

ANNUAL REPORT 2016–2017



Purpose

The Department of Justice and Attorney-General's annual report summarises its financial and corporate performance for 2016–17. It has been prepared to meet the needs of stakeholders and the department's accountability requirements under the *Financial Accountability Act 2009*.

The full financial statements of the Department of Justice and Attorney-General for 2016–17 are contained on the CD attached to the inside of the back cover of the report or online.

Our report, including additional information not reported in the published version, is available at: <http://www.justice.qld.gov.au>.

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.

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The State of Queensland Department of Justice and Attorney-General annual report 2016–17.



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Letter of compliance

18 September 2017

The Honourable Yvette D'Ath MP
Attorney-General and Minister for Justice
and Minister for Training and Skills
1 William Street
BRISBANE QLD 4000

The Honourable Mark Ryan MP
Minister for Police, Fire and Emergency
Services and Minister for Corrective Services
1 William Street
BRISBANE QLD 4000

Dear Ministers,

I am pleased to present the Annual Report 2016-17 and financial statements for the Department of Justice and Attorney-General.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be accessed at www.justice.qld.gov.au

Yours sincerely



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



Director-General's message

It is with pleasure that I present the annual report for the Department of Justice and Attorney-General (DJAG) for 2016–17. The report highlights our commitment to delivering quality services to the people of Queensland and showcases the department's key achievements over the past 12 months.

Our efforts to foster stronger, safer communities, and to ensure our justice system is integrated, accessible and effective, touch the lives of Queenslanders from regional communities to our major cities. I am proud of and genuinely impressed with the results that the department has achieved, from new laws to tackle organised crime, to protecting vulnerable Queenslanders and helping address domestic and family violence.

Taking a stand against domestic and family violence

Our commitment to ending domestic and family violence saw the department continue to implement the justice-related recommendations of the *Not Now, Not ever* report into domestic and family violence in Queensland.

We have delivered significant reforms including tougher laws for perpetrators and better protection for victims. Domestic and family violence protection orders will now last for five years instead of two, with a greater focus on helping victims determine the specific conditions needed to protect them. We also simplified the process to apply for a domestic and family violence protection order through a new electronic interface.

At DJAG, we are strongly committed to fostering a workplace culture where employees affected by domestic and family violence are supported. We have taken steps to raise awareness of domestic and family violence and to upskill our people to support their colleagues, family and friends, and we are working to have our department accredited as a White Ribbon Workplace by the end of 2017.

Keeping Queensland safe

In November 2016, Queensland adopted Australia's toughest and most effective laws to tackle serious and organised crime in all its forms. We also began implementing new reforms based on recommendations made by the Queensland Parole System Review report.

We continued our fight to stop alcohol-fuelled violence, ensuring Queenslanders can have a safe night out, by implementing evidence-based measures to tackle alcohol-fuelled violence. This included new laws, such as mandatory ID scanning in Queensland's licensed venues, restrictions on serving rapid intoxication drinks from midnight, and reducing the number of temporary late-night extended hours permits.

Providing legal help to vulnerable Queenslanders

The new Office of the Director of Child Protection Litigation officially commenced in July 2016. Led by Queensland's first Director of Child Protection Litigation, Mr Nigel Miller, the new office plays a crucial role in ensuring the safety of vulnerable children across Queensland.

Our new colleagues from Blue Card Services also joined the department this year, bringing their services as the key prevention and monitoring system for people working with children and young people in Queensland.

Significant progress was made to reinstate specialist courts and court diversion processes, including the Murri Court, Drug Court and Special Circumstances Court Diversion Program. Murri Court was formally re-launched in fourteen locations across Queensland. We also completed a comprehensive review of the former Drug Court, and national and international best practice, which is helping re-establish effective diversionary courts and drug courts in Queensland.

Awareness of the justice system

We officially reinstated the Queensland Sentencing Advisory Council (QSAC). This council, of up to 12 members, is a significant milestone for justice in Queensland, and it is already providing invaluable independent research and advice, seeking public views, raising awareness of sentencing matters, and promoting community understanding of the criminal justice system.

QSAC has examined the classification of child exploitation material and launched a new online educational tool to provide the public with a better understanding of how our courts work and the sentencing options available to them.

The year ahead

Looking ahead for 2017–18, we have set a clear vision and strategic direction to ensure we are able to adapt to the needs of our clients, provide quality, timely and accessible services and truly make a difference for Queenslanders.

Some of the department's key priorities and initiatives for 2017–18 are:

- » continuing to implement justice system initiatives in response to the *Not Now, Not Ever* report into domestic and family violence in Queensland
- » implementing the most comprehensive overhaul of Queensland's parole system
- » transitioning 17-year-olds from Queensland's adult correctional system to the youth justice system
- » implementing the Government's response to the Independent Review of Youth Detention in Queensland to support the safety, wellbeing and rehabilitation of young people in detention
- » addressing recidivism and the underlying causes of offending through specialist courts and court diversion programs, early intervention initiatives, restorative justice programs, offender programs and re-entry services, and
- » enhancing service delivery and access to justice services for vulnerable and disadvantaged Queenslanders such as victims of crime, adults with impaired capacity, children in need of protection, people with disability, and people over-represented in the justice system.

Our people

Our success has been based on the determination of our staff, who have once again proved to be highly capable, compassionate and resilient, able to meet change and challenges such as natural disasters and tighter fiscal constraints.

We are committed to creating a welcoming, diverse and safe working environment that will empower our people to reach their fullest potential. This is why, over the next few years, extensive focus will be placed on investing in our own people and building careers within DJAG. Through growth and development, trust and collaboration, we strive to shape a high performing foundation that will enable us to deliver exceptional services that are responsive, accessible and provide value for money while collectively helping us achieve a safer, fairer and more responsible Queensland.

Acknowledgements

In addition to thanking the hard working staff who make up the department, special thanks must also go to our volunteers, for their incredible contributions to our department. Their dedication and hard work is appreciated and never goes unnoticed.

My gratitude also goes to our exceptional leadership team, who have collectively ensured that great services are delivered to Queenslanders. I make particular mention of Corrective Services Commissioner Dr Mark Rallings, who retired from the position in July 2017, and his contribution to the Queensland criminal justice system. He has brought integrity, leadership and dedication to this important role and has managed the many challenges of Queensland's correctional system with confidence. We wish him the very best for his retirement.

If you would like to know more about the department's achievements, future directions and the way in which we demonstrate our values, I encourage you to read the performance chapters contained in this annual report or visit our website www.justice.qld.gov.au.



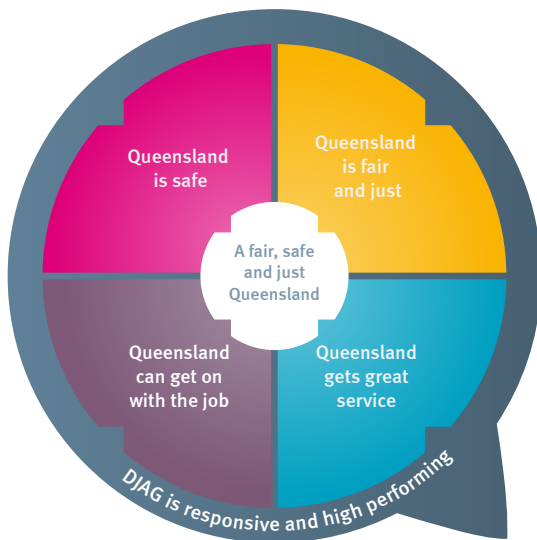
David Mackie
Director-General
Department of Justice and Attorney-General



Our department

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

- » administering justice in Queensland, including courts and tribunals, youth justice and custodial, probation and parole services, and
- » providing regulatory and consumer protection services, reducing the risk of harm from liquor and gambling, and supporting business, community and not-for-profit organisations.



Our vision

A fair, safe and just Queensland.

Our purpose

To contribute to a fair and just society and safe and healthy communities.

Our values

Our values underpin everything we do and are the building blocks for our workplace culture. They guide our behaviour and decision making and support us in being a high performing, impartial and productive workplace that puts the people of Queensland first.



customers first



ideas into action



empower people



unleash potential



be courageous

Each year we focus on a wide range of priorities and initiatives which support us to meet our strategic objectives. These objectives and performance information are discussed in detail within the performance chapters.

The department contributes to the following Queensland Government objectives for the community:

- » building safe, caring and connected communities by ensuring an accessible and effective justice system and encouraging safer and more inclusive communities, and
- » delivering quality frontline services by providing responsive and integrated government services and supporting disadvantaged Queenslanders.

Our key priorities and initiatives

During 2016–17 we focused on key priorities and initiatives which support our strategic objectives. These were:

- » delivering effective laws and other responses that strategically target criminal behaviour including responding to the recommendations arising from the reports of the Queensland Organised Crime Commission of Inquiry and the Taskforce on Organised Crime Legislation, and the Review of the *Criminal Organisation Act 2009*
- » implementing key initiatives under the Tackling Alcohol-Fuelled Violence policy
- » continuing to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry report
- » continuing to implement justice system initiatives in response to the Domestic and Family Violence Taskforce *Not Now, Not Ever* report
- » developing and implementing a comprehensive youth justice policy to support an effective youth justice system which reflects contemporary best practice in the management of juvenile offenders and their families, with a focus on prevention and rehabilitation
- » continuing to manage prisoners in custody and those offenders in the community safely, and ensuring Queensland's record of preventing escapes from secure prisons is maintained
- » addressing recidivism by providing offenders with the opportunity to reduce reoffending through education and work programs, and
- » developing an integrated whole of criminal justice strategy that identifies innovation in service delivery and a model to better manage demand across the justice system.

Our strategic risks

We actively manage the following risks to achieve our objectives:

Service delivery – working across government and with external parties to build partnerships, promoting integrated services and benefits for stakeholders and the community.

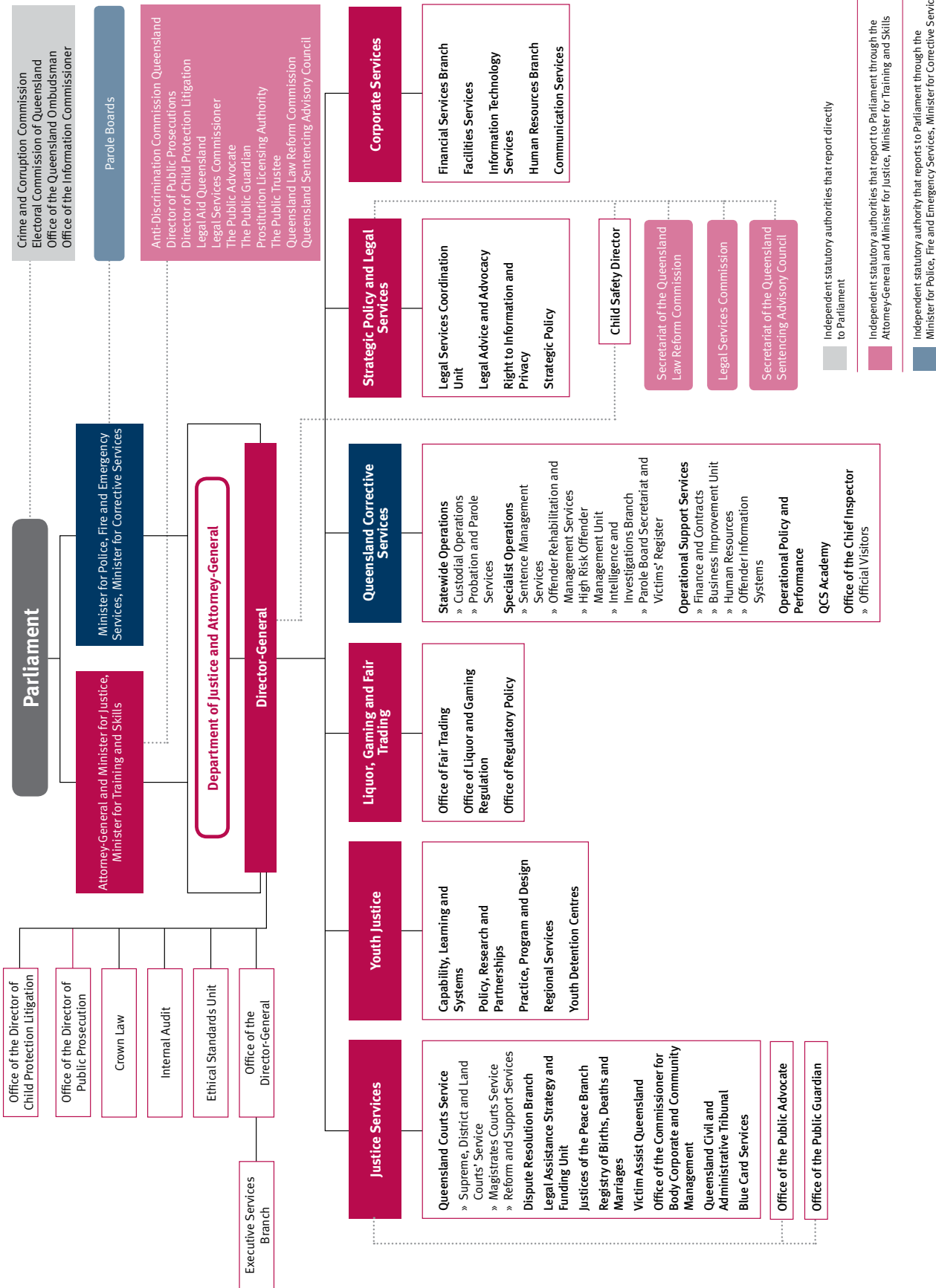
Technology – providing the technology infrastructure to support contemporary service delivery practices and meet stakeholder and community expectations.

Resources – maximising our human and financial potential and ensuring our capability aligns with our current and future needs.

Health and safety – maintaining effective practices to ensure the safety of our staff, clients, customers and the community.

Governance – maintaining effective governance structures to support decision-making, integrity, accountability and drive high performance.

Organisational chart



Our regional focus

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

- » The Queensland Courts Service provides all Queenslanders with direct access to Queensland’s justice system. Queenslanders in regional areas also have access to Queensland Government agencies to gain access and advice on state and federal government services.
- » With a focus on delivering services to all Queenslanders, the Justices of the Peace (JPs) in the Community program has 235 signing centres across Queensland.
- » Victim Assist Queensland court support officers are located in numerous courthouses throughout Queensland to ensure victims of crime have access to the services they need.
- » The Office of the Director of Public Prosecutions has chambers and sub-offices located throughout Queensland to represent the state in criminal cases.
- » The offices of Liquor, Gaming and Fair Trading offers a range of licensing and regulation services in locations across Queensland.
- » Youth Justice provides youth justice service centres to provide regional access to services and regional outlook centres to provide adventure-based learning and other services.
- » Queensland Corrective Services manages custodial and probation and parole services at locations across Queensland.

Brisbane and S-E Queensland





Our service areas

The Department of Justice and Attorney-General has five service areas each focusing on delivering on our strategic objectives.

Justice Services

Justice Services contributes to a fair, safe and just Queensland by providing the community fair, timely and accessible justice services through courts, tribunals, coronial, justice of the peace and civil and criminal mediation services. By supporting victims of crime and protecting the rights and interests of vulnerable adults and children, it upholds the rights of Queenslanders and ensures they are treated fairly and justly. Births, deaths and marriages registration services protect access to individual legal and social rights through validated identity documents.

Legal and Prosecutions

Legal and Prosecutions provides independent legal services for the department, public sector agencies and the state. This service area enables a fair and just resolution of serious criminal cases that bring the guilty to justice and safeguard the innocent from wrongful conviction; ensures the state is legally protected; and contributes to a modern and effective justice system by leading justice policy and law reform for the state.



Liquor, Gaming and Fair Trading

Liquor, Gaming and Fair Trading provides regulatory and consumer protection services across the liquor, gaming, and general services sectors to contribute to a fair, safe and just Queensland. It encourages marketplace and industry integrity, fosters business and consumer confidence, implements initiatives that reduce the risk of harm from liquor and gambling and supports business, the community, and not-for-profit organisations to get on with the job.

