Program. This program means no harm to anyone, anytime while at work and targets senior levels of management of leading and influencing organisations.

The work plan includes a range of targeted initiatives which are designed to assist business improve health and safety outcomes, create productive and innovative workplaces and in turn reduce workers' compensation premiums for employers. In addition to developing a safety culture through the Zero Harm at Work Leadership Program, other priorities for the board include: young workers, with a series of targeted projects which are designed to improve the health and safety of young workers in high risk industries; promoting the safety message through its networks and events; and building strategic relationships to encourage business and workers to participate in work health and safety programs and activities.

Zero Harm at Work Leadership Program activities

The Zero Harm at Work Leadership Program (ZHAWLP) engages Queensland's industry leaders and promotes the sharing of health and safety knowledge, innovation and experience across industry. As at 30 June 2014, the ZHAWLP included 314 members from leading Queensland companies, associations and unions across all industry sectors.

Major events delivered during 2013–14 included:

- The Healthy Worker Forums attended by over 400 participants in five regional centres from Cairns to Toowoomba;
- The Transport Safety Showcase held at the Port of Brisbane which brought together almost 400 transport operators and provided industry with the opportunity to share 'low cost/high impact' safety initiatives; and
- The Young Workers Forum attended by close to 100 participants from across a range of industries to explore factors important to managing young workers' safety.

During 2013, internal and external stakeholder consultation was undertaken to evaluate the effectiveness of ZHAWLP activities and identify opportunities for new initiatives and growth. The consultation process involved a comprehensive survey of current member and non-member organisations. Feedback identified the need for new initiatives to encourage more active participation and greater frequency of regional events. As a result, enhancements to member services in the past year include the introduction of online applications and the development of a comprehensive safety leadership and culture tool - *Linking business and safety through leadership*.

In January 2014, WHSQ commenced a Safety Leadership Project to facilitate increased safety leadership practice across industry. Outcomes from the project will inform future approaches to engaging with ZHAWLP members.

A full program of events and forums are scheduled for 2014–15, commencing with the Innovation and Manufacturing Forum in July 2014.

Industry sector standing committees

The board is supported by six industry sector standing committees:

- Construction Industry Sector Standing Committee
- Health and Community Services Industry Sector Standing Committee
- Manufacturing Industry Sector Standing Committee

- Retail and Wholesale Industry Sector Standing Committee (incorporating hospitality, recreation and other services)
- Rural Industry Sector Standing Committee
- Transport and Storage Industry Sector Standing Committee.

These committees provide advice and make recommendations to the board about work health and safety in the industry sector for which the committee was established.

The **Construction** Industry Sector Standing Committee provided input into the development of the mobile and operational plant campaign, four short films about managing particular risks in the construction industry, and a strategy aimed at reducing the number of work-related injuries suffered by young workers aged 15–24 years old. The Committee established a working group to provide advice on options regarding the reaccreditation of courses for the safe installation/erection and use of swing stage scaffolds. Most recently, Committee members have provided industry feedback about some of the operational and red tape issues associated with the verification of competency of earthmoving plant operators. The Committee was consulted on the development of the *Queensland Construction Trades Industry – Action Plan – 2014–17* and *Queensland Civil Construction Industry – Action Plan – 2014–17*.

The **Manufacturing** Industry Sector Standing Committee provided input into the development of a campaign that aims to reduce the prevalence of eye and hands injuries in the metals manufacturing sector. Another highlight includes supporting the purchase of a knife analyser that will assist in a strategy to reduce musculoskeletal disorders, cuts and lacerations in the red meat and poultry processing industry. Assistance has been provided in establishing industry safety networks and through the ongoing contribution of the Meat Industry Advisory Group for red meat processors in Queensland. The Committee actively sought industry input in identifying opportunities for red tape reduction. Additionally, members promote WHSQ activities through industry newsletters, and the Gladstone Area Industry Network and Mackay Area Industry Networks. The Committee supported the development of *Queensland Metals Manufacturing Industry – Action Plan – 2014–17* and *Queensland Meat Processing Industry – Action Plan – 2014–17*.