Youth Justice

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

Corrective Services

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

DJAG history

1800s

- 1859 Queensland becomes its own colony
Ratcliffe Pring QC is appointed as Queensland's first Attorney-General
Robert Little was appointed Queensland's first Crown Solicitor
- 1860 The first sitting of the Queensland Legislative Assembly
- 1863 Sir James Cockle was appointed as Queensland's first Chief Justice
- 1866 The District Court was established to ease the workload of the Supreme Court
- 1874 The Northern Supreme Court at Bowen was opened, the first to be built outside of Brisbane
- 1879 The Brisbane Supreme Court on George Street was opened
- 1886 The *Justices Act 1886* was drafted and presented to parliament
- 1899 The Northern Supreme Court was moved from Bowen to Townsville

1900s

- 1900 The *Constitution of Australia* was passed by the British Parliament
- 1921 The *Supreme Court Act 1921* was passed, resulting in the abolition of the District Court
- 1922 The District Court was replaced by the Magistrates Court in the civil arena, while the criminal jurisdiction was transferred to the Supreme Court
- 1926 Queensland's Upper House was abolished
The State Reporting Bureau (SRB) was established
- 1952 The number of Supreme Court judges was increased from 9 to 11
- 1958 The District Court was re-established by Parliament
- 1959 The *Offenders Probation and Parole Act 1959* was introduced to give juvenile and youthful offenders a 'second chance'
- 1961 The Titles Office was established
- 1968 The Supreme Court on George Street was partially burnt down in a fire lit by an arsonist
- 1970 The department developed the Consumer Affairs Bureau and Council
- 1973 The Small Claims Tribunal was established
- 1975 The Brisbane Magistrates Court registries were located in the one place for the first time
Most of the department's administrative staff moved from the Treasury Building to Comalco House (now the State Law Building)
- 1980 Stenograph machines were introduced into the SRB, which led to the introduction of the computer-assisted transcription system
- 1984 The Office of the Director of Public Prosecutions (ODPP) was created

1900s

- 1990 The first Solicitor-General was appointed under the *Solicitor-General Act 1985* and the Office of the Solicitor-General was created
- Early 1990s The Attorney-General functions were separated from the justice portfolio. Justice retained the majority of its existing portfolio functions and inherited Corrective Services, creating the Department of Justice and Corrective Services
- 1992 The computerised jury selection system was introduced
- Late 1992 The Departments of Justice and Attorney-General were re-joined and the Arts was added to DJAG. Corrective Services went to its own portfolio and the fair trading and consumer affairs components were separated to form the Department of Consumer Affairs
- 1995 The Register of Encumbered Vehicles Systems (REVS) was developed
- 1999 The State Penalties Enforcement Registry (SPER) was established

2000s

- 2000 The passage of the *Guardianship and Administration Act 2000* led to the appointment of an Adult Guardian
- 2003 The Office of the State Coroner was created
- 2004 The Drug Courts and the Legal Services Commission were established
- 2005 Queensland had its first female Attorney-General, Linda Lavarch MP
- 2007 The Office of Fair Trading, Commercial and Consumer Tribunal, the Retail Shop Leases Registry and the Office for Body Corporate and Community Management became part of DJAG
- 2009 A new service, Victim Assist Queensland, commenced to support victims of violent crime
The Queensland Civil and Administrative Tribunal was established, bringing together 23 separate civil, human rights and administrative tribunals
- 2010 The Sentencing Advisory Council was established
- 2011 The Liquor, Gaming and Fair Trading division joined DJAG
- 2012 Youth Justice (including the two Youth Detention Centres) joined DJAG, SPER was transferred to Queensland Treasury and the Sentencing Advisory Council was abolished
- 2013 Queensland Corrective Services was transferred into DJAG
- 2014 The Office of the Public Guardian was established
- 2015 The trial specialist Domestic and Family Violence (DFV) court at Southport commenced
- 2016 The Office of the Director of Child Protection Litigation commenced
The Queensland Sentencing Advisory Council was re-established
- 2017 The specialist DFV court at Southport was permanently established and specialist DFV courts will be expanded to further locations across the state



Queensland is safe

The department plays a significant role in keeping Queenslanders safe—at home and in their communities. Every day we are working to make Queensland communities safer by tackling alcohol-fuelled violence, developing laws which target organised crime and improving the justice system's response to domestic and family violence.

We are also making Queensland safer by implementing strategies to reduce crime and re-offending and securely contain and supervise offenders.

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

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

Performance indicators

- » High performance maintained in relation to escape rates (adult correctional centres and youth detention centres)
- » Reduction in incidents of violence (adult correctional centres and youth detention centres)
- » Number of vulnerable adults protected and number of vulnerable children and young people assisted
- » Progress of community and product safety programs
- » Reduction in re-offending (adults and young offenders)
- » Improved timeliness of services

Domestic and family violence reforms

In August 2015, the Queensland Government responded to the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report handed down by the Special Taskforce on Domestic and Family Violence. The Queensland Government agreed to all 140 Taskforce recommendations, including creating a Domestic and Family Violence Prevention Strategy for Queensland.

The justice system has a critical role to play in responding to the insidious problem of Domestic and Family Violence (DFV). The department is involved in implementing more than 40 of the Taskforce Report's recommendations for reform.

In 2016–17, we made significant progress towards implementing reforms, including:

- » providing funding of \$54.6 million over four years (including \$5.6 million capital) across the department to support domestic and family violence initiatives. This forms part of the Government's overall package of \$198.2 million over five years since the 2015–16 Budget to continue to respond to the *Not Now, Not Ever* report into domestic and family violence in Queensland. Funding is being used to:
 - support delivery of specialist DFV courts
 - enhance the capability of community justice groups located within 18 discrete Aboriginal and Torres Strait Islander communities in Queensland to develop culturally appropriate DFV responses for Aboriginal and Torres Strait Islander people
 - support the Women's Legal Service Helpline for victims of DFV
 - establish an implementation team to drive the delivery of justice related recommendations, and
 - ensure Queensland Magistrates receive ongoing, contemporary professional development on domestic and family violence issues, including impacts on adult victims and children.
- » running a community awareness campaign during DFV Prevention Month (May 2016) on social media and cross promotion with the *Not Now, Not Ever* website
- » explaining different aspects of the DFV court process through six short videos developed by the Queensland Courts Service. These videos help people understand how we manage domestic violence cases to protect the safety of all members of our community and to stop the violence, and
- » supporting participation in High Risk Teams to provide an integrated response across Government and the community to DFV.

New domestic and family violence laws now in effect

Under changes to the *Domestic and Family Violence Protection Act 2012*, which commenced on 30 May 2017, domestic violence protection orders will last for five years instead of two, unless a court orders otherwise, giving victims more than double the period of protection provided under existing orders. The laws clarify that a court can issue a domestic violence order based on a victim being threatened or fearful for their safety and well-being.

A new information sharing protocol between Queensland Courts and the Family Court of Australia was developed to ensure Family Law Orders are considered when making or amending a domestic violence protection order, to ensure consistency between the two orders, and to obtain a copy of the family law order where a party cannot supply it.

Online protection order application form

The online “Prepare an Application for a Protection Order” was developed in response to recommendation 91 of the *Not Now, Not Ever* report. Recommendation 91 states the courts continue to make the process of lodging a private protection order application easier for the applicant, while reducing resources needed to support and process applications.

The form refers people to police, support services and counselling services upfront and also incorporates information about the court processes and where to get legal help. It adopts a teaching approach to the explanation of court terms and processes (such as who is the aggrieved and who is the respondent), and personalises the experience to each applicant’s circumstances.

It combines three forms and an information guide into one user-friendly online tool which can be used on any electronic device. Once completed, the form is printed and ready to be lodged with the court.

The online application form is a collaborative effort of the Chief Magistrate, DJAG, other government agencies and support services across the DFV sector.

eDV initiative

The transfer of information between the Queensland Police Service (QPS) and Queensland Courts has been streamlined through the eDV initiative. The *Not Now, Not Ever* report recommended the eDV project be prioritised, as part of recommendation 91.

An electronic DV interface (eDV) has replaced manual paper-based processes between the QPS and Queensland Courts to streamline application processes and support timely enforcement of protection orders. eDV has reduced the median time taken for privately sought applications for protection orders to be available on the police QPRIME system for tasking for service from more than a day down to one minute.

From 7 November 2016, private DVO applications have been transmitted automatically to the QPS from Queensland Courts.

From 7 March 2017, police-initiated DVO applications have been transmitted automatically from QPS to Queensland Courts. The transmission of Police Protection Notices from Queensland Courts to QPS began on the 30 May 2017.

Evaluation of the trial of the DFV specialist court in Southport

The specialist DFV court trial at Southport courthouse was run from September 2015 to 30 June 2017, and was established in response to the recommendations of the Special Taskforce on Domestic and Family Violence in Queensland. The specialist court was independently evaluated by Griffith Criminology Institute, Griffith University. The evaluation report *Evaluation of the Specialist Domestic and Family Violence Court Trial in Southport – Summary and Final Reports*, was tabled in Parliament on 13 June 2017. The evaluation incorporated analysis of the civil and criminal domestic and family violence jurisdiction of the Southport Magistrates Court as compared to Ipswich Magistrates Court, and was supplemented by pre-trial data, focus groups and interviews with key stakeholders.

The evaluation found the specialist court has made strong progress on its short and medium-term process outcomes. The report describes as “strongly positive” the assessments of the specialist court both from stakeholders as well as those who use the court. The evaluation report contains 16 recommendations relating to court responses to DFV, including recommendations to continue the operation of the Southport specialist DFV court as a hub of innovation, establish a tiered approach to justice responses to DFV throughout the State, and for further engagement and research with Aboriginal and Torres Strait Islander communities, victims and perpetrators to develop culturally appropriate responses.

Following the evaluation, the Queensland Government committed \$55.1 million over four years (including \$20 million capital over two years) and ongoing funding of \$8.5 million per annum, to establish a permanent specialist court and deliver the specialist DFV justice response.

Participation in High Risk Teams

The High Risk Teams provide a multi-agency, case specific response to matters involved as high risk of death or serious injury as a result of domestic and family violence.

In 2016–17, Queensland Courts and Queensland Corrective Services commenced work relating to its participation in High Risk Teams in Beenleigh/Logan, Cherbourg and Mount Isa. In 2017–18, the High Risk Teams will commence in Brisbane, Ipswich and Cairns.

Aboriginal and Torres Strait Islander communities

In 2016–17, the department started its \$11 million program to support Community Justice Group (CJG) responses to domestic and family violence in 18 discrete Aboriginal and Torres Strait Islander communities. The funding is to be equitably rolled out over three years to support the growth of internal staffing capacity and capacity to co-design with DJAG a local response to domestic and family violence. A recent review of the CJG Program led by external consultants, KPMG, provided DJAG with a framework to guide the rollout.

As a product of these co-design activities, DFV models are being implemented in four initial locations including, Wujal Wujal, Cherbourg, Mornington Island and Mossman. A program of capability building has been developed to ensure readiness of communities to implement DFV models. This has included peacekeeping training, DFV workshops and attendance at DFV conferences.

DFV Death Review and Advisory Board appointed

The legislation establishing the Domestic and Family Violence Death Review and Advisory Board (the Board) commenced on 4 December 2015. On 20 July 2016, the Attorney-General announced the 12 members of the Board, who were appointed for a term of three years.

Chaired by the State Coroner, the Board has been established to enhance the systemic review of homicides and suicides identified as domestic and family violence related, to identify any systemic shortcomings or opportunities for improvement, and to make recommendations that aim to prevent or reduce these types of fatalities.

The Board released their first systemic review report in February 2017 in relation to the intimate partner homicide of 'Kelly' to inform consideration of proposed amendments to the *Bail Act 1980*. The review report is available at <http://www.parliament.qld.gov.au/Documents/TableOffice/TabledPapers/2017/5517T326.pdf>.

DFV policy and legislative initiatives

We continued to support DFV policy and legislative initiatives relative to the justice portfolio to continue to respond to the *Not Now, Not Ever* report. This included:

- » working closely with the Department of Communities, Child Safety and Disability Services to prepare legislation allowing Queensland to participate in the National Domestic Violence Order Scheme, which provides for automatic recognition of orders made in other Australian jurisdictions
- » introducing changes to the *Victims of Crime Assistance Act 2009* (which commenced on 1 July 2017) to improve financial assistance and strengthen rights of victims, including victims of domestic and family violence, and
- » introducing sexual assault counselling privilege provisions in response to recommendation 130 of the *Not Now, Not Ever* report (not yet commenced).

Queensland Parole System Review

In 2016, Mr Walter Sofronoff QC was appointed to lead a review into the parole system in Queensland. The review focused on the work of the parole boards and Probation and Parole Services and also undertook a system-wide examination of the correctional system and the factors that would increase an offender's success on parole. The review sought input from victim's organisations, academic researchers, organisations working with offenders and experts, interested members of the public and persons working in the criminal justice system. The final report, delivered in December 2016, provides a clear path towards reform, underpinned by the government's core objective of ensuring safe communities.

The review has provided an opportunity to reshape and improve the parole system in Queensland through long-lasting changes to the management and rehabilitation of prisoners and offenders.

The Queensland Parole System Review (QPSR) report made 91 recommendations, 89 of which were supported by Government. In February 2017, the Government announced an investment of \$265 million over six years to commence implementation of the recommendations.

Immediate steps were taken to:

- » appoint Michael Byrne QC as President-Designate of the Parole Board Queensland and establish a new fully independent board operating under a new parole process
- » develop the Corrective Services (Parole Board) and Other Legislation Amendment Bill 2017, which commenced on 3 July 2017, providing for the single Parole Board Queensland
- » establish the Reform Planning and Coordination Unit to coordinate the delivery of the reform program and provide oversight and specialist support to project teams
- » expand the use of GPS monitoring for better surveillance of parolees
- » establish project teams to commence work on the expansion of rehabilitation and re-entry services, recruitment of additional Probation and Parole staff and a new case management and training model for Probation and Parole Services
- » establish the whole-of-government QPSR committee to inform and oversight the planning, staging and implementation of the recommendations, and
- » prepare legislation to provide for "no body, no parole".

Probation and Parole staffing

In 2016–17, Queensland Corrective Services (QCS) received funding of \$20.5 million over two years to address workload pressures in the Probation and Parole Service and Queensland parole boards.

Further, in response to recommendation 62 of the Queensland Parole System Review (QPSR) report, to progressively bring Queensland in line with the Australian average offender-to-staff ratios, the number of frontline Probation and Parole officers will be further increased. A significant focus of the QPSR was the Probation and Parole Service with specific consideration given to the current workloads and Probation and Parole's staffing and training.

The additional funding will:

- » reduce Probation and Parole officer's caseloads
- » reduce administration (for example data entry, information requests and report preparation) to enable Probation and Parole Officers to focus on face-to-face time with offenders
- » ensure Probation and Parole officers engage in training based on best practice and within appropriate timeframes, and
- » increase the number of Cultural Liaison Officers.

An increase in the number of Probation and Parole staff will benefit community safety through the more efficient and effective management of parolees.

In 2016–17, QCS employed an additional 68 Probation and Parole officers.

Prisons and programs

Prisoner escape rates

We are committed to maintaining the safety and security of all correctional centres for the Queensland community. There has not been an escape from a high security custodial facility since 1998. Low security correctional centres do not have razor wire fences like high security facilities. Escape risks from low security facilities are managed through a thorough assessment of prisoners to determine suitability before transfer to these facilities. QCS is also continuing to explore the use of electronic monitoring of prisoners to enhance security at low security facilities.

In 2016–17 there were 0 escapes from high security custodial facilities and 10 escapes from low security custodial facilities.

Prisoners who escape from lawful custody face additional criminal sanctions and are returned to a high security facility for the remainder of their sentence.

Assault rates

An increase in the number of assaults has seen the assault rate targets exceeded. QCS is trialling the use of body worn cameras for custodial officers and has an ongoing focus on infrastructure blind spot identification. QCS is responding to the rate of prisoner assaults by managing out-of-cell activity, increasing the use of behaviour management strategies, using intensive management plans and maximum security orders, and monitoring 'hot spots' for prisoner violence.

QCS' Violence Prevention Framework was developed in 2016 and aims to reduce the number of assaults and improve the safety of staff, prisoners, offenders and visitors in Queensland correctional environments. The Framework focuses on four priority areas:

- » secure and functional work units
- » communications
- » staff support and training, and
- » prisoner and offender management.

In 2016–17, we implemented the Violence Prevention Framework in correctional centres and Probation and Parole Services. Violence Prevention Coordinators were embedded in each secure, public correctional centre. These officers, supported by their local Violence Prevention Committees, lead the identification, planning, implementation and reporting of local violence prevention initiatives, based on local needs.

In 2016–17, the rate of serious assaults on staff was 0.11 per 100 prisoners, which was greater than the target rate of less than 0.02.

In 2016–17, the rate of assaults on staff was 1.01 per 100 prisoners, which was greater than the target rate of less than 0.24.

Safe and secure incarceration facilities

Safe and secure incarceration facilities are an important aspect of community safety.

In 2016–17, QCS continued to upgrade perimeter security at correctional centres across Queensland. The Perimeter Security System Upgrade Stage 2 is focused on upgrading obsolete electronic hardware and software systems to ensure perimeter detection systems remain reliable and supportable. The project includes upgrades of electronic security systems at the Townsville, Arthur Gorrie, Woodford, Wolston, Maryborough and Capricornia correctional centres.

Work camps

QCS' Work Camp Program is one of the most successful prisoner rehabilitation schemes in Australia. Work camps provide valuable labour for community service projects in regional Queensland, while also providing prisoners with an opportunity to make reparation for their crimes. The work completed by prisoners includes the ongoing maintenance of cemeteries, parks and showgrounds and restoring significant landmarks and buildings of historical importance.

This year, we celebrated the 10th anniversary of the Bowen Work Camp. Since 2007, the female work camp has completed a number of projects, establishing itself as an integral part of the community. Prisoners provide community service in the form of cleaning, lawn mowing, painting, general maintenance, landscaping, labouring and construction duties on numerous projects in and around Bowen.

In 2016–17, prisoners on the Work Camp Program completed 179,291 hours of community service equating to approximately \$4.37 million worth of labour provided to support regional Queensland.

Expanding custodial infrastructure

To meet current and future capacity demands for the State's prison system, the Government committed additional funding to develop a business case for expansion of the Arthur Gorrie Correctional Centre, in addition to reviewing and updating business cases for two further infrastructure projects at the Southern Queensland Correctional Precinct near Gatton and the Capricornia Correctional Centre at Rockhampton.

Planning for the \$200 million expansion of the Capricornia Correctional Centre is underway, with work due to commence in August 2017.

Expanding non-custodial infrastructure

Non-custodial infrastructure is essential to ensure there are adequate facilities to service the prison population. In 2016–17, QCS received additional funding for essential non-custodial infrastructure at Woodford Correctional Centre and Brisbane Women's Correctional Centre. This funding has been utilised for the purchase of external storage containers, prisoner property lockers, additional seating in secure accommodation day rooms, and additional cooking, medical and plant equipment.

In 2016–17, QCS also received \$2 million funding over two years to increase the number of contingency houses to accommodate offenders subject to orders under the *Dangerous Prisoner (Sexual Offenders) Act 2003* (DPSOA). This funding will be utilised to increase the number of beds available at Townsville and Wacol.

Borallon Training and Correctional Centre

A key objective for the Borallon Training and Correctional Centre (BTCC) is to achieve positive change through education, training and employment. As at 30 June 2017, there were 249 prisoners accommodated at BTCC, with more than half of the eligible prison population employed, engaged in full-time education or undertaking programs. In addition to employment and education opportunities, a prisoner's successful transition back into the community is further supported through mental health services, psychological interventions, health assessments and support programs.

In 2016–17, BTCC's infrastructure was upgraded and other measures were implemented to reduce the risk of suicide at the centre.

As at 30 June 2017, BTCC facilitated:

- » MAX Solutions to conduct reintegration assessments on every new prisoner. MAX Solutions also facilitates six Step Up Step Out programs per year, a program aimed at reintegration into the community. They also run a Job Centre aimed at enhancing prisoner employability five days per week
- » MAX Solutions to work with Five Bridges to deliver four Positive Futures programs this year. Five Bridges also facilitates a fortnightly yarning circle and a monthly Healing Through Art program with Aboriginal and Torres Strait Islander prisoners
- » the University of Southern Queensland to support 24 full-time education students participating in the Tertiary Preparation Program or university studies during 2016–17. 12 prisoners are also supported with other external studies, and
- » TAFE Queensland South West, which engaged 283 students between 1 July 2016 and 30 June 2017. Since the TAFE started operations in late June 2016, 69 prisoners have graduated from a range of courses. As at 30 June 2017, prisoners were participating in several TAFE programs, including:
 - Kitchen operations – 50 prisoners
 - Engineering – 30 prisoners
 - Automotive – 52 prisoners
 - Welding skill sets – 27 prisoners
 - Horticulture – 33 prisoners
 - Language, Literacy and Numeracy – 33 prisoners
 - Construction program – 46 prisoners, and
 - Pre-training assessments (487) and inductions as new students arrive to the centre once a week.

Prisoner re-entry services

Research shows that providing prisoners and offenders with assistance to address barriers preventing their successful re-integration back into the community can reduce re-offending. These barriers include difficulty securing accommodation, gaining employment and personal identification.

In 2015, QCS commenced work to significantly redesign the existing suite of re-entry services to improve outcomes and community safety. As a result of this work, QCS commenced rolling out three new and separate prisoner re-entry services from July 2016.

Borallon Training and Correctional Centre Throughcare Service

This is a co-designed, centre based service, provided by MAX Solutions. This service places a strong focus on education and employment pathways, and includes housing, psychological support and culturally appropriate components.

CREST (Community Re-Entry Services Team)

This is a regionally based re-entry service operating in Far Northern region, Northern region (separate services for men and women), Central and North Coast regions and South East Queensland. The service includes:

- » in-prison information and referral service to support prisoners approaching release
- » pre and post release case management for prisoners assessed as high risk of re-offending or with complex re-entry needs, and
- » a crisis support service for offenders on parole – this service provides timely access to intervention when offenders are at risk of being returned to custody on a parole suspension.

MARA

MARA is a co-designed service for female prisoners in South East Queensland that prioritises issues such as reconnection with children, support for victims of domestic violence, mental health support and gender focussed substance abuse intervention. The re-entry service encompasses the three female correctional centres in South East Queensland, namely Brisbane Women's Correctional Centre, Numinbah Correctional Centre and Helana Jones Centre. Female prisoners from Townsville Women's Correctional Centre are serviced through the CREST re-entry service (mentioned above).

Research has shown that women's pathways in and out of crime are significantly different to those of men. The primary differences are in relation to histories of victimisation, substance abuse and mental health. Previously, re-entry services for women have been built on knowledge of general re-integration needs, largely driven by research based on male prison population. A separate, new, purpose designed service was needed to address the specific and different needs of women.

In 2016–17, QCS spent approximately \$7.5 million on re-entry support programs.

As at 30 June 2017, 6,106 prisoners had received support through re-entry support programs.

Dangerous Prisoners (Sexual Offenders)

The *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA) was established to reduce the risk of serious offenders committing further sexual offences after their release at the end of their term of imprisonment. The objective of the Act is to maintain the protection of the community through the care, control and treatment of sexual offenders who are considered an unacceptable risk to the community by re-offending sexually. The Act enables the Attorney-General to make an application for post-sentence preventative detention or supervision of serious sexual offenders.

Crown Law plays an important role in administering this Act, working in consultation with other units within the department on the Sex Offenders and Dangerous Offenders Assessment Committee to advise the Attorney-General on whether there is sufficient evidence for making an application under the Act. Crown Law represents the Attorney-General with respect to these applications and appears at all stages of relevant proceedings.

As at 30 June 2017, 231 cases had been assessed by the Attorney-General under the DPSOA, of these, 82 per cent of offenders were placed on an order under the Act, and eight per cent of cases are still pending determination by the Court.

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

In 2016–17, QCS modernised the technology used to electronically monitor high risk sex offenders in the community and procured a Geographic Information System (GIS). GIS is a key piece of software technology that can consume and analyse large volumes of GPS data to produce meaningful business intelligence. A bespoke GIS software application that will integrate QCS GPS data with data from the Integrated Offender Management System and commercial data sources is being developed for QCS. The GIS system brings new capabilities to QCS and supports the expansion of GPS to enable monitoring of a larger volume of offenders. The GIS application is on track for completion by 31 March 2018.

As at 30 June 2017, there were 160 offenders being managed under the DPSOA. Of these, 109 were under supervision in the community, 51 were in prison on interim or continuing detention orders, or pending release, and 105 of whom are fitted with ankle bracelets were placed under restrictions upon their release.

Changing offending behaviour

Drug reduction strategies

QCS provides rehabilitation programs, both in prison and in the community, to address substance abuse problems and stop the cycle of re-offending. These programs include:

- » Pathways: High Intensity Substance Abuse Program – an intensive, manual-guided program for adults with a history of criminal conduct and alcohol and other drug use problems. The program uses a cognitive behavioural approach to change anti-social thinking and behaviour and enhance pro-social thinking, attitudes and beliefs, aiming to help offenders to avoid both recidivism and relapse.
- » Pathways: Challenge to Change Program – a 10 week version of the Pathways: High Intensity program targeting those serving shorter custodial sentences.
- » Low Intensity Substance Intervention – a range of programs between 15 and 24 hours in duration, using motivational interviewing and contingency management focusing primarily on the presenting drug problem with the aim of reducing drug misuse or reducing drug-related harm.
- » Substance Abuse Maintenance Intervention – aimed at providing support to offenders who have previously completed a substance abuse program such as Pathways and Low Intensity Substance Intervention.

QCS also delivers Positive Futures, a culturally-specific program designed for Aboriginal and Torres Strait Islander offenders to help them address aspects of their offending behaviour, which may include substance abuse.

As at 30 June 2017, a number of offenders had completed substance abuse programs, including:

- » Pathways: High Intensity Substance Abuse Program – 72 program completions
- » Pathways: Challenge to Change Program – 99 program completions
- » Low Intensity Substance Intervention – 761 program completions in custody and 156 program completions through Probation and Parole offices
- » Substance Abuse Maintenance Intervention – 20 program completions in custody and 33 program completions through Probation and Parole offices, and
- » Positive Futures – 154 program completions in custody and 99 program completions through Probation and Parole offices.

Education and training strategies

Improving the ability of prisoners and offenders to find work is a key strategy to rehabilitate offenders. QCS facilitates a range of vocational training and literacy programs which provide prisoners with skills to gain and maintain employment when released from custody. Vocational training offered to prisoners includes hospitality, business, horticulture, construction, engineering, agriculture, mining, sport and recreation and information technology.

In 2016–17, QCS and Racing Queensland worked together at the Numinbah Correctional Centre to offer a Certificate II in Racing (Stable hand) to 11 low security female prisoners interested in pursuing a career in the industry.

As at 30 June 2017, 39.1 per cent of prisoners were in education. Participating in training included:

- » vocational training – 5,305 individuals
- » literacy to year 10 level – 5,012 individuals, and
- » tertiary studies – 533 individuals.

Sexual offender programs

QCS delivers a range of evidence-based sexual offending programs that aim to reduce sexual re-offending and ensure that all eligible sexual offenders in prison are offered a place on their recommended sexual offending program. Programs include:

- » Getting Started Preparatory Program – a brief psycho-educational program of between 33 and 44 hours, for offenders who present with responsivity issues such as deficits in motivation and other psychological, social, cultural and educational barriers to undertake programs to address their sexual offending. This program aims to enhance an individual's motivation to change, overcome resistance, engage in self-disclosure and self-exploration, problem solving, exposure to group work, collaborative discussion and mutual support.
- » Medium Intensity Sexual Offending Program – an intensive intervention program for male sexual offenders who have been assessed as having a low to medium risk of re-offending. The program runs for between 78 and 132 hours, dependent on an individual's treatment needs.
- » High Intensity Sexual Offending Program – an intensive 350 hour program for male sexual offenders who have been assessed as having a high risk of re-offending.
- » Sexual Offending Program for Indigenous Males – designed specifically for Aboriginal and Torres Strait Islander males who have been convicted of a sexual offence and are sentenced to more than 12 months imprisonment. The program ranges from 78 to 350 hours dependent upon the individual's level of risk and treatment needs.
- » Sexual Offending Maintenance Program – targeted at offenders who have previously successfully completed an intensive sexual offending program. An individual is expected to attend the program for between 18 and 26 hours, dependent on their individual needs.
- » Inclusion Sexual Offending Program – designed for offenders with an identified cognitive deficit who require assistance to understand and implement strategies to avoid sexual offending.

In 2016–17, there were 425 completions of sexual offending programs across correctional centres and Probation and Parole offices.

Organised crime, criminal and counter-terrorism laws

Queensland Organised Crime Commission of Inquiry

Queensland has adopted the toughest and most effective laws to tackle serious and organised crime. The new laws will allow Queensland law enforcement authorities to tackle serious and organised crimes in all its forms.

The *Serious and Organised Crime Amendment Act 2016*, which has now fully commenced, implements a new Organised Crime Regime for Queensland.

Some of the initiatives in the new Organised Crime Regime include:

- » a consorting offence (commenced on 9 March 2017) to prevent and deter convicted criminals from establishing, building and maintaining criminal networks
- » a Public Safety Protection Order package (commenced on 9 March 2017) to deliver a multi-level strike against organised crime through a series of orders, namely restricted premises orders, public safety orders and fortification removal orders
- » a new Serious Organised Crime circumstance of aggravation, punishable by a targeted mandatory sentencing regime, including a cumulative fixed term of seven years imprisonment for convicted participants in a criminal organisation

- » a new sentencing order for Queensland, an Organised Crime Control Order, to enable the court to set any conditions necessary to protect the public from particular offenders by preventing, disrupting and restricting their involvement in serious criminal activity
- » the extension of the ban on the visible carrying or wearing of outlaw motor cycle gang ‘colours’ in licensed venues to all public places
- » new offences and increased penalties for offending involving child sexual exploitation, sophisticated financial crimes and drug trafficking, and
- » improvements and enhancements to police powers (mostly commenced on 9 March 2017) ensuring that the QPS has the necessary tools to utilise and enforce these laws.

In addition, the *Serious and Organised Crime Legislation Amendment Act 2017* made changes to occupational licensing laws across a range of industries to better balance the rights of individuals, including their right to obtain and undertake lawful employment, with the need to protect the community from organised crime. Among other amendments, the changes to occupational licensing laws:

- » aligned probity tests for occupational licensing decisions with the new criminal law framework
- » restored procedural fairness in licensing decisions and reviews, and
- » strengthened information sharing between the Commissioner of Police and Chief Executives of occupational licensing areas.

Criminal law and counter-terrorism laws

Section 304 of the Criminal Code (Killing on Provocation) was amended to ensure that an unwanted sexual advance would not be enough to establish the partial defence of provocation unless there were exceptional circumstances. The change ensures that a person who commits murder cannot rely on an unwanted sexual advance as a basis for the partial defence of provocation which, if successfully raised, reduces murder to manslaughter.

The department is also working closely with other Queensland agencies, the Commonwealth and the other states and territories to ensure the national framework of counter terrorism legislation remains robust and effective.

Child protection oversight and safety

The department protects the rights of vulnerable children through services such as the Director of Child Protection Litigation, the Office of the Public Guardian (OPG) and Blue Card Services.

Director of Child Protection Litigation

The Director of Child Protection Litigation (Director) was established on 1 July 2016 as an independent statutory officer, within the Justice portfolio, reporting directly to the Attorney-General and the Minister for Justice. The establishment of the Director implements recommendation 13.17 of the Queensland Child Protection Commission of Inquiry final report.

Pursuant to the *Director of Child Protection Litigation Act 2016*, the Director was established to:

- » independently decide whether or not an application for a child protection order should be made for a child, and the type of order that should be sought. If an application for a child protection order is made, the Director is responsible for conducting the legal proceeding in the Childrens Court, including any appeals from decisions about child protection orders
- » prepare and apply for transfers of child protection orders and proceedings to participating states, and
- » provide legal advice to, or appear for, the Department of Communities, Child Safety and Disability Services (DCCSDS) on its instructions for the following matters:
 - adoption
 - family law
 - QCAT reviews
 - Hague Child Abduction Convention, or
 - other matters relating to the safety, wellbeing or protection of a child.

Court ordered child protection conferences

Child protection conferences are ordered by the Childrens Court when an application of a child protection order is contested. Conferences are convened by the department's Dispute Resolution Branch and all parties are surveyed at the end of the conference about their satisfaction with the process.

During 2016–17:

- » 639 court referrals were received and 620 conference sessions were convened
- » 87 per cent of parents indicated that they felt listened to and respected and they were able to have their say, and
- » 94 per cent of professionals (which includes lawyers, Child Safety officers and separate representatives) indicated that the conferences were collaborative, inclusive and constructive and that the conveners were impartial and fair.

Community visitor program

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

The Community Visitor program is a critical advocacy function under the *Public Guardian Act 2014*. The re-calibration of the community visitor role as an 'advocate' has resulted in a strengthening and empowering of the voice of children, young people and vulnerable adults within systems in which they have been historically silenced. Through 'advocacy', the Public Guardian is creating a culture in Queensland where people not only know their rights, and how to access them, but are listened to.

Adult community visitors

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

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

- » disability accommodation provided or funded by the Department of Communities, Child Safety and Disability Services (DCCSDS)
- » authorised mental health services that provide inpatient services, or
- » a residential service registered under the *Residential Service (Accreditation) Act 2002* (level 3 accreditation).

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

Child community visitors

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

During 2016–17, the community visitor program facilitated:

- » more than 5,200 visits to adult visitable sites
- » 32,749 visits to 8,025 children in out-of-home care, and
- » raising 20,938 issues on behalf of vulnerable children and adults.

Child advocates – legal officers

The *Public Guardian Act 2014* provides that the Public Guardian has child advocate functions. Child advocates are legal officers in the Office of the Public Guardian. Their objective is to provide advocacy and support for children and young people in the child protection system by:

- » ensuring that their views are heard in both administrative and judicial decision making processes
- » providing support to participate in court processes and organising legal representation for the child or young person, and
- » applying on behalf of the child or young person to the Queensland Civil and Administrative Tribunal or court regarding changes to a placement, contact decisions, or changes to a child protection order.

Child advocates are based in Brisbane, Ipswich, Townsville and Cairns. They also operate statewide in collaboration with the child visiting program across Queensland.

During 2016–17, Child advocates:

- » assisted 353 children in the child protection system, and
- » participated in 1,310 events for children, including:
 - 614 visits to children
 - 449 court appearances
 - 83 family group meetings
 - 47 court ordered conferences
 - 27 Queensland Civil and Administrative Tribunal (QCAT) hearings, and
 - 19 other court or QCAT meetings.

Blue Card Services

Administration of the blue card system transitioned to the department on 1 October 2016 as a result of Government's acceptance of recommendations arising from the Public Service Commission's review of the Public Safety Business Agency.

Working with children check and continuous monitoring

The blue card system contributes to a safer Queensland by screening and monitoring people providing services to children in regulated environments and preventing individuals with known high-risk histories from working with children.

Unlike a one-off check, an applicant and a card holder's Queensland criminal history information is monitored daily through an electronic interface with the Queensland Police Service (QPS). Once advised of any change in criminal history information relevant to their child-related employment, Blue Card Services can take steps to protect children from harm.

In 2016–17, Blue Card Services processed 337,962 blue and exemption card applications, renewals and authorisations; and identified 2,199 cases where individuals represented a high risk and were consequently prevented from working with children. As at 30 June 2017, Blue Card Services monitored the continued eligibility of more than 705,544 individuals on a daily basis.