The **Rural** Sector Standing Committee has been active in the promotion of quad bike safety throughout the agricultural sector. The committee has assisted in addressing issues relating to the safety of loading and unloading rural commodities, and musculoskeletal disorders in the horticultural and the banana industries. The Committee has also actively supported the WHS Board’s priority areas of focus, especially ways to increase engagement and develop a culture of safety within the industry through the ZHAWLP. The Committee provided input into the *Queensland Horticulture Industry Action Plan 2014–17* and *Queensland Livestock industry Action Plan 2014–17*, which have a strong focus on quad bikes, tractors, young and older workers, and rural chemicals.

The **Transport and Storage** Industry Sector Standing Committee has been involved in a range of issues and projects affecting the transport industry. Support was provided for the development of the Transport Safety Showcase, with one member’s organisation providing a stand and other members promoting the showcase through their industry organisations and publications. The Committee actively participated in a workshop on how members could assist with the delivery of the key objectives and actions nominated in the WHS Board’s plan. Members also contributed valuable information for the development of the *Road Freight Industry Action Plan 2014–17* and provided expertise into the development and promotion of the latest stage of the *Preventing Workers Falling from Trucks* campaign.

The **Health and Community Services** Industry Sector Standing Committee has provided input into a variety of activities and projects affecting the health and community services industry. A series of interactive sessions and industry meetings have been held on various topics including slips, trips and falls at level, legionella in warm water systems, and managing the risks associated with remote or isolated work. The theme for the 2013 School Safety Conference was *Safety Systems: Safety Doesn’t Happen by Accident*, which was attended by over 70 representatives from the State, Independent and Catholic education sectors. Regional health and community services networks have continued to operate state wide and the Ceiling Hoist Reference Group has continued to develop information aimed at increasing the use of ceiling hoists within the industry.

The **Retail and Wholesale** (incorporating Hospitality, Recreation and Other Services) Industry Standing Sector Committee has provided a sounding board for WHSQ projects affecting their industry groups. The Committee is exploring methods of using their own experience, environment and resources to identify and support solutions applicable to their sectors. The Committee has considered a variety of issues, including health and wellbeing in the workplace, and linking business and safety through leadership.

In addition, all industry sector standing committees provided a valuable link between industry, workers and government to examine and address the industry-specific risks to work health and safety.

Payments to members of the board 2013–14

Payments to members of the board for 2013–14 totalled \$5,329.

Appendix 6—Electrical Safety Board report

The *Electrical Safety Act 2002* (the Act) provides a legislative framework to help protect people and property from the risks associated with electricity. The Act establishes an Electrical Safety Board and the Electrical Licensing Committee. The Committee reports to the Board.

The primary function of the Board is to give advice and make recommendations to the Minister about policies, strategies and legislative arrangements for electrical safety.

Board and Committee members represent employers, workers and the community. The appointed term for the current Board and Committee members expires on 30 September 2014.

Board membership

Board membership	
Chair: Mr Richard Flanagan	
Chief Executive of the Department of Justice and Attorney-General	
<ul style="list-style-type: none"> Dr Simon Blackwood Deputy Director-General Department of Justice and Attorney-General Nominee of the Director-General	
Representing employers	
<ul style="list-style-type: none"> Mr Malcolm Richards Chief Executive Officer Electrical and Communications Association, Queensland	<ul style="list-style-type: none"> Mr Michael Logan Chief Executive Officer National Electrical and Communications Association
Representing workers	
<ul style="list-style-type: none"> Mr Keith McKenzie Strategic Lead Organiser Electrical Trade Union	<ul style="list-style-type: none"> Ms Sandra Bratt Electrical fitter/mechanic

Representing the community

<ul style="list-style-type: none">• Ms Cherie Dalley President, Queensland Consumers Association Councillor, Logan City Council	<ul style="list-style-type: none">• Ms Peta Frampton Queensland Consumers Association
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Board activities and achievements

The Board met four times during 2013-14.