Compliance with the blue card system

Compliance with the requirements of the blue card system is also a critical component in building and maintaining safeguards for children and young people in regulated environments. Where possible, Blue Card Services focuses on educating and building the capacity of organisations, employers and individuals to achieve compliance and to identify and manage risks of harm to children.

Blue Card Services also conducts proactive checks to confirm that organisations have acted on notifications that individuals identified as high risk are not eligible to engage in regulated employment. In addition, Blue Card Services undertakes proactive large scale audits across categories of employment, as well as reactive audits in response to child safety concerns received from both the public and other government sources.

Where Blue Card Services suspects or identifies a serious breach which requires immediate escalation, or if investigators are unable to engage with an individual or employer, matters are referred to the QPS for investigation and possible prosecution.

In 2016–17, Blue Card Services referred 165 matters involving a total of 358 potential breaches of blue card legislation to the QPS for investigation. These referrals involved potential breaches of individual obligations under the *Working with Children (Risk Management and Screening) Act 2000* and potential breaches by regulated child-related organisations and businesses. The QPS also identified and initiated their own investigations of an additional eight matters involving 11 potential breaches of blue card legislation during this period.

In 2016–17, Blue Card Services corresponded with 1,456 regulated businesses and organisations to provide information in relation to legislative requirements and to increase compliance with the requirements of the blue card system.

Blue Card Services also conducted 452 compliance checks of organisations and 32,573 compliance checks of individuals.

Reports to the Minister

Section 395 of the *Working with Children (Risk Management and Screening) Act 2000* (the Act) allows the Chief Executive Officer to provide reports to the Minister on the administration of the Act, including the Chief Executive Officer's performance and exercise of functions and powers.

The Chief Executive Officer must ensure the department's annual report under the *Financial Accountability Act 2009* for a financial year includes information about the number of times the Minister asked the chief executive for a report under this section during the year.

In 2016–17, Blue Card Services supported the Director-General to report information to the Attorney-General and Minister for Justice in 14 cases under Section 395.

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

This year the Queensland Civil and Administrative Tribunal (QCAT) finalised incorporating the outcomes from the *Taking responsibility: A Roadmap for Queensland Child Protection* report into business as usual practice. The following list outlines QCAT's priorities from the report:

- » ensure QCAT provides child inclusive and age-appropriate process, such as increasing the use of child and youth advocates
- » provide timely consideration of matters to reduce unnecessary delays and dismissal, and
- » publish compulsory conference process outcomes.

The purpose of these priorities was to:

- » have mechanisms in place that provide all children and young people with a voice in proceedings, and
- » provide young people, parents, family and stakeholders with ready access to conference outcomes to help awareness and understanding of rights of review.

Building on last year's practice direction and online information changes, QCAT continued to update available information, work inclusively with child advocates and maintain improvements in proceeding timeframes. Specifically, the tribunal:

- » consulted with stakeholders, including the Office of the Public Guardian, Queensland Family and Child Commission and Foster Care Queensland, on online information and factsheets available to advocate organisations. Access to web links increased by 56 per cent on the previous year
- » achieved an average of 19 weeks to finalise children and young people applications, which is one week more than 2015–16 but five weeks ahead of the 24 weeks benchmark, and
- » prioritised use of compulsory conferences in children and young people matters where possible. In 2016–17, 60 per cent of these matters progressed to a conference proceeding. Of these 58 per cent were resolved at the conference. Outcomes were published and circulated to child advocate stakeholders, highlighting common conference themes, including:
 - communication difficulties between parties (48 per cent)
 - longevity of placement with carers vs needs of the child (15 per cent), and
 - not understanding the decision (15 per cent).

In 2016–17, QCAT managed 129 applications for child protection matters relating to children and young people (a 21 per cent decrease from 2015–16).

Youth detention

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

Youth detention centres are dynamic and challenging working environments particularly given the cohort of young people that are often admitted to a youth detention centre. At times, this has the potential to lead to incidents between staff and young people. The department is working to minimise potential incidents through prevention and de-escalation strategies, mandatory staff training and effective management practices.

In 2016–17, there was an Independent Review of Youth Detention in Queensland and an investigation by the Office of the Chief Inspector into the incident at Cleveland Youth Detention Centre in November 2016. Recommendations from the independent review and investigation are currently being implemented.

In 2016–17, the department developed and introduced a range of strategies aimed at reducing incidents within Queensland youth detention centres, including:

- » a more robust, evidence-based practice approach to manage young people in youth detention safely and securely
- » the ongoing mandatory training of staff in Protective Actions Continuum training which helps staff better respond to young people and to mitigate risk of injury to themselves and young people in detention, and
- » the use of trauma-informed practices across all aspects of the business to deliver tailored programs and models that address the unique needs of trauma impacted young people.

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

The Ethical Standards Unit within DJAG administers the functions of the Youth Detention Inspectorate to meet the obligations imposed by section 263 of the *Youth Justice Act 1992*. During 2016–17, Youth Detention Inspectors completed eight statutory inspections of Queensland’s youth detention centres. Inspection reports are provided to the Director-General and include an assessment of nominated areas and recommendations for improved effectiveness. The executive summary of each report is published online at <https://www.qld.gov.au/law/sentencing-prisons-and-probation/young-offenders-and-the-justice-system/youth-detention/managing-youth-detention-centres/youth-detention-evaluating-and-reporting>.

More information about the Ethical Standards Unit is available in the chapter DJAG is responsive and high performing.

Reducing youth crime and re-offending

Youth Justice deliver a range of programs designed to hold young people who offend accountable for their actions while at the same time address the underlying causes of their offending. In 2016–17, Youth Justice continued to expand and enhance the following two intervention strategies to address youth offending.

Intensive Case Management

In 2016–17, 10 per cent of young people were responsible for 43 per cent of all proven offences across Queensland. This demonstrates there are a small number of young people who continue to offend which has an unacceptable impact on the community. From this, Youth Justice decided to roll out the Intensive Case Management program to support chronic violent offenders and their families.

The intensive case management model aims to assist young people and their families with high and complex needs by providing individualised intensive support to divert them from a life of crime to education, training and skills and ultimately to find work. The complex needs experienced by this cohort of vulnerable young people include disengagement from school or work, family dysfunction, mental health issues, and drug and alcohol misuse. Offenders with these complex needs are at significant risk of becoming more entrenched in chronic offending.

Evidence suggests that higher intensity interventions and programs should be provided to young people who present the highest risk of re-offending in order to have the most effect on reducing recidivism. Behavioural change achieved in adolescence has the potential benefit of enhanced adult functioning and breaking the cycle of intergenerational criminality.

Investment in the intensive case management of young people in the youth justice system will reduce the demand on youth detention centres, in particular remand numbers, as well as divert young people from further criminal behaviour, re-engage young people with education and training and ultimately make the community safe.

The Intensive Case Management program is currently operating in Caboolture and Townsville to address the underlying causes of offending for chronic violent offenders. Early indications from Caboolture show that the program is having an effect on re-offending rates which targets the small number of young people who continue to offend and have complex needs. Specific data will be available in the future following a full 12 month analysis for those young people who participated in the program.

Transition 2 Success

The Transition 2 Success (T2S) program works with young people in or at risk of becoming involved with the youth justice system to prevent or reduce their offending. T2S is a collective impact approach and was developed through partnerships with schools, registered training organisations, not-for-profit organisations and private businesses. T2S is aimed at re-connecting young people into education, training and skills to find meaningful employment and to address the underlying causes of offending. In 2016–17, 179 young people graduated through the T2S programs receiving more than 200 Certificates in a range of courses including scaffolding, carpentry, agriculture, panel beating, construction, landscaping and hospitality. Further, 59 young people have obtained jobs following their completion of a T2S program.

This year, the program was rolled out at four additional sites, Aurukun, Cairns, Yarrabah and the Sunshine Coast, adding to the existing locations in Western Districts in Brisbane, Atherton, Hervey Bay, Bundaberg, Logan and Townsville.

The program has demonstrated successful education, training and employment outcomes and early indications of reducing offending behaviour.

In 2016–17:

- » 234 individuals enrolled in a T2S program with 246 certificate completions
- » 75 per cent non-reoffending rate
- » 78 per cent per cent completed a T2S program
- » 80 per cent per cent transitioned onto further education, training or employment, and
- » 59 young people gained paid employment.

T2S – Piersons Farm, Bundaberg

This year 20 young people worked under the T2S program in Bundaberg to renovate a building at Piersons Farm through a new partnership with Piersons Memorial Trust.

The young people worked on the site three days each week, and attended school or completed community service orders or work experience on the other days. 10 young people completely renovated the house, while a further 10 cleared and landscaped the gardens surrounding the house.

The young people in the program work with local tradespeople as trades assistants and will complete a Certificate I in construction followed by Certificate II in infrastructure by the end of the program. The young people also completed their Certificate II in Horticulture through TAFE. The qualifications and the experience will help the young people get jobs after they complete the program.

Restorative Justice program

In the 2015–16 Budget, \$23.6 million over four years (2015–16 to 2018–19) was allocated to reinstate restorative justice interventions. The Restorative Justice program commenced in July 2016.

Restorative justice is an internationally recognised, evidence-based response to criminal behaviour and provides an opportunity for young people to take responsibility for their actions and to see firsthand how their behaviour has affected others.

A restorative justice conference is a meeting between a child who has committed a crime and the people most affected by that crime to discuss:

- » what happened
- » the effects of the offence, and
- » repairing the harm caused to the victim.

We are using restorative justice processes to reduce an over-representation of Aboriginal and Torres Strait Islander children and young people in the justice system by diverting young offenders from court to restorative justice conferences.

From 1 July 2016 to 31 March 2017, some 1,640 distinct Restorative Justice referrals were received with just under half of the referrals (48 per cent, or 790) for young people from Aboriginal and Torres Strait Islander backgrounds. These are promising results designed to address the over-representation of young Aboriginal and Torres Strait Islander people.

Court referrals have also been successfully re-introduced and have surpassed the number of police referrals. In 2016–17, there were a total of 2,110 referrals, including:

- » Court referrals – 1,017 (48 per cent)
- » Police referrals – 969 (46 per cent), and
- » Section 24A* referrals – 124 (6 per cent).

* Section 24A of the *Youth Justice Act 1992* referrals are where the Court may dismiss a charge, and may refer to a conference, if satisfied police should have referred the matter to a conference.

This referral rate illustrates that the reintroduction of court conferencing has been accepted and supported by the judiciary, Queensland Police Service and legal representatives.

The Restorative Justice program will be evaluated over a two-year period to determine if it has been implemented as planned and whether it has achieved its intended outcomes and objectives, including whether re-offending among young people is reduced and whether the Restorative Justice program has positive impacts for victims and communities. The evaluation will also include an economic evaluation which will assess the costs and benefits of the program.

In 2016–17, participant satisfaction was high with 93 per cent of participants (including victims) reporting satisfaction.

Tackling alcohol-fuelled violence

Tackling alcohol-fuelled violence legislative reform

Since August 2014, the Office of Liquor and Gaming Regulation (OLGR) has led the rollout of measures to address alcohol-related violence and restore responsible behaviour in and around licensed premises' in Queensland.

Following the release of an independent interim evaluation report on the *Tackling Alcohol-Fuelled Violence Legislation Amendment Act 2016*, the *Liquor and Other Legislation Amendment Act 2017* received assent on 9 March 2017 making changes to the Tackling Alcohol-Fuelled Violence Policy to:

- » retrospectively repeal the 1am lock out from 1 February 2017
- » retrospectively repeal the 3am safe night precinct model from 1 February 2017 and allow 3am liquor trading in all safe night precincts
- » reduce the number of temporary late-night extended hours permits that may be granted from 12 to six per licensed premises in a calendar year
- » provide new criteria that must be satisfied prior to a temporary late-night extended hours permit being granted, and
- » make other technical and transitional amendments.

Other key measures from the Tackling Alcohol-Fuelled Violence Policy were retained including a reduction in liquor trading hours and a ban of the sale or supply of 'rapid intoxication drinks' after midnight.

Safe night precincts

Safe night precincts have been established in 15 locations across Queensland where there is a concentration of licensed premises.

The *Liquor Act 1992* provides for incorporated associations with a membership of licensees and other relevant local stakeholders to become local boards for the precincts. The board objectives include developing and implementing locally relevant initiatives to minimise the risk of alcohol and drug-related harm and associated violence in the precinct.

Grant funding programs enable local boards to apply for up to \$250,000 per year, from an \$8 million pool, to assist in implementing initiatives. Up to \$50,000 in seed funding is also available for each local board to assist with their establishment and management.

During 2016–17:

- » stakeholders in 14 of the 15 safe night precincts had formed an incorporated association, and were prescribed in the Liquor Regulation 2002 as the local board for the precinct. OLGR continues to work cooperatively with stakeholders and local boards across all precincts
- » 10 local boards received seed funding of \$78,158, and
- » 11 operational grants were approved that totalled \$674,475 for a range of initiatives including CCTV installation, education campaigns, taxi marshals, cleaners, security to allow public toilets to remain open and a courtesy bus trial.

Proactive compliance programs

As part of its contribution to tackling alcohol-fuelled violence, the OLGR has enhanced its proactive and reactive compliance programs. The OLGR undertakes both overt and covert activities to assess compliance under the *Liquor Act 1992*, including the responsible service of alcohol and the provision of safe environments for patrons and staff. Compliance programs are risk based, with a greater level and intensity of compliance assessment applied where an elevated risk is assessed. In assessing risk the OLGR considers a range of factors including the nature of operations at a premises (e.g. type of licence and hours of trade), compliance history and adverse incidents occurring at the premises.

An escalation model of enforcement is used, with the relative seriousness of offences and the compliance history of the licensee having a significant bearing. Remedial action ranges from education, cautions and warnings to punitive action such as issuing infringement notices and prosecution.

In 2016–17, the OLGR completed 11,893 liquor related inspections and investigations resulting in 2,516 remedial actions, including 1,122 warnings, 436 infringements and 11 prosecutions involving 54 charges.

Mystery shopper program

Following the successful trial of mystery shopper style alcohol service tests, a mystery shopper program was rolled out for a three year period from 2015–16. The main goal of the program is to assess alcohol service patterns in licensed premises as they relate to the responsible service of alcohol (RSA). The outcomes and observed practices are used as educational tools to assist licensees to improve their compliance and to inform the OLGR's education and compliance program.

As part of its ongoing efforts to improve responsible service of alcohol practices, informed by findings of the mystery shopper trial the OLGR developed innovative educational material including the *Behind the bar* video training package.

The *Behind the bar* videos display real-life depictions of unduly intoxicated patrons attempting to be served liquor. The videos are accompanied by resource material to assist licensees and trainers to build the knowledge and skills of industry personnel when it comes to recognising intoxication and refusing service of alcohol. The *Behind the bar* package was well received by licensees and training providers. Consideration will be given to developing further scenarios in 2017–18.

Of the 70 alcohol service tests completed in 2016–17, RSA issues were identified in 54 per cent of venues. This is a higher percentage of RSA issues identified than last year (2015–16) – 60 alcohol service tests, resulting in RSA issues identified in 38 per cent of venues. The OLGR adopted a targeted approach to testing this year, testing venues deemed to be high risk. This year, a test was completed in a regional centre, whereas tests were completed in South East Queensland in the previous year.

Karaoke bar compliance crackdown

Through its proactive and reactive compliance activities, OLGR identified disturbing trading practices at a number of licensed karaoke venues operating in South East Queensland. Of particular concern were ongoing instances where licensees demonstrated a disregard for their responsible service of alcohol obligations, including lack of supervision and monitoring within karaoke rooms at their venues.

Through targeted inspections of licensed venues – at times in partnership with the Queensland Police Service – breaches of the *Liquor Act 1992*, and other serious issues were identified at a number of these venues. These included:

- » the supply of liquor to unduly intoxicated people
- » supply and consumption of liquor outside approved trading hours
- » supply of rapid intoxication drinks after midnight
- » failure to comply with requirements regarding CCTV
- » fire safety breaches
- » inadequate record keeping, and
- » drug offences.

These unacceptable practices and the behaviour of the associated licensees placed a significant risk to the safety of patrons and staff.

Due to the seriousness of the breaches, the OLGR took a range of high-end enforcement action, which included two venues and one staff member being successfully prosecuted on a combination of more than 40 charges. The court proceedings resulted in convictions and fines that totalled \$99,000.

The OLGR also urgently suspended the licence of one karaoke venue and commenced disciplinary proceedings which resulted in the operator of the premises being permanently removed.

Minimising gambling-related harm

In 2016–17, we continued to fund help and support services for people affected by problem gambling through:

- » a 24/7 Gambling Helpline
- » face-to-face services delivered across the state
- » an online service, and
- » a residential facility located in Brisbane.

In 2016–17, the Office of Regulatory Policy (ORP) worked with the Department of Communities, Child Safety and Disability Services to trial a systematic client screening program for problem gambling and train counselling staff in problem gambling interventions in the drug and alcohol sector. We have also worked with a Gambling Help provider to develop a new website for Queensland's statewide Gambling Help Service System.

We also continued to fund education and awareness activities to encourage responsible gambling and alert the community to the risks of problem gambling. We developed gambling-related harm awareness materials for use in gambling venues and for distribution in the community.

The ORP supported and promoted the annual Responsible Gambling Awareness Week, held from 25 to 31 July 2016.

We are working with the Responsible Gambling Advisory Committee, to review Queensland's self-exclusion regime to develop options to enhance the awareness, uptake and operation of gambling self-exclusion programs in Queensland.

The Queensland Housing Gambling Survey was conducted over 2016–17 with a sample of 15,000 adults. The survey provides up to date information on the gambling behaviours of Queenslanders. The results will inform the current review of the Queensland strategic gambling policy framework to ensure that it remains responsive, relevant and continues to minimise harm from gambling.

Product safety

Ensuring the safety of consumer products is a fundamental part of the Office of Fair Trading's (OFT) regulation of the marketplace. An effective product safety response requires a multifaceted approach to be successful and having a physical presence in the marketplace is an important part of this response.

In 2016–17, the OFT undertook 804 compliance checks statewide to assess compliance with mandatory product safety standards. This activity resulted in 51 enforcement actions.

Button battery safety

During 2016–17, products that use button batteries emerged as a major safety issue in Queensland. If a button battery is ingested by a child, serious internal burn injuries can occur which have resulted in deaths. The OFT conducted a campaign to promote the newly developed industry code to retailers as well as identifying and negotiating the removal from sale of a large number of products that did not have the button batteries secured within the product.

During the button batteries safety campaign 57 traders were visited with 366 product lines assessed. This resulted in 152 product lines being removed from sale or rectified to comply with the industry code. The safety of consumer products containing button batteries continues to be proactively surveyed as part of ongoing product safety compliance operations.

Unsafe ethanol burners

The Australian Consumer Law provides regulators with the tools to remove unsafe products from the marketplace. In December 2016, as part of a national response, an interim Prohibition from supply order was introduced, banning the supply of unsafe decorative alcohol fuelled devices. These products, often used for mood lighting, have been responsible for many preventable and serious burn related injuries.

Following the identification of the unsafe products, the OFT rapidly mobilised a statewide operation to ensure the banned products were removed from sale. The OFT visited 167 premises with 130 product lines assessed and 70 unsafe products were removed from sale.

Protecting consumers and businesses against unsafe products and unethical behaviour

A key role of the OFT is to increase business and consumer confidence by protecting against unethical behaviour in the marketplace.

In 2016–17, the OFT:

- » conducted 8,747 proactive compliance checks and trust account audits
- » visited 2,002 traders to provide fair trading information and advice
- » received 71,693 enquiries
- » conducted 2,110 educational presentations attended by 32,064 business representatives and consumers
- » conciliated 13,934 complaints
- » finalised 3,786 investigations
- » initiated 2,762 enforcement actions
- » processed 23,996 new licences and 54,226 renewal licences
- » registered 976 new associations and processed 16,183 annual returns
- » processed 212 new applications and 3,546 returns for charities and community purpose organisations, and
- » conducted 145,981 phone interactions through Smart Service Queensland involving 14,979 hours of contact with the general public.

Future directions

Queensland Parole System Review

During 2017–18, QCS will continue to implement outcomes from the Queensland Parole System Review to reshape and improve the parole system in Queensland. This includes:

- » continuing to expand the use of GPS monitoring for better surveillance of parolees
- » recruiting additional staff and strengthening the Probation and Parole Service, enabling it to provide more effective case management and supervision of parolees, and
- » commencing the expansion of the opioid substitution treatment program to all Queensland prisons, starting in North Queensland.

Queensland Household Gambling Survey

In 2017–18, reporting on the results of the Queensland Household Gambling Survey will be completed. This large scale population survey will be used to monitor trends in gambling behaviour, assess the impact of interventions aimed at minimising gambling-related harm and inform the development of evidence-based policy.

Responsible Gambling Advisory Committee

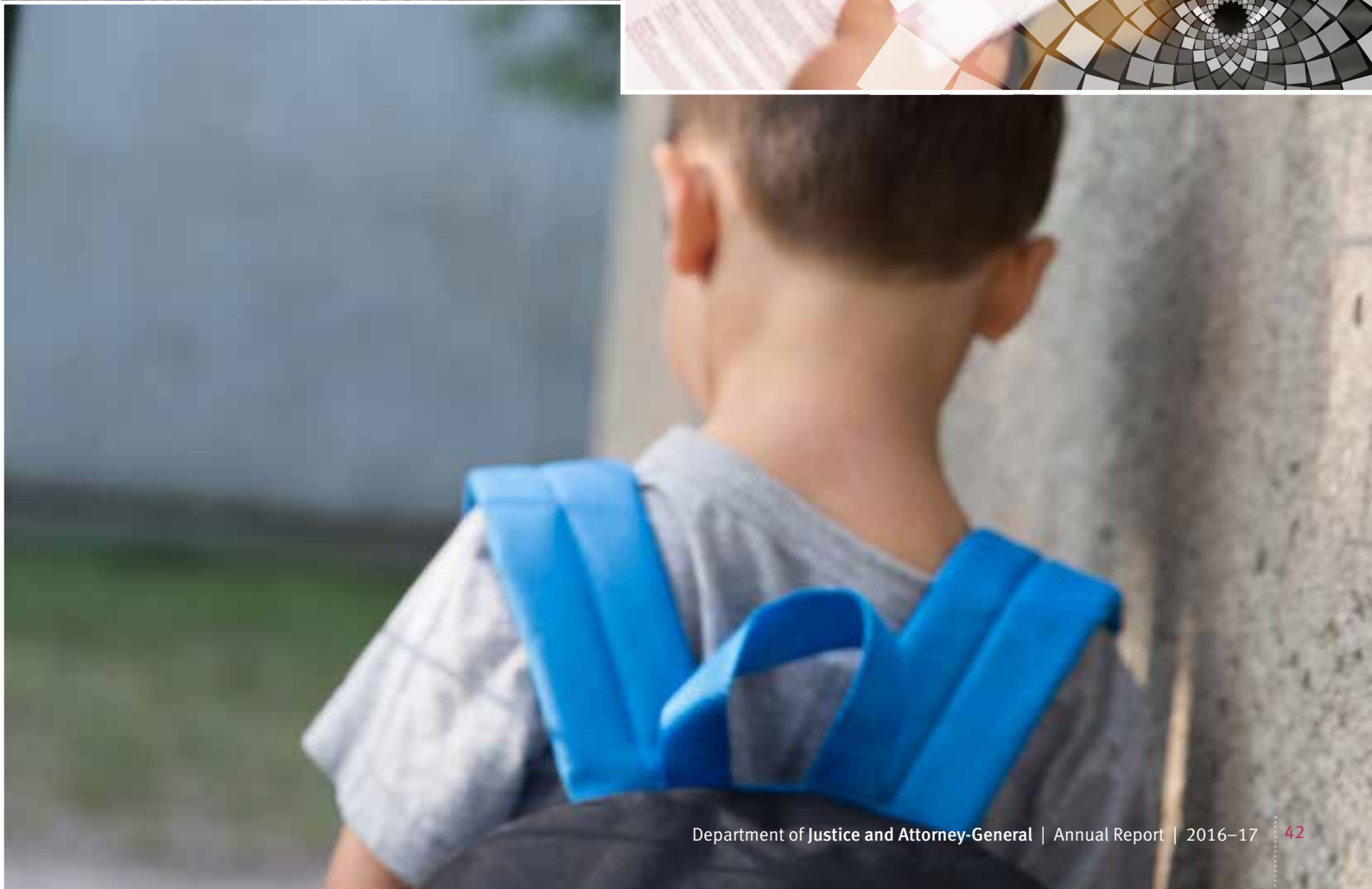
The department will continue to work with the Responsible Gambling Advisory Committee to enhance Queensland's gambling self-exclusion regime. The Committee will establish a working party tasked with identifying ways to improve the awareness, uptake and operation of gambling self-exclusion programs in Queensland.

Expanding specialist domestic and family violence court services

Providing funding of \$55.1 million over four years (including \$20 million capital over two years) and ongoing funding of \$8.5 million per annum to continue the specialist domestic and family violence court in Southport and expand to Beenleigh and Townsville (by establishing specialist civil lists) with circuits to Mt Isa and Palm Island.

Child safety reform agenda

During 2017–18, a Childrens Court Expert Assistance model will be completed to be piloted in two locations over two years, from 2018–19. This is the final justice-related recommendation from the Queensland Child Protection Commission of Inquiry.





Queensland is fair and just

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

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

We are working to deliver better outcomes for people in the justice system by ensuring that people are held accountable for their offending behaviour and 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 performed by prisoners and offenders
- » Amount of consumer redress
- » Improved access to Justices of the Peace
- » Successful completion of community-based orders
- » Support for victims of crime
- » Stakeholder satisfaction

Reinstating Specialist Courts and Court Diversion Programs

In 2015–16, funding of \$8.7 million over four years was committed by the Government to reinstate specialist courts, in particular the Special Circumstances Court Diversion Program (replaced with Queensland Integrated Court Referrals (QICR)), Murri Court, and the Drug Court. The work to reinstate these specialist courts continued in 2016–17.

Specialist courts provide defendants with opportunities to address their offending behaviour through case management, supervision and referral to support agencies.

A specialist team was created to review previous court diversion models and complete a cross-jurisdictional scan of Australian and international models to determine the most appropriate way to reintroduce diversionary processes in Queensland. The Murri Court and QICR models were developed after significant consultation with key stakeholders.

Reinstating the Murri Court

In keeping with the commitment to reducing the over-representation of Aboriginal and Torres Strait Islander peoples in the criminal justice system, the Murri Court was formally relaunched in 14 locations across Queensland: Brisbane, Caboolture, Cairns, Cherbourg, Cleveland, Mackay, Maroochydore, Mount Isa, Richlands, Rockhampton, St George, Toowoomba, Townsville and Wynnum.

The new Murri Court model has replaced the Indigenous Sentencing List (ISL). Elders and respected persons continue to provide advice to magistrates on cultural issues, however unlike the ISL, Elders now receive an allowance to cover their expenses and recognise their valuable contribution to the court. A Practice Direction and a series of standardised reporting templates and procedures were implemented to ensure consistency of practice between Murri Court sites.

In 2016–17, 504 defendants (429 adults, 75 juveniles, 362 males, 142 females) were referred to Murri Courts. On average, defendants spent 103 days in the program working with Elders and service providers to address the underlying contributors to their offending and connecting with their culture.

Murri Court success

After engaging with the Elders and Respected Persons of the Brisbane Murri Elders Community Justice Group, the defendant recognised the positive impact of this engagement. The defendant completed cultural activities with the Community Justice Group and weekly to fortnightly counselling sessions with Relationships Australia. This defendant completed a Certificate I in Construction and a Certificate III in Landscaping/Horticulture while in Murri Court. The rapport and ongoing support from the Elders, Respected Persons and Relationships Australia has assisted the defendant with maintaining a positive lifestyle.

Queensland Integrated Court Referrals

Queensland Integrated Court Referrals (QICR), the successor to the Special Circumstances Court Diversion Program, has been established in Brisbane, Ipswich, Southport, Cairns and Mt Isa.

QICR provides opportunities for defendants to access treatment services and other support in order to address the underlying contributors to their offending.

By linking defendants with treatment and support, and using the authority of the court to monitor and encourage progress, QICR aims to reduce recidivism and improve defendant's physical and psychological health and quality of life.

During 2016–17, a total of 386 assessments for QICR were completed by QICR facilitators across the five locations with 321 defendants being referred to the program by a magistrate. Of these defendants 98 received a sentence after successfully engaging with the QICR program.

QICR success

The defendant was referred to QICR in March having been separated from his family due to difficulties coping with a blended family resulting in the charge before the court. The defendant began engaging with Relationships Australia, participated in the 'Stopping family violence' program, attended victim counselling sessions and independently took part in a 'Strengths' fathers' program. The defendant has now been approached to act as a mentor in this program and reports it has had a huge impact on his life and he wishes to help other fathers in similar positions. The defendant successfully completed all elements of the QICR program and was looking forward building stronger relationships with his family.

Reinstating the Drug Court

The Drug and Specialist Courts Review was completed in late 2016. The review's focus was on the development of options for the Drug Court's reinstatement in Queensland and an overarching program framework for specialist and court diversion programs.

Two consultancy teams were appointed to lead different aspects of this work. The Australian National University and the Australian Institute of Criminology were engaged to provide advice about best practice in drug and alcohol court-based interventions. Emeritus Professor Arie Freiberg AM and Dr Karen Gelb, led work on the broader court programs review.

The review explored national and international drug court models, the operation of current court diversionary programs in Queensland and relevant research and evaluations of local and interstate programs.

More than 140 people were consulted as part of the review, including magistrates, police officers, legal practitioners, correctional officers, court staff and government and non-government service providers. The Drug and Specialist Courts Review Final Report was tabled in Parliament on 13 June 2017 and is available on the Queensland Courts website www.courts.qld.gov.au/courts/drug-court.

The Review Report recommended a targeted, well designed model for the Drug Court's reinstatement for high risk, high needs offenders based on the outcomes of consultation and international best practice. Changes were also recommended to current court referral and support programs to enhance their effectiveness and ensure interventions are targeted appropriately to meet identified needs.

Community Court

The Remote Justice of the Peace (Magistrates Court) Program (Remote JP Court) enables Aboriginal and Torres Strait Islander community members to play positive roles within the criminal justice system.

The Remote JP Court was established in 1993 in response to recommendations of the Royal Commission into Aboriginal Deaths in Custody. The Remote JP Court involves community members from remote Indigenous communities who are appointed as Justices of the Peace (Magistrates Court) convening a Magistrates Court in the community. The Remote JP Courts are able to hear simple offences where a plea of guilty is entered, breaches of local community by-laws, bail applications and make temporary domestic violence protection orders. The majority of matters heard by the courts involve alcohol and public nuisance offences.

The Remote JP Courts enjoy strong support from local communities and from Elders and Respected Persons. The Remote JP Courts also have a positive effect on reducing the court list of the circuiting Magistrates Court enabling the circuiting Magistrate to deal with serious and more complex matters.

In 2016–17, Remote JP Courts sat in Bamaga, Cherbourg, Kowanyama, Mornington Island and Pormpuraaw. From 1 July 2016 to 30 June 2017, some 1,986 matters were heard and determined and 50 temporary protection orders were granted by Remote JP Courts.

Community Justice Groups

DJAG funds 39 Community Justice Groups (CJGs) through a grants program to work towards reducing the over-representation of Aboriginal and Torres Strait Islander offenders and victims within the criminal justice system. CJGs aim to achieve this through the delivery of, or referral to, culturally appropriate support services to improve quality of life and increase cultural understanding in the courts and the wider criminal justice system.

CJGs are involved in making submissions to the court to assist the court when making bail or sentencing decisions. CJGs work with government and non-government agencies to ensure that justice related issues that impact on Indigenous communities are addressed.

From 1 July 2017, the program moved to triennial funding arrangements, a significant business improvement in the program to reduce administrative overheads and time delays involved in conducting grant funding and procurement processes. Through these renewed frameworks and processes, performance measures and reporting requirements will be clearer and less onerous than was previously the case.

In 2016–17, CJGs prepared 7,423 court submissions and 1,788 referrals to support services to a victim or offender were made by CJGs.

Addressing Indigenous over-representation in corrective services

Aboriginal and Torres Strait Islander people have historically been, and continue to be, over-represented in the Australian criminal justice system.

Queensland Corrective Services (QCS) continues to employ a range of strategies to reduce the over-representation of Aboriginal and Torres Strait Islander people, including:

- » programs in correctional centres and in the community that address substance abuse and family violence in a culturally appropriate and sensitive manner. For example the 'Positive Futures' program is designed specifically for male Aboriginal and Torres Strait Islander prisoners and offenders to address family violence, substance abuse and resilience
- » cultural liaison and cultural development officers, employed in secure correctional facilities to provide support and guidance to prisoners, and
- » Aboriginal and Torres Strait Islander Elders groups and Chaplaincy Services are also funded.

Opportunities for diverting offenders into community-based supervision are supported through the operation of Probation and Parole offices in Aboriginal and Torres Strait Islander communities and remote areas of Queensland. QCS operates a number of permanent Probation and Parole offices in remote and discrete communities, including district offices in Thursday Island and Weipa and permanent reporting centres in Mornington Island, Doomadgee, Cooktown, Palm Island and Woorabinda.

Some Probation and Parole locations use the support of Elders and Community Justice Groups as part of case management with Aboriginal and Torres Strait Islander offenders to assist them to re-connect with their communities and to successfully complete their orders. QCS provides videoconferencing access between prisoners accommodated at Lotus Glen Correctional Centre and their families on Thursday Island to allow prisoners and their families to stay connected.

A permanent cultural liaison officer operates in North Queensland, providing advice to staff on specific cultural issues and working with District Managers to further establish and strengthen Aboriginal and Torres Strait Islander networks and stakeholder relationships. As per Recommendation 64 of the Queensland Parole System Review, the number of cultural liaison officers within QCS will be increased, particularly in offices supervising a high proportion of Aboriginal and Torres Strait Islander offenders.

To ensure cultural awareness and capability, QCS provides training and online courses and all newly recruited custodial correctional officers and Probation and Parole officers complete a cultural awareness component as part of their entry training.

QCS has also established a dedicated Aboriginal and Torres Strait Islander unit, the Murridhagun Cultural Centre, which provides advisory, planning and support services to assist QCS to reduce the over-representation of Aboriginal and Torres Strait Islander people in the criminal justice system. The unit was formally launched during NAIDOC Week 2017 (2 to 9 July).