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 was involved throughout the Office of Fair and Safe Work Queensland's (OFSWQ) process of reviewing the *Electrical Safety Regulation 2002* (the 2002 Regulation) and the development of the replacement *Electrical Safety Regulation 2013* (the 2013 Regulation). The Board was supportive of the 2013 Regulation as it continues Queensland's existing electrical safety standards. The 2013 Regulation, which commenced on 1 January 2014, essentially remade the 2002 Regulation without significant changes other than:

- aligning relevant concepts and terms with the *Electrical Safety Act 2002* (the Act) – as amended on 1 January 2014 (for consistency with concepts and terms within the *Work Health and Safety Act 2011*);
- giving effect to certain provisions of the national model work health and safety laws dealing with electrical work on energised electrical equipment, working near overhead and underground electric lines, and unsafe electrical equipment; and
- making consequential amendments to the *State Penalties and Enforcement Regulation 2000* for infringement offences under the 2013 Regulation.

The Board was also informed as Queensland electrical safety Codes of Practice were repealed, replaced or updated (where applicable) to align with changes to concepts, terms and requirements in the Act and the 2013 Regulation. From 1 January 2014, the following four electrical safety codes of practice apply in Queensland:

- *Electrical safety code of practice 2010 – Electrical equipment rural industry*
- *Electrical safety code of practice 2013 – Managing electrical risks in the workplace*
- *Electrical safety code of practice 2010 – Working near overhead and underground electric lines*
- *Electrical safety code of practice 2010 – Works.*

Council of Australian Governments' decision not to progress the National Occupational Licensing System

A number of national committees and working groups have been considering a national system. The Board has taken a keen interest in progress of the national licensing system and has had significant input through OFSWQ representatives.

The Board was supportive of the Council of Australian Government (COAG) decision in late 2013 not to implement the National Occupational Licensing System, due to concerns that the final system proposed for introduction would have diluted the current robust Queensland electrical licensing system. The Board was also

supportive of COAG's proposal to instead assist States to work together via the Council for the Australian Federation to develop alternative options for minimising licensing impediments to improving labour mobility.

Other activities

The Board considered and/or made recommendations on various other issues throughout the year, including:

- the State Coroner's inquest into the three electrocution fatalities associated with the former federally funded Home Insulation Program
- the *Stay safe up there, switch off down here* ceiling spaces advertising campaign aimed at improving electrical safety for homeowners and tradespeople
- the prohibition on the supply or installation of certain models of DC isolators used in solar electricity system installations and the prohibition on the supply or installation of 'polymeric insulated electrical cable' imported, sold or distributed by Infinity Cable Co Pty Ltd
- the recall of certain models of DC isolators used in solar electricity system installations, including the mandatory recall and replacement of ten models of Avanco brand DC isolators
- the oversight of reports of electrical incidents and trends in electrical safety compliance outcomes.

Committee

The Electrical Licensing Committee establishes and safeguards appropriate standards of performance for electrical services providers and advises the board about electrical licences and training. It takes appropriate disciplinary action against electrical contractors and workers and hears review appeals against decisions refusing electrical licence applications.

During 2013–14, 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 five review appeals against decisions refusing electrical licence applications. The Committee confirmed all five cases.

In relation to disciplinary hearing decisions, the Committee has initiated a scale of penalties spreadsheet based on a range of applicable criteria for comparison of decisions for each disciplinary hearing.

In addition to its disciplinary and review functions, the Committee has defined a number of tracked deliverables to facilitate providing advice to the Board about electrical licences and training matters. These deliverables include analysis of:

- non-compliance reports
- the context of issues within disciplinary hearings and any linkage with ongoing non-compliances
- the quality of training delivery in relation to licence-related qualifications.