In 2016–17, the daily average of Aboriginal and Torres Strait Islander prisoners represented 32.05 per cent of the total prisoner population. In Probation and Parole, Aboriginal and Torres Strait Islander people represented 23.2 per cent of all offenders under supervision.

Community service and bail programs

Community service

Community service is an excellent opportunity for offenders to make reparation to the community and develop skills to assist with securing employment. QCS partners with many not-for-profit organisations and local councils to supervise offenders performing unpaid community work as part of their court order.

In 2016–17, QCS participated in a number of community service initiatives including:

Brisbane Region – In collaboration with the Sandgate-Redcliffe District Cricket Club, 17 offenders spent eight days over a period of four weeks repairing and painting the club's fence. A total of 271 hours was spent repairing damaged palings and applying two coats of paint on approximately 1km of fencing.

South Coast Region – In October 2016, Burleigh Heads Probation and Parole initiated a community service project aimed at maintaining local beaches. With assistance from BeachCare, offenders have collected more than one tonne of rubbish along Gold Coast beaches and have planted native dune species and removed weeds and litter.

Southern Region – Following the initial establishment of this project at Roma Probation and Parole, The Poppy Project has now been implemented throughout the Southern Region. Offenders from Ipswich Probation and Parole can now perform community service making paper or crochet poppies for donation to local councils and RSLs for events such as Anzac Day and Remembrance Day. The poppies, made from donated wool, are sent to the Australian War Memorial in Canberra to be part of a display in the War Memorial in November 2018, the centenary of the end of World War I.

North Coast Region – The Maroochydore Comfort Teddies Project commenced in September 2016 involving community services offenders who have disabilities or other barriers. Since its establishment, six offenders have made more than 51 teddies that were donated to the Wishlist Foundation at Sunshine Coast University Hospital for distribution to the Children's Ward.

Central Region – Gladstone and Bundaberg Probation and Parole Services have achieved positive outcomes for their local communities through the Alcohol-Fuelled Violence Strategy community service project. Community service work involves rubbish collection, cleaning and graffiti removal which is achieving exceptional beautification results for the respective communities.

Northern Region – The Townsville and Thuringowa community service team have secured a partnership with Tec-NQ Technical College. Over 16 weeks, offenders on reparation and other community based orders attend courses three nights per week to increase their numeracy and literacy skills and to explore a variety of trades. A component of the program, targeted at offenders aged 17 to 25 who have not completed year 12, focuses on employability and ensuring offenders are ready for work.

Far Northern Region – On Thursday Island, offenders have been engaged in community service activities to maintain the Thursday Island Cemetery. Over a period of two weeks, six offenders performed 43 hours of maintenance works to assist the Torres Shire Council and increase the amenity of the cemetery for the community.

In 2016–17, a total of 371,262 hours of court ordered community service was completed, equating to a value of approximately \$9.1 million.

The successful completion rate for reparation orders in 2016–17 was 82.9 per cent, greater than the SDS target of 68 per cent.

Supreme Court Bail Program

In Queensland, almost half the female prisoner population in secure custody are remanded without a conviction. Women can be remanded for a number of reasons including the inability to access support to comply with their bail conditions, lack of safe and stable housing and not being able to access legal support to assist in applying for bail.

In response to the significant growth of the female remand population, we initiated the Supreme Court Bail Program to support remanded women in South-East Queensland apply for bail. The program commenced as a pilot in March 2016 and is delivered by the independent community organisation, Sisters Inside.

Due to the success of the program in South East Queensland, we extended the pilot to Townsville Women's Correctional Centre in January 2017.

As at 30 June 2017, 45 prisoners had successfully applied for and were released on bail. This allows women to return to their communities and families, while awaiting determination of their court matters. It also produces cost savings by reducing the number of women in custody that could otherwise be safely supported in the community.

From the program's commencement in March 2016, until 30 June 2017:

- » 2,102 women on remand have seen Sisters Inside to determine their eligibility and likelihood of success in applying for bail through the program
- » 649 have been eligible for the program
- » 109 women have had an application drafted
- » 70 applications have been filed in court
- » 47 matters have been finalised, and
- » 45 women have been granted bail.

Youth Justice reforms

In 2016–17, we implemented operational amendments to the *Youth Justice Act 1992* resulting from both the 2015 and 2016 Youth Justice and Other Legislative Amendment Bills, so that:

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

Transition of 17-year-olds into the youth justice system

On 3 November 2016, the *Youth Justice and Other Legislation (Inclusion of 17-year-old Persons) Amendment Act 2016* was passed. This Act ensures 17-year-olds who commit offences will be charged and prosecuted as young people under the *Youth Justice Act 1992*.

We are now working to transition 17-year-olds from Queensland's adult justice system to the youth justice system. This forms part of the Government's total package of \$199.6 million over four years to transition 17-year-olds to the youth justice system.

Youth Justice are leading the body of work with the Department of Education and Training, Department of Housing and Public Works, Queensland Health, and the Department of Communities, Child Safety and Disability Services to develop strategies to safely transition 17-year-olds into the youth justice system, to respond to the high number of young people held on remand and to better support young people to make a positive contribution to the community.

This includes programs, practices and policies that hold young people accountable for their offending, while also targeting the underlying causes of their offending. These programs, practices and policies are aimed at reducing offending and improving community safety.

Following Government consideration of the range of strategies, it is proposed these will strengthen the youth justice system by providing police, courts and Youth Justice with an enhanced range of options that better respond to youth offending, and are focused towards holding young people accountable, rehabilitating young offenders and preventing recidivism.

Standardised Program Evaluation Protocol

Youth Justice Queensland is the first jurisdiction outside of the United States of America to implement the Standardised Program Evaluation Protocol (SPEP).

SPEP was developed by world-renowned youth justice expert, Dr Mark Lipsey from Vanderbilt University, and his team, Dr Gabrielle Chapman and Dr Jill Robinson.

SPEP will be a critical part of youth justice system reform. As well as optimising local youth justice programs and services, SPEP will provide a window into the system reform needed to support effective intervention

In September 2016, Youth Justice partnered with Griffith University to host a symposium, *Using the Evidence Base to Shape the Youth Justice System*. More than 90 delegates attended from Youth Justice, local universities and our partner agencies across government and the non-government sector.

The symposium focused on key elements of the youth justice system and building an evidence base for programs and initiatives including:

- » effective programs and services
- » meeting the needs of girls and young women
- » addressing health needs
- » working with families
- » collaborating across service systems, and
- » addressing the disproportionate representation of Aboriginal and Torres Strait Islander young people in the youth justice system.

Youth Justice will continue to work with its partners locally and internationally to strive for a world class youth justice system that is based on research and evidence and produces positive, successful outcomes for young people.

Community Youth Response

Providing funding in 2016–17, the Government implemented whole-of-government critical intervention strategies under the Community Youth Response initiative in Townsville.

The Community Youth Response initiative will ensure that all government agencies work together to deliver coordinated services, as well as support the Queensland Police Service to deter offending, restore community confidence and to stop young people from offending.

The Community Youth Response has a number of elements, including:

- » Early Intervention – ‘Safe Haven’ after-hours diversion program, provided by the Townsville Aboriginal and Islander Health Service (TAIHS)
- » Specialist High Risk Childrens Court List, provided by Queensland Courts
- » Intensive Case Management, provided by Townsville Youth Justice Service Centre staff, with referrals to other agencies
- » cultural mentoring, provided by Uncle Alfred’s Men’s Group and TAIHS
- » education, provided by the Townsville Flexible Learning Centre (Edmund Rice Foundation) and Youth Justice, and
- » crisis and short term accommodation, provided by Mission Australia.

The Community Youth Response is just one of many initiatives to address youth offending, specifically for the Townsville area by adopting a whole-of-government approach.

First Nations Action Board and Cultural Unit

In 2016–17, Youth Justice continued to build cultural capability by embedding new ways of achieving and working towards best practice outcomes for Aboriginal and Torres Strait Islander young people. The Youth Justice First Nations Action Board continued to ensure youth justice policy, programs and interventions are designed and delivered to divert Aboriginal and Torres Strait Islander young people from a life in the youth justice system and provide support to Aboriginal and Torres Strait Islander families and communities.

In July 2016, the Youth Justice Cultural Unit was also established to provide critical expert advice and support to both central and regional youth justice staff, particularly in the implementation of new initiatives such as the inclusion of 17-year-olds into the youth justice system, as well as the implementation of the recommendations from the Independent Review of Youth Detention in Queensland. Both of these initiatives have a strong focus on providing more cultural programs and supports for Aboriginal and Torres Strait Islander young people both in detention as well as in the community.

Child safety reform

Better court processes and outcomes

The child safety reform agenda was initiated by the Queensland Child Protection Commission of Inquiry final report. This includes a range of recommendations including establishing an independent statutory officer – the Director of Child Protection along with an Office to help the Director to perform the Director’s functions – responsible for independently deciding whether an application for a child protection order should be made, and if so, conducting the legal proceeding in the Childrens Court.

The Director of Child Protection Litigation (the Director) commenced operation on 1 July 2016 with Mr Nigel Miller appointed as the Director. The Director provides greater accountability and oversight for child protection order applications so the community can be assured that state intervention occurs only when necessary. While only established on 1 July 2016, the Director has already brought about a greater quality in the evidence presented before the court, promoting efficiency and evidence-based decision making.

A number of major court reforms were also implemented during 2016–17. The court reforms support fair, timely and consistent outcomes for children and their families by:

- » ensuring the voices of children and their families are heard in decisions that impact them, and
- » improving the court process for children and their families, minimising delay and improving efficiency.

Recommendation 13.1 from the Queensland Child Protection Commission of Inquiry final report required DJAG to establish the court case management committee to develop a case management framework for child protection matters in the Childrens Court. That committee recommended a practice direction comprised of the following:

- » Childrens Court Rules – new Childrens Court Rules 2016 were developed and commenced on 1 July 2016. The Rules implement a framework for judicially-led case management of proceedings on applications for child protection orders.
- » Bench book – on 16 September 2016, the Childrens Court bench book was published on the Queensland Courts website. This completes recommendation 13.9.
- » Practice directions – the Chief Magistrate and the President of the Childrens Court will consider the making of practice directions as the need arises. No practice directions relating to the court case management framework have been made.

The Queensland Civil and Administrative Tribunal (QCAT) has published practice directions to support effective hearing of child protection matters, and implement ongoing improvements in reporting outcomes of QCAT compulsory conferences.

Planning has commenced on the final justice related recommendation to develop a Childrens Court Expert Assistance model to be piloted in two locations commencing in 2018–19. This is the final Justice related recommendation to be completed.

Blue Card Services reform

The Queensland Family and Child Commission (QFCC) has undertaken a broad review of the blue card system, including consideration of the recommendations made by the Royal Commission into Institutional Responses to Child Sexual Abuse. Blue Card Services has been a key stakeholder and has provided substantial information and data to inform the findings of the review. The QFCC released an Options Paper in March 2017 and the final recommendations will be considered in 2017–18. Blue Card Services has commenced work to consider and develop options to streamline the blue card application and assessment processes and this work will be informed by the QFCC recommendations.

The QFCC also published another report in February 2017, the *Recommendation 28 Supplementary Reports*, which contained a number of recommendations that will impact the blue card system, specifically in relation to information sharing between government agencies and the development of a centralised register to improve the visibility of home-based child-related services (i.e. foster and kinship care, family day care and stand-alone care). These recommendations have been supported by Government. Blue Card Services has established a project team and work has commenced to define the necessary business requirements and system changes that will be required.

Engaging with Aboriginal and Torres Strait Islander Blue Card applicants

Blue Card Services implemented a number of strategies to increase the level of engagement of applicants from remote Aboriginal and Torres Strait Islander communities in the blue card application and assessment process. One strategy included working with community representatives in nine identified communities, including Mornington Island and the Doomadgee State School sector, to provide applicants with practical assistance, promote understanding of information requests, and increase capacity to respond to requests for submissions about criminal history.

The implementation of these strategies has substantially increased the level of engagement in the blue card application process of applicants from remote Aboriginal and Torres Strait Islander communities. This is evidenced by a decrease in the number of applications being withdrawn during the application or assessment process from 17.8 per cent in 2015–16 to 4.4 per cent in 2016–17, and an increase in the issue of positive notices within these communities.

Royal Commission into Institutional Responses to Child Sexual Abuse

In 2015, the Royal Commission into Institutional Responses to Child Sexual Abuse, established by the Australian Government, delivered the interim report, *Redress and Civil Litigation* report. The report contains the Royal Commission's 99 recommendations on redress and civil litigation reform for survivors of institutional child sexual abuse.

The department has been leading the work to inform Government's consideration of the Report's recommendations 85 to 99, which relate to civil litigation reform.

On 16 August 2016, *Whole-of-Government Guidelines for responding to civil litigation involving child sexual abuse* were tabled. The guidelines outline the requirement to minimise potential re-traumatisation of claimants and to make legal processes easier.

Amendments have been made to:

- » the *Limitation of Actions Act 1974* to retrospectively remove the limitation periods for an action for damages relating to the personal injury of a person resulting from the sexual abuse of the person as a child, whether or not in an institutional setting, and
- » the *Personal Injuries Proceedings Act 2002* to remove compliance with the initial Notice of Claim timeframe requirements for child sexual abuse victims.

An issues paper, *The civil litigation recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse: Redress and Civil Litigation Report – understanding the Queensland context*, was released for public consultation on 16 August 2016 to seek feedback on:

- » the scope for the removal of the statutory limitation period, and
- » other civil litigation recommendations made by the Royal Commission's recommendations 89 to 95, relating to the duty of institutions and the proper defendant.

Submissions closed on 25 October 2016 and targeted consultation with key stakeholders has been conducted.

Courts, tribunals and alternative dispute resolution performance

Queensland Courts performance

In 2016–17, criminal lodgments increased in most jurisdictions compared to the previous year. In the Supreme Court, lodgments increased by 38 per cent. District Court lodgments increased by 11.1 per cent, and in the Magistrates Court, lodgments decreased by 7.8 per cent. While a decrease in criminal lodgments has been experienced for the Magistrates Court in 2016–17, an average rise of 5 per cent per year over the past five years demonstrates a rising long-term trend.

The increasing criminal lodgments in the Supreme and District Courts is causing significant workload pressures for the courts and registry staff. Since 2012–13, Supreme Court criminal lodgments have increased by 181.5 per cent, and in the District Court, criminal lodgments have increased by 38.9 per cent.

As a result of increased lodgments, some clearance rates were below the 100 per cent target in 2016–17. In the Supreme Court – Trial Division, the criminal jurisdiction clearance rate was 86.8 per cent and the civil jurisdiction clearance rate was 93.5 per cent. The District Court finished 2016–17 with a criminal clearance rate of 96.8 per cent and a civil clearance rate of 99.7 per cent.

In the Magistrates Court, the criminal clearance rate was 101.3 per cent and the civil clearance rate was 96.2 per cent.

Coronial services

On 1 July 2016, the Office of the State Coroner was retitled the Coroners Court of Queensland (CCoQ) to better reflect the core business of the office, being the entirety of the business of the coronial jurisdiction. This name is in line with the majority of the other Australian states. The CCoQ provides Queenslanders with a consistent and coordinated system that reviews deaths occurring in circumstances where further explanation is needed.

In 2016–17, there were 5,587 deaths reported, compared to 5,287 deaths reported in 2015–16, which represents an overall increase of 5.67 per cent. CCoQ finalised 5,014 matters in 2016–17, achieving a clearance rate of 89 per cent.

Queensland Courts performance compared nationally

The Commonwealth Report on Government Services 2017 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 2015–16.

Jurisdiction	Average cost (\$) per finalised matter	National average cost (\$) per finalised matter
Supreme Court criminal matter (Queensland had the lowest cost of eight states nationally)	8,494	23,494
Supreme Court civil matter (Queensland had the lowest cost of eight states nationally)	3,589	6,865
District Court criminal matter (Queensland had the second lowest cost of five states nationally)	7,581	9,249
District Court civil matter (Queensland had the lowest cost of five states nationally)	1,114	2,600
Magistrates Court criminal matter (Queensland had the lowest cost of eight states nationally)	398	537
Magistrates Court civil matter (Queensland had the fourth lowest cost of eight states nationally)	343	343

Tribunal performance

The Queensland Civil and Administrative Tribunal (QCAT) is an independent tribunal that resolves disputes, and makes and reviews decisions in a range of jurisdictions, including:

- » minor civil disputes (e.g. residential tenancy, minor debt and consumer claims)
- » guardianship and administration (for adults with impaired capacity)
- » civil disputes (e.g. building, neighbourhood disputes, retail shop leases, bodies corporate, retirement villages and manufactured homes)
- » administrative reviews of government decisions and statutory authorities (e.g. liquor licensing, tattoo parlours, racing, state revenue, blue cards and child protection)
- » regulating occupations (e.g. lawyers, health professionals, teachers, and police), and
- » anti-discrimination.

QCAT services are delivered throughout Queensland in conjunction with the Magistrates Court. Approximately half of matters are heard outside of Brisbane either by magistrates hearing QCAT minor civil disputes or regular hearings by QCAT members.

In 2016–17, QCAT achieved:

- » a clearance rate of 96 per cent by finalising 29,736 cases, and
- » a client satisfaction rate of 82 per cent (consistent with 2015-16 at 82 per cent).

High clearance rates were achieved in specific lists:

- » anti-discrimination matters – 108 per cent
- » retail shop lease matters – 107 per cent
- » occupational regulation matters – 105 per cent, and
- » building matters – 101 per cent.

Increases were also seen in:

- » retail shop lease matters – 16 per cent increase thanks to successful mediator recruitment
- » anti-discrimination matters – 14 per cent increase due to jurisdictional change with work-related matters transferred to the Queensland Industrial Relations Commission, and
- » building matters – 12 per cent increase due to ongoing use of compulsory conferences.

Alternative dispute resolution reduces conflict and violence

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

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

The Queensland Civil and Administrative Tribunal (QCAT) has experienced increased settlement rates since developing and applying the process advisory mediation model. In this model, the mediator provides information to the parties regarding QCAT processes, such as legal representation, costs and witnesses.

Year	Minor civil disputes statewide settlement rate
2014–15	51 per cent
2015–16	57 per cent
2016–17	59 per cent

The process advisory mediation model is particularly useful in minor civil disputes, QCAT’s largest jurisdiction, as it empowers parties to test the strengths and weaknesses of their evidence and consider their future options. Traditionally, these disputes involve two parties with little interest in maintaining a relationship but who may need a bit of help to understand the risk of proceeding to a court hearing and ensure their arguments are realistic. This is the ideal criteria for applying the process advisory mediation model.

Parties to a body corporate dispute are legislatively required to try to resolve a dispute themselves, before using the dispute resolution service of the Office of the Commissioner for Body Corporate and Community Management.

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 2016–17, almost 66 per cent of Land Court matters were finalised through alternative dispute resolution. In the Planning and Environment Court, approximately 50 per cent of the 229 matters that engaged in the alternative dispute resolution process were resolved without the need for a hearing. Approximately 45 per cent of the remaining matters are still engaged in the resolution process.

In 2016–17, client satisfaction rates for court ordered child protection conferences was 87 per cent for parents (same as last year) and 94 per cent for professionals (three per cent lower than last year). This is still a particularly significant positive achievement considering the context of the work undertaken.

In 2016–17 QCAT achieved:

- » a 59 per cent settlement rate for mediation of minor civil disputes
- » a 75 per cent settlement rate for mediation of other matter types, and
- » high satisfaction rates for conduct of minor civil dispute mediations (95 per cent) and outcomes of the mediation process (82 per cent).

Alternative dispute resolution increases timeliness

The Dispute Resolution Branch (DRB) received 7,547 enquiries from people seeking assistance across a range of civil disputes, 53 per cent involved assistance with neighbourhood disputes. Assistance included providing information, referrals, conflict coaching and mediation services. Agreement was reached in 86 per cent of community mediations between neighbours, colleagues and families.

DRB also mediates minor civil disputes that have been referred by QCAT. Of these disputes 59 per cent were resolved.

In 2016–17, DRB finalised 4,994 civil cases, this is an 11 per cent increase in cases from 2015–16. Of the 4,994 cases finalised, 82 per cent were finalised within the 40 day target timeframe, this is a decrease of 4 per cent of cases being finalised within targeted timeframes from the previous year.

'e-mediations' helping Queenslanders resolve disputes

QCAT is continuously improving its alternative dispute resolution (ADR) techniques. This includes expanding ADR to new jurisdictions, for example tree disputes, and applying new technologies to meet client needs and improve mediation outcomes.

This year, QCAT forged ahead with 'e-mediations', using instant messaging application Skype to facilitate these sessions. The initiative resulted in:

- » 70.7 per cent settlement rate (higher than phone and in-person mediations that achieved 61 per cent settlement rate)
- » decreased costs for parties (on average, clients reported saving of approximately \$372 per matter through avoiding travel and parking costs and lost income), and
- » 91 per cent client satisfaction rate.

'e-mediations' will continue in 2017–18 with upcoming technology and process improvements.

Feedback from clients stated they were more comfortable using Skype than sharing a room with the other party: *'Great process – it saves a lot of time it's very convenient to sit in your office and resolve problems.'*

Justice of the Peace services

QCAT's Justices of the Peace (JP) initiative became a permanent QCAT service following a 2015–16 evaluation. JPs hearing minor civil dispute matters valued up to \$5,000 achieved good results based on service efficiency, cost effectiveness, support for other areas of justice service delivery, and clearance rates.

The six full-time equivalent positions supporting the QCAT JP Initiative were made permanent. These positions support JP hearings in Brisbane, Ipswich, Maroochydore, Southport and Townsville, as well as JP skill development and recruitment.

In 2016–17 the initiative achieved the following:

- » JPs heard 2,229 matters that magistrates and adjudicators would otherwise have had to hear
- » 93 per cent clearance rate for matters within JP jurisdiction, and
- » low rates for:
 - adjournments – 8 per cent
 - complaints – 0.6 per cent, and
 - appeals – 1.7 per cent.

JPs continued to benefit from monthly training on topics such as managing different matter types, jurisdiction updates and hearing conduct.

In 2016–17, the JP Branch also supported a team of more than 1,760 volunteers in 235 community sites located in shopping centres, courthouses, hospitals, libraries and other community locations across Queensland. This service provided more than 120,000 hours of volunteering and service to the community.

Office of the Director of Public Prosecutions

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

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

In 2016–17, the ODPP received 55,792 offences for prosecution, relating to 9,585 accused. The ODPP prepared and conducted 1,650 committal matters in the Brisbane, Ipswich and Southport Magistrates Courts (limited), prepared and/or conducted trials in relation to 939 accused and conducted sentences in relation to 4,434 accused in the Supreme, District and Childrens Court of Queensland.

The ODPP also appeared at 574 Supreme Court and Childrens Court bail applications and finalised 499 appeals in the Court of Appeal, High Court and District Court jurisdictions.

In 2016–17, the ODPP achieved an efficiency rate of 59.2 per cent for indictments signed within 4 months of committal and exceeded the effectiveness target by achieving a conviction rate of 91.8 per cent for defendants prosecuted on indictment.

Supporting victims of crime

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

In 2016–17, Victim Assist Queensland:

- » received 2,612 applications for financial assistance and made more than \$13.01 million in payments for goods and services to assist the victim to recover
- » handled more than 21,617 interactions with 7,602 different clients through their information and referral service, and
- » referred 2,285 victims to specialist services.

Victim coordination officers and court support

Victim Assist Queensland (VAQ) provides court support to victims of violent crime including: pre-court support; support at trial, sentencing and appeal; information on the prosecution process; assistance with victim impact statements and financial assistance applications; familiarisation tours of the court room; and referral to other specialist services for victims of crime.

This was accomplished through several initiatives:

- » the VAQ victim coordination officer program (officers located in Ipswich, Rockhampton and Cairns) focuses on delivering services to higher needs clients, including those from diverse cultural backgrounds and those living in remote regions
- » funding and referral to the Victim Support Unit (Court Network) in Ipswich and Brisbane
- » funding the Queensland Homicide Victims' Support Group to provide specialist support for victims of homicide, and
- » funding Protect All Children Today (PACT) Inc. to provide specialist court support for children.

In 2016–17, VAQ's victim coordination officer program had 2,092 interactions with 813 different clients.

Review of the Victims of Crime Assistance Act

The recommendations of the review of the *Victims of Crime Assistance Act 2009* have been implemented, with the commencement of the relevant parts of the *Victims of Crime Assistance and Other Legislation Amendment Act 2017* (Amendment Act) on 1 July 2017.

The amendments will ensure the *Victims of Crime Assistance Act 2009* (VOCA Act) continues to provide an effective response to assist victims of crime including making changes to the VOCA Act to implement all 15 recommendations from the review.

The changes to the VOCA Act included:

- » extending the financial assistance scheme to victims of domestic and family violence, including victims of non-physical domestic and family violence, such as emotional or economic abuse
- » creating a new 'charter of victims' rights'
- » raising the amount of funeral assistance payable to family members of a victim who has tragically died because of a violent crime from \$6,000 to \$8,000, and
- » removing combined pools of assistance for all categories of victims so that each application is considered on its own merit.

The Amendment Act also gives victims of a sexual offence, who are to give evidence in a criminal proceeding against the accused, automatic status as a special witness, and introduces a sexual assault counselling privilege.

Overall, the review found that the financial assistance scheme works well and plays an important role in assisting victims of violent crime to recover from acts of violence. However, the review also identified improvements to ensure the Act continues to provide an effective response to assist victims of crime.

Fundamental principles of justice for victims of crime

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

In 2016–17, VAQ facilitated the resolution of 14 complaints involving alleged breaches of the principles. This is a decrease on last year, which saw 23 complaints.

Funding support services

In 2016–17, VAQ administered a total funding of \$3.1 million to nine non-government organisations. Six organisations were funded under the Victim Services Primary Funding Program and the Victim Services Extended Funding Program including: Relationships Australia Queensland; The Queensland Homicide Victims' Support Group; WWILD Sexual Violence Prevention Association Inc.; Anglicare Southern Queensland, Court Network Inc.; and Protect All Children Today (PACT) Inc.

VAQ also funded three organisations via the Victim Services Building Capacity Funding Program, including;

- » Cape York/Gulf Remote Area Aboriginal and Torres Strait Islander Child Care (RAATSICC) Advisory Association Inc. received \$74,250 to deliver a package of workshops and resources to help Far North Queensland Indigenous communities build practical strategies and effective localised responses to victims of crime
- » Yourtown received \$11,000 to deliver a symposium for practitioners from the Combined Women's Refuge Group and regional domestic violence services across Southeast Queensland to respond to the needs of children (0 to 5 years) affected by trauma and attachment difficulties resulting from exposure to domestic and family violence, and
- » Court Network Inc. received \$60,500 to develop and deliver an outreach model of pre, during and post-court support services for victims of crime in the regional areas of Sunshine Coast and Gympie, using internet technologies, telecommunication and partnerships with local providers.

In 2016–17, VAQ administered a total funding of \$3.1 million to nine non-government organisations.

Engagement with the victim services sector

VAQ leads and coordinates the victim services sector in Queensland and provides information and training to government and non-government agencies to increase awareness of victim's needs and rights.

In 2016–17, VAQ participated in and/or presented at more than 560 meetings, information sessions, community events and training seminars with both government and non-government stakeholders from the victim services sector. VAQ interacted with a wide variety of agencies across the state including: Community Justice Groups; Homeless Connect; Queensland Police Service (QPS); domestic and family violence agencies; Queensland Health, the Department of Communities; Child Safety and Disability Services; local councils; Youth Justice Services; the courts; Community Legal Centres; and the Victims Services Interagency Organisation Network (VISION).

VAQ specifically engaged with government and non-government agencies that work with domestic and family violence victims through active participation with the Integrated Service Response and the High Risk Teams that resulted from the *Not Now, Not Ever* report recommendations.

Engagement, training and support was provided in remote and regional areas including Kowanyama, Yarrabah, Atherton, Mareeba and Manunda. VAQ collaborated with other agencies following a major crime incident in an Aboriginal and Torres Islands community to ensure needs of victims were appropriately met.

VAQ continues to work alongside key government agencies including Queensland Health, QPS and the DCCSDS as well as other areas of the department by chairing the Queensland Government Interagency working group that seeks to ensure consistent application of state wide guidelines in response to victims of sexual assault.

In 2016–17, VAQ participated in and/or presented at over 560 meetings and events across the state.

Victims Register

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

Eligible victims registered with the department are proactively provided with information about significant events in the management 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 Queensland.

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

As at 30 June 2017, there were:

- » 1,287 active registered parties on the Victims Register, and
- » 2,096 notifications were received through the Integrated Offender Management System reporting significant events in the management of prisoners/offenders in relation to registered parties.

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

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

In 2016–17, the ODPP recorded 31,184 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.

In 2016–17, the ODPP continued to develop the Understanding Sexual Offences Training (USOT), which was conducted in the 2014–15 reporting period as a mandatory program for all ODPP staff. The aim of USOT is to increase ODPP staff awareness of the unique needs of victims of sexual assault and other vulnerable witnesses, including persons with an intellectual disability, the young and the elderly, as they progress through the criminal justice system. In the previous reporting period, the ODPP incorporated the USOT material into the ODPP Induction Program, which is a mandatory program for all new ODPP staff. In 2016–17, the ODPP continued developing a refresher program for USOT aimed at consolidating the USOT message to existing staff on an annual basis.

In 2016–17, the ODPP also commenced distribution of a survey which allows victims of crime to provide feedback on services provided by the ODPP and Victim Liaison Officers.

Protecting the rights and interests of vulnerable Queenslanders

Legal assistance for vulnerable Queenslanders

The Queensland Government allocates State and Commonwealth funds to Legal Aid Queensland (LAQ) and community organisations to provide legal assistance services.

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

Additional funding was provided to Legal Aid Queensland (LAQ) in 2016–17 to ensure priority services are delivered to vulnerable people. In June 2016, the Queensland State Budget provided ongoing funding to provide sustainable long-term funding for legal assistance and boosted LAQ funding to a level that is equal to the national average population over time.

The government funds services delivered by community organisations, mostly community legal centres, triennially. This ensures community organisations can plan ahead, retain experienced staff, and promote seamless and sustainable service delivery.

On 27 March 2017, the Queensland Government allocated the State and Commonwealth funding available for legal assistance services delivered by community organisations over the next triennial funding cycle (2017–20). A total of \$51.3 million was allocated through a process that involved applicants:

- » demonstrating how they deliver legal assistance services in accordance with the *National Strategic Framework for Legal Assistance 2015–20* (the national best practice principles for legal assistance service delivery), and
- » drawing on the latest evidence and analysis of legal need to support their applications.

We worked in partnership with the sector's peak body, Community Legal Centres Queensland, to develop an evidence-based approach to funding allocations. We also thank Community Legal Centres Queensland for their invaluable support to applicants throughout the application process.

In 2016–17, Legal Aid Queensland provided close to 400,000 legal assistance services to vulnerable and disadvantaged Queenslanders. It is estimated that community organisations across Queensland provided a further 240,000 services.

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

Guardianship

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

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

The Public Guardian can be appointed by the Queensland Civil and Administrative Tribunal (QCAT), as a guardian of last resort, to make decisions on behalf of adults with impaired capacity in relation to their personal and legal matters, not related to property or finance.

Given this context, the Public Guardian is given formal powers to exercise decision-making on behalf of more than 3,100 people with impaired decision-making capacity.

In 2016–17, the Queensland Civil and Administrative Tribunal:

- » managed 12,281 applications in the adult guardianship and administration jurisdiction, this is a 6 per cent increase from last year, and
- » managed 279 applications for matters related to children and young people, this is a 20 per cent decrease from last year likely due to positive Queensland Family and Child Commission family support outcomes.

In 2016–17, the Public Guardian:

- » commenced 270 investigations
- » concluded 228 investigations
- » authorised 25 suspensions of attorneys' powers
- » had more than 2,400 active clients at the end of the year
- » had almost 800 new guardianship appointments from QCAT
- » conducted 2,100 visits to adult guardianship clients
- » ceased acting as guardian in more than 760 cases
- » made more than 1,700 adult guardianship decisions
- » commenced 270 adult investigations, and
- » made more than 1,150 adult health care decisions.

Future decision making planning

In 2016–17, the Public Guardian co-led (with Department of Communities, Child Safety and Disability Services) a whole-of-government education strategy to encourage long-term financial planning and proactive independent planning in relation to future decision-making. This includes improving uptake of enduring powers of attorney, advanced health directives and will making. The education strategy addresses Recommendation 12 of the *Inquiry into the adequacy of existing financial protections for Queensland's seniors*.

During 2016–17, the Public Guardian undertook the following steps in co-leading in the whole-of-government strategy:

- » established critical partnerships with Public Trustee, Queensland Health, Department of Communities, Child Safety and Disability Services, DJAG, QCAT and the Public Advocate
- » produced a project plan and discussion paper outlining directions for communication and engagement, stakeholder map and likely partners for delivery of future education initiatives
- » identified customer experience research required to define specific barriers for customers and end users
- » collaborated with DJAG to deliver improved end user service
- » consulted extensively with non-government agencies involved in education and training about use of enduring documents, and
- » developed trial materials for public education in conjunction with the Queensland Police Service, Seniors Legal and Support Service and the Elder Abuse Prevention Unit.

Statutory systems advocacy for adults with impaired decision-making capacity

The Public Advocate is responsible for promoting and protecting the rights and interests of adults with impaired decision-making capacity and undertaking systemic advocacy on their behalf. This year, the Public Advocate focused on the implementation of the National Disability Insurance Scheme (NDIS), issues in the aged care sector (with a particular focus on elder abuse) and the Queensland mental health system.

In relation to the NDIS, the Public Advocate responded to numerous consultations and inquiries, including the:

- » revised draft of the NDIS Quality and Safeguarding Framework and the Regulatory Impact Statement for that framework
- » NDIS Code of Conduct, and
- » Joint Standing Committee on the NDIS' inquiry into the provision of NDIS services for people with psychosocial disabilities related to a mental health condition.

The Public Advocate also undertook the following activities:

- » made submissions in response to the New Disability Employment Services from 2018 Discussion Paper and the review of the National Disability Advocacy Program
- » released a paper *Legal frameworks for the use of restrictive practices in residential aged care: An analysis of Australian and international jurisdictions*, and
- » made submissions to the Australian Law Reform Commission Inquiry into Elder Abuse.