The Committee has also provided advice about national licensing deliberations, endorsed the national Certificate IV qualification UEE40611 as facilitating the issue of an Electrical Mechanic's licence in Queensland, and defined to registered training organisations its requirements for the delivery and assessment of training resulting from disciplinary hearing decisions

Appendix 7—ANZAC Day Trust Annual Report 2013-14

Legislation was passed in 1965 allowing places of public entertainment and amusement to trade on the afternoon and evening of ANZAC Day. This signalled the end of an era in which ANZAC Day was a 'closed day' and business trading was very restricted. The Parliament of the day was optimistic that in return for the bonus of extra trading hours on ANZAC Day, those businesses which benefited, would donate to the ANZAC Day Trust Fund. The fund was established under the same legislation and provides funding, on application, to organisations offering financial assistance and relief to ex-service men and women and their dependants.

The annual disbursement of the trust fund to 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. However, the main source of funds continues to be an annual grant provided by the Queensland Government.

The Board of Trustees

The following members of the Board of Trustees were appointed for a three year term commencing 26 April 2013 until 25 April 2016:

- Mr J S (Steve) Rowan – Chairperson
- Mr Greg Shannon OAM – representing the Legacy Clubs of Queensland
- Mr Scott Leonard – representing the Returned and Services League of Australia (Qld Branch)
- Mrs Mary Bennet – representing all other ex-service organisations.

Due to Mr Scott Leonard's resignation as Trustee in January 2014, Mr William O'Chee was appointed as Trustee representing the Returned and Services League of Australia (Qld Branch) commencing 25 April 2014 until 25 April 2016.

Activities

The main activities of the trust throughout 2013-14 were the public appeal in April and the disbursement of the trust fund, including the Government grant appropriation, in November.

Queensland bowls clubs, sporting clubs, cinemas and theme parks/tourist attractions were canvassed in the 2014 appeal which netted a total of \$14,626 from 32 donors (compared to \$18,203 from 37 donors in 2013).

In 2013–14, payments totalling \$1,247,386 were disbursed to 246 applicant ex-service organisations. In 2012–13, 251 organisations benefited. Preliminary indications are that disbursements will be given to more than 250 organisations in 2014–15.

Income

The trust was funded predominantly by way of a grant appropriation of \$1,220,904 from the Queensland Government.

Proceeds of the annual appeal totalled \$14,626.

Interest on investments during the year, amounted to \$6,501 and cash at bank as at 30 June 2014 was \$22,411.

Acknowledgments

The trustees wish to record their gratitude and appreciation to all supporters of the trust, in particular the donors who have maintained their generosity for many years. Certificates of appreciation were issued to all those who contributed.

The Queensland Government is once again commended by the trustees for its generous financial support. The secretariat and administrative support provided by the Department of Justice and Attorney-General is also gratefully acknowledged.

Financial audit and statements

The audit of the books and accounts of the trust has been performed under the provisions of the *Financial Accountability Act 2009*.

Disbursement of the ANZAC Day Trust Fund

The trust fund is disbursed annually to applicant ex-service organisations in November. In 2013, \$1,247,386 was disbursed as follows:

Returned and Services League of Australia (Queensland Branch) (branches and sub-branches)	\$648,255
Legacy Clubs of Queensland	\$276,808

Made up as follows:

Location	Amount in \$
Brisbane	100,000
Bundaberg	13,263
Cairns	8,603
Coolangatta/ Tweed Heads	6,984
Fraser Coast and Country Burnett	13,414
Gold Coast	40,150
Ipswich	12,109
Mackay	8,106
Rockhampton and Central Queensland	15,550
Toowoomba	15,913
Townsville	42,716

Other organisations

\$322,323

Made up as follows:

Organisation	Amount in \$
2/15th BN AIF Remembrance Club	1,769
Air Crew Association Brisbane Branch	1,500
Anzac Day Commemoration Committee Qld	27,855
Armed Services Assistance Centre	1,500
Association of Queensland Korean Veterans Inc	1,500
Australian Army Aviation Association	1,500
Australian Army Training Team Vietnam Qld Branch	1,500
Australian Commando Association Qld	1,500
Australian Federation of TPI Ex-servicemen and Women Qld Branches	22,223
Bundaberg & District Disabled Veterans Association Inc	1,500
Bundaberg & District Ex Servicewomens Association Inc	1,500
Council of Ex-Servicewomens Associations (Qld)	857
Defence Force Welfare Association Queensland Branch	1,500
Ex-servicemen and Women Welfare Association Inc	1,500
F.E.S.R. Navy Association (Qld Division)	1,500
Hervey Bay Ex-Servicewomen's Assoc. Social Club	1,500
Incapacitated Servicemen and Women's Association of Aust	5,875
Legion Club administered by Victoria Barracks Historical Society	2,779
National Servicemen's Association of Australia (Qld)	39,120
Naval Associations of Australia - Queensland	21,064
Partially Blinded Soldiers Association of Australia (Qld Branch)	1,989
Post 1955 Veterans Group Inc	1,500
RAAF Associations	25,984
RAAOC Association (Qld Div) Inc	1,500
Rats of Tobruk Association (Queensland)	1,500

Organisation	Amount in \$
Redcliffe District Ex-Service Womens Club Inc.	1,500
Royal Australian Army Nursing Corps Association Queensland Inc	1,500
Royal Australian Navy Corvettes Association (Qld)	1,500
Royal Australian Regiment Association (Queensland Division) Inc	1,500
Royal Marines Association Queensland	1,500
Royal Naval Association Queensland Branch	1,257
Salvation Army	7,000
Submarines Association of Australia Queensland	1,500
Totally and Permanently Disabled Ex-Servicemen's Association (Townsville) Inc	7,214
Totally and Permanently Disabled Soldiers' Association Queensland Branches	9,660
Tweed, Coolangatta and District Ex-Service Women's Association (Inc)	1,120
Veterans Support and Advocacy Service Australia Inc	12,248
Vietnam Veterans Association of Australia (Queensland) Sub Branches	22,746
Vietnam Veterans Federation of Australia Townsville Sub Branch Inc	1,741
War Widows Guild of Australia (Qld)	75,322
War Widows Guild of Australia (Qld) - Caloundra Sub Branch	1,500
Womens Royal Australian Army Corps Queensland Inc	1,500

TOTAL

\$1,247,386

ANZAC Day Trust Donors

- Aussie World
- Australia Zoo
- Biggenden Bowls Club
- Brothers Leagues Club Ipswich
- Buderim Bowls Club Inc
- Bundaberg & District RSL & Citizens Club
- Cairns RSL Sub Branch
- Carina Leagues Club Ltd
- Clifton Bowls Club
- Currumbin Wildlife Sanctuary
- Gatton RSL Services Club Inc
- Gaythorne RSL
- Geebung-Zillmere RSL & Services Memorial Club
- Goomeri Bowls Club Inc
- Gum Sing P/L
- Hamilton Bowls Club
- Ipswich RSL Services Club
- Kedron Wavell RSL Sub Branch
- Kingaroy & District RSL & Citizens Memorial Club
- Laserforce
- Lions Club of Miles
- Murgon & District Services & Citizens Memorial Club
- Pomona Bowls Club Inc
- RAMM Trading Pty Ltd (Caltex Carseldine)
- Ravenshoe Memorial Bowls Club
- Redcliffe Golf Club
- RSL Townsville Sub Branch
- Sherwood Services Club
- Solander Lake Bowls Club
- Sporting Shooters Assoc of Aust (Brisbane)
- The Bay Boozatorium P/L



Appendix 8—Consumer credit fund

The Consumer Credit Fund holds money generated by fines imposed on financial institutions under the *Credit (Commonwealth Powers) Act 2010*. The Office of Fair Trading uses these funds to undertake consumer engagement, education, research and surveys.

The fund balance was \$799,602 as at 30 June 2013 and \$710,452 as at 30 June 2014. During 2013–14 the fund received \$2,500 through fines. There were \$91,650 disbursements from the fund during the year.



Appendix 9—Disaster Appeals Trust Fund Committee

Role and membership

The Disaster Appeals Trust Fund committee is constituted under the *Collections Act 1966*. The committee comprises of five members. The Public Trustee holds the position of ex-officio and the remainder of the committee is 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

There was no activity during 2013–14.

Appendix 10—Responsible Gambling Advisory Committee

Role and membership

The Responsible Gambling Advisory Committee 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 which:

- provides advice to the Minister on gambling-related issues and the minimisation of gambling-related harm
- promotes and monitors the development of partnerships and the exchange of information between community, industry and Government to address gambling-related concerns.

Members are drawn from community organisations, the gambling industry and relevant government agencies.

Gambling industry representation occurs through Clubs Queensland, Queensland Hotels Association, Tabcorp, TattsBet, Echo Entertainment and Golden Casket Lottery Corporation Limited.

The community sector representation is achieved through the Gambling Help Network, the Queensland Council of Social Service and Ethnic Communities Council of Queensland.

The Queensland Government is represented by the Department of Communities, Child Safety and Disability Services, Queensland Health and the Department of Justice and Attorney-General.

Activities and achievements

During 2013-14 the committee:

- completed an update of the Queensland Responsible Gambling Resource Manual
- conducted the annual regional community services and industry forum at the Gold Coast in July 2013
- monitored the trial of a remotely assisted self-exclusion program, established between relationships Australia and Jupiters Limited, to assist people with gambling related problems wishing to self-exclude from venues.

The committee formally held three meetings during 2013-14.

Appendix 11—Gambling Community Benefits 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 services and activities to Queenslanders.

The committee comprises eight members who make funding recommendations to the Minister.

As part of the Queensland Government's reform program aimed at reducing red tape and being responsive to the changing needs of Queensland communities, the four community benefit funding programs will be amalgamated into a single State-wide program from 24 August 2014.

The first round for the new amalgamated Gambling Community Benefit Fund will open mid July 2014.

Activities and achievements

The committee held four meetings during 2013-14. As a result, 1,913 applications were approved, totalling more than \$42.7 million.

Appendix 12—Breakwater Island Casino Community Benefits Fund

Role and membership

The Breakwater Island Casino Community Benefit Fund was established in 1988 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, McKinley, Richmond, Flinders, Charters Towers, Hinchinbrook, Townsville, Burdekin, Whitsunday and Mackay.

The board comprises seven members who make funding recommendations to the Minister.

The fund will be amalgamated with the Gambling Community Benefit Fund from 24 August 2014.

Activities and achievements

The board met twice during 2013-14. As a result, 98 applications were approved, totalling more than \$401,000.

Appendix 13—Jupiter’s Casino Community Benefits Fund

Role and membership

The Jupiter’s 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 fund’s geographical jurisdiction extends from the Queensland - New South Wales border to the northern boundaries of Boulia, Winton, Barcardine and Isaac.

The board comprises seven members who make funding recommendations to the Minister.

The fund will be amalgamated with the Gambling Community Benefit Fund from 24 August 2014.

Activities and achievements

The board met four times during 2013-14. As a result, 258 applications were approved, totalling more than \$5.9 million.

Appendix 14—Reef Hotel Casino Community Benefits 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 comprises seven members who make funding recommendations to the Minister.

The fund will be amalgamated with the Gambling Community Benefit Fund from 24 August 2014.

Activities and achievements

The board met twice during 2013-14. As a result, 81 applications were approved, totalling more than \$657,000.

Appendix 15—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 2013–14 are summarised below.

Details of the remuneration paid to members of the boards of statutory bodies and companies that report to Parliament separately are not included below. Such information can be obtained from the annual reports of those organisations.

Board or tribunal	Expenses
Electrical Safety Board	\$6,040
Electrical Safety Committees	\$8,003
Workplace Health and Safety Board	\$5,617
Industry Sector Standing Committee	\$3,578
Gambling Community Benefit Fund	\$28,084
Jupiters Casino Community Benefit Fund	\$5,138
REEF Casino Community Benefit Fund	\$3,236
Breakwater Casino Community Benefit Fund	\$2,400
Q-COMP Board	\$40,525
Parole Board	\$294,962



Our finances

The electronic version of the Department of Justice and Attorney-General's full financial statements for the 2013-14 financial years are located on the Justice website at <http://www.justice.qld.gov.au/corporate/general-publications/annual-report/2013-14-djag-annual-report>.