Further information on the activities of the Public Advocate can be found in the Annual Report of the Public Advocate, at <http://www.justice.qld.gov.au/public-advocate>.

Consumer Protection

Redress for consumers

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

In 2016–17, the OFT obtained \$5.6 million redress for consumers. In the past 3 years the OFT has obtained more than \$17 million in redress for consumers, including \$6 million in 2015–16 and \$6.1 million in 2014–15.

Business fined for targeting vulnerable consumers

A New South Wales company and its employees were ordered to pay \$430,000 in penalties after using unfair sales practices to sign students up to VET FEE-HELP subsidised courses.

The company, Ozzy Fortune Group Pty Ltd, and its directors Dannis Arora and Rohit Arora, entered into an enforceable undertaking, and paid a \$400,000 penalty. Three employees each paid a \$10,000 penalty.

The OFT's investigation revealed that in signing up more than 2,900 students to vocational training courses, Ozzy Fortune and its employees falsely told students the courses were free, gave away illegal incentives and breached door-to-door trading rules. Ozzy Fortune was paid commissions and incentives by a number of Registered Training Organisations (RTOs) to sign up students, the RTOs in turn received federal government funding via the VET FEE-HELP scheme.

The investigation found salespersons approached consumers in Normanton, signing them up to training courses without their consent. Ozzy Fortune targeted Indigenous consumers, as well as those in regional and remote areas, and those with low levels of literacy and numeracy skills.

Many consumers were unaware they had been signed up, having been offered illegal incentives in the form of tablet computers to hand over their personal details.

All consumers who incurred VET FEE-HELP debts as a result of Ozzy Fortune's offending have had their debts expunged by education authorities. A portion of the penalty paid (\$25,000) was donated to the Normanton Police Citizens Youth Club.

Aboriginal and Torres Strait Islander *Do-Not-Knock* initiative

Following the successful launch in Wujal Wujal in 2016, the *Do-Not-Knock* initiative was expanded to include the Yarrabah community. The program partners with the community and is designed to minimise harm from unlawful door-to-door trade.

The program is a joint initiative of the OFT and the Australian Competition and Consumer Commission, working in conjunction with the Indigenous Consumer Assistance Network (ICAN) and various Indigenous Councils.

The *Do-Not-Knock* program is designed to reduce detriment suffered by Indigenous consumers as a result of unscrupulous door-to-door trading by erecting roadside warning signs, educating the community about their consumer rights, and providing and promoting the use of the OFT's free *Do-Not-Knock* stickers to community members.

A community day was held in Yarrabah on 9 May 2017, where roadside signage was unveiled reminding door-to-door traders they have legal obligations to consumers and cannot approach houses displaying *Do-Not-Knock* notices.

Aboriginal and Torres Strait Islander communities, particularly those in remote locations, can face challenges in enforcing their consumer rights. Residents of these communities are frequently targeted by predatory door-to-door trading practices. The signage does not ban door-to-door trade but does give residents the choice to opt-out of all door-to-door approaches by placing a *Do-Not-Knock* notice at their residence.

Very positive feedback about the *Do-Not-Knock* initiative has been received from across Australia including from a number of Indigenous consumer advocate groups such as ICAN, the Indigenous Remote Communications Association, National Welfare Rights Network, WestJustice and the Redfern Legal Centre. Support for the initiative has also been expressed by the Consumers Federation of Australia, Choice, the Financial Rights Legal Centre and the Consumer Action Law Centre.

Protecting the rights of consumers with disability

The OFT works collaboratively with all Commonwealth, state and territory agencies responsible for fair trading and consumer protection laws to ensure an integrated and harmonised approach to consumer protection.

In anticipation of the rollout of the National Disability Insurance Scheme (NDIS) these consumer protection regulators worked together to develop two Australian Consumer Law NDIS guides: *Your consumer rights: a guide for consumers with a disability*; and *A guide to competition and consumer law: for businesses selling and supplying consumers with a disability*. The guides are being distributed in Queensland by the OFT during engagement activities and are also available to order.

Two plain-English animated videos have also been produced and are available online to help consumers with disability make informed purchasing decisions and understand their consumer rights. The OFT has also developed a magnetised handout for NDIS participants which reminds them in simple terms that they have the right to ask the OFT to help them with any consumer issue.

Promote marketplace fairness

During 2016–17, the Office of Regulatory Policy (ORP) and the OFT worked collaboratively with Commonwealth, state and territory agencies responsible for consumer protection and fair trading to review the Australian Consumer Law (ACL). The review assessed the effectiveness of the ACL and considered whether the ACL is operating as intended and addressing the risk of consumer and business detriment at an appropriate level of regulatory burden. The Final Report of the ACL review was published at www.consumerlaw.gov.au in April 2017.

During 2016–17, the ORP also undertook consultation with community titles sector stakeholders on the recommendations of the Commercial and Property Law Research Centre of the Queensland University of Technology (QUT) relating to the *Body Corporate and Community Management Act 1997*. As part of its review of Queensland property laws, QUT has identified a number of options aimed at improving and modernising body corporate governance arrangements, and removing unnecessary regulatory burdens and costs.

Improving the justice system

Establishing an independent crime statistics body

An independent crime statistics body is being established to improve the quality and accessibility of Queensland crime statistics. The crime statistics body will be responsible for releasing statistical information on crime and crime trends in Queensland and conducting research and evaluations in relation to crime and criminal justice issues and trends.

The crime statistics body will:

- » strengthen the integrity and quality of recorded crime data
- » instill public confidence in crime statistics, and
- » build an evidence base to support policy development and decision making for government.

Queensland Sentencing Advisory Council

The Queensland Sentencing Advisory Council (QSAC) was established in November 2016 following amendments to the *Penalties and Sentences Act 1992*. QSAC's functions are to:

- » advise the Attorney-General about sentencing matters, if asked
- » give its views to the Court of Appeal about giving or reviewing a guideline judgment, if asked
- » give information to the community to enhance knowledge and understanding about sentencing
- » publish information about sentencing
- » research matters about sentencing and publish the outcomes of the research, and
- » obtain the community's views on sentencing matters.

QSAC intends to focus on the over-representation of Aboriginal and Torres Strait Islander people in the criminal justice system, which will provide the backdrop for its entire work program.

The Queensland Sentencing Advisory Council (QSAC) held its first meeting on 25 November 2016.

QSAC has published three Sentencing Spotlights, which provide statistical information about sentencing of criminal offences—murder (April 2017), manslaughter (April 2017) and child exploitation material offences (May 2017).

QSAC has also published two podcasts in its series Sentencing Matters, principles and purposes of sentencing by Griffith Criminology Institute researcher Rebecca Wallis, and evidence-based sentencing in drug courts by former California Supreme Court Judge, the Honourable Peggy Hora.

QSAC has held two Sentencing Seminars, which are free community education presentations that focus on sentencing issues in Australia and overseas. QSAC also hosts the National Sentencing Network for leaders in the criminal justice sector to discuss sentencing issues that cut across all Australian jurisdictions.

During Law Week 2017, QSAC launched the Judge for Yourself website. The website user hears evidence in three scenarios based on real cases and then allocates a sentence based on factors that judges must consider when sentencing. The website was developed to give the public a better understanding about how the court system works, the roles of key people in the courtroom, and the different sentencing options available, such as fines, good behaviour bonds, parole, suspended sentences and imprisonment. The Judge for Yourself website is available at www.qld.gov.au/judgeforyourself.

Improving access to interpreter services

We have implemented protocols, and the Chief Magistrate has issued a practice direction, within our Magistrates Courts to improve access to interpreter services for domestic and family violence matters. This fast track interpreter procedure for the engagement of interpreters at first mentions of domestic violence proceedings was implemented state-wide in June 2017, after being trialled at the specialist domestic and family violence court in Southport. This streamlined procedure also implements recommendation 115 and 116 of *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report. The procedure involves the court registry engaging an interpreter for first mentions of private applications (and the Queensland Police Service for police applications) without the need for an order from the magistrate.

DJAG is identifying further opportunities to streamline the engagement of interpreters through a cross-agency interpreter reference group. The group includes representatives from Queensland Courts Services, the Office of the Director of Public Prosecutions, Victim Assist Queensland, Legal Aid Queensland, Department of Communities, Child Safety and Disability Services and the Queensland Police Service.

Crime and Corruption

The Government committed to widening the definition of ‘corrupt conduct’ in the *Crime and Corruption Act 2001*.

The Crime and Corruption and Other Legislation Amendment Bill 2017 (the Bill) was introduced into the Legislative Assembly on 23 March 2017. The Bill includes amendments to broaden the definition of ‘corrupt conduct’ as well as to expand the Crime and Corruption Commission’s investigative jurisdiction.

Review of expunging of criminal convictions for historic gay sex offences

On 31 August 2016, the Queensland Law Reform Commission (QLRC) provided its report ‘*Expunging criminal convictions for historical gay sex offences*’ (No.74) (the QLRC Report).

On 29 November 2016, the Attorney-General tabled the QLRC Report and made a statement to the Legislative Assembly summarising the government response to the QLRC Report.

On 11 May 2017, the Government introduced the Criminal Law (Historical Homosexual Convictions Expungement) Bill 2017. The Bill proposes the establishment of an administrative scheme to provide for the expungement of convictions and charges for particular historical homosexual offences.

Proceeds of Crime

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

The Confiscations Unit also conducts the legal work on behalf of the Crime and Corruption Commission (CCC) as the 'solicitor on the record' for Chapters 2 and 2A proceedings. In relation to Chapter 2 proceedings, the CCC instructs the ODPP to apply for the restraining order and subsequent forfeiture of the relevant assets or proceeds of crime. Under Chapter 2, there is no need to show that the property is derived from illegal activity.

From 1 July 2016 to 30 June 2017, some \$1.84 million was collected as a result of the execution of forfeiture orders under the Chapter 3 conviction based scheme. Also, \$93,476 was collected as a result of the enforcement of pecuniary penalty orders under Chapter 3.

In 2016–17, the CCC restrained \$21.12 million in assets under Chapters 2 and 2A of the Act and \$8.994 million was forfeited to the state. No proceeds assessment orders were granted. Unexplained Wealth orders to the value of \$1.178 million were granted.

A total of 1,035 Serious Drug Offence certificates were issued in 2016–17.

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

Body corporate services

The Office of the Commissioner for Body Corporate and Community Management (BCCM) provides statutory information and dispute resolution services to people living, residing and working in community titles schemes in Queensland.

With more than 49,000 individual lots and nearly 47,000 community titles schemes in Queensland, the BCCM plays an integral role in assisting owners, bodies corporate, body corporate managers and the legal and property sectors to effectively manage affairs and deal with issues as they arise.

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

The BCCM also has a proactive program of stakeholder engagement, including seminars, forums, meetings and conference presentations. Such engagement is vital in assisting the breadth of industry stakeholders to become more aware of services provided by the Commissioner's Office. In 2016–17, the Commissioner personally attended and presented at seminars around the state (including North Queensland, the Whitsundays, the Gold and Sunshine Coasts as well as Brisbane) on emerging issues and trends. Both the Attorney-General and the Commissioner were keynote speakers at the 2017 Strata Community Australia State conference. The Commissioner hosts quarterly stakeholder roundtable meetings and has initiated educational seminars for individual body corporate firms that are designed to improve managers' knowledge and ensure they comply with legislative requirements.

The Commissioner's Office has collaborated with the Residential Tenancies Authority and produced its first webinar around body corporate issues (targeted at tenants) and will be delivering additional webinars in 2017–18. The Commissioner's Office will continue to collaborate with its diverse stakeholder group to build experience and enhance compliance with legislation in coming years.

In 2017–18, the Commissioner’s Office will continue its focus on early dispute resolution where possible. The Conciliation Service of the Commissioner’s Office sees excellent results in helping parties to arrive at workable outcomes to disputes, a far more preferable result contributing to long-term harmony. To this end, the Conciliation Service uses Skype for Business to conduct conciliation sessions for parties based interstate and overseas.

As part of its statutory information service, the Commissioner’s Office will continue to develop its website, with a focus on improving awareness and knowledge for parties before they purchase a lot in a scheme.

In 2016–17, BCCM:

- » achieved a clearance rate of 95 per cent by finalising 1,409 cases. This is a decrease on the 2015–16 clearance rate of 102 per cent (finalising 1,450 cases). Clearance rates have decreased due to a higher number of applications lodged (1,478 lodged in 2016–17 compared to 1,423 in 2015–16)
- » processed 63 per cent of conciliation applications, from referral to adjudication, within the 30 day target
- » processed 91 per cent of adjudication applications, from referral to adjudication, within the target of 60 days, and
- » responded to more than 24,980 requests for information.

Crown Law Advocacy

An integral responsibility of many government agencies is the enforcement of regulations and legislation to protect the public from incompetent and improper conduct by members of professions and by commercial organisations.

Crown Law provides representation and advice to the Queensland Government on all aspects of prosecution proceedings and advocacy, including:

- » matters under the *Dangerous Prisoners (Sexual Offenders) Act 2003*
- » coronial inquests
- » public health, drugs and poisons, and
- » Mental Health Review Tribunal and Mental Health Court proceedings.

Our lawyers have extensive experience acting as counsel assisting coronial inquiries and in commissions of inquiry, as well as conducting prosecutions on behalf of regulatory and disciplinary agencies. Crown Law provides the services of skilled counsel for advice, representation and in-house services, placing Crown Law in a unique position to meet the specialist advocacy needs of government agencies.

Future directions

Reinstate the Drug Court and referral and support services

Providing funding of \$22.7 million over four years (including \$500,000 capital) and ongoing funding of \$6.5 million per annum to reinstate the Drug Court and to provide referral and support services to help people address issues associated with their offending.

Queensland Child and Family Commission's review of Queensland's Blue Card system

In 2017–18, the department will develop and start implementing the Government's response to the Queensland Family and Child Commission (QFCC) review of the *Working with Children (Risk Management and Screening) Act 2000* and its operation.

The review has provided the opportunity for a comprehensive inquiry into the operation of the blue card system and will set the future direction of this system.

Transition 17-year-olds to the youth justice system

In 2017–18, the department will be responsible for implementing the Queensland Government's commitment to safely and sustainably transition 17-year-olds from the adult criminal justice system to the youth justice system. This key initiative will be aimed at achieving better outcomes for young people, to re-engage them with education and training, to address the underlying causes of offending, increase court efficiencies and enhance support for policing practices. The focus of these initiatives is to provide the most appropriate and effective strategies to work with young people in the youth justice system and provide them with better outcomes for their lives.

Youth detention

In 2017–18, the department will start implementing the 83 recommendations made by the Independent Review of Youth Detention in Queensland. The implementation of these recommendations will include:

- » review and improvement of youth detention policies, procedures and training, focusing on behaviour management, incidents and restricted practices and complaints management
- » an increased role for Aboriginal and/or Torres Strait Islander stakeholders in decisions impacting young people's access to programs and connection with family, community and country
- » expansion of cultural programs and support services in youth detention and in the community
- » expansion of programs that address offending behaviour and promote successful reintegration to the community, particularly programs targeted at the needs of young women and young people with substance abuse issues
- » increased access to mental health and therapeutic services and the establishment of centre-based psychiatrists, and
- » improved oversight of youth detention centres and adult correctional facilities.

The Review found that while there was no evidence to suggest the systemic mistreatment of young people in Queensland youth detention centres, practices and services pivotal to the safety, wellbeing and rehabilitation of young people in youth detention must continue to improve in order for Youth Justice to achieve its statutory obligations. The implementation of the 83 recommendations made by the Review will improve culturally appropriate services and supports across the education, mental health and child safety sector in youth detention and community-based settings to provide better outcomes for young people in the youth justice system.

The department will also continue to implement the recommendations from the Office of the Chief Inspector's investigation into the incident at Cleveland Youth Detention Centre in November 2016.

Right to Information Act

The Government committed to ensure that the review of the *Right to Information Act 2009* (RTI Act) has been conducted appropriately, conduct further consultation deemed necessary and then complete the review. A consultation paper was released on 14 December 2016, with submissions closing on 3 February 2017. The consultation paper asked a series of questions about the RTI Act and the *Information Privacy Act 2009*. The report of the review will be finalised in 2017–18.

Queensland Civil and Administrative Tribunal Act

Under section 240 of the QCAT Act, the Attorney-General must conduct a review of the QCAT Act to determine whether the QCAT Act is meeting its objects and whether legislative amendments are needed to better achieve the QCAT Act's objects, including clarifying or enhancing QCAT's role.

Under section 240 of the QCAT Act, a report of the review must be tabled in the Legislative Assembly as soon as possible after the review is finalised. The report of the review will be finalised in 2017–18.

Promoting Marketplace Fairness

During 2017–18, the ORP and the OFT will work with Commonwealth, state and territory agencies to implement outcomes of the Australian Consumer Law review approved by Fair Trading and Consumer Protection Ministers.

The ORP will also undertake further policy analysis of the Queensland University of Technology's recommendations for improving governance arrangements for bodies corporate under the *Body Corporate and Community Management Act 1997*.



Queensland can get on with the job

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

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

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

Performance indicators

- » Red tape reduction initiatives
- » Increased online services

Red tape reduction

Star Gold Coast redevelopment

After significant assessment by the Office of Liquor and Gaming Regulation (OLGR), Stage 1 of a master plan redevelopment of the Jupiter's Hotel and Casino was approved by the Attorney-General in December 2016.

The development will add to the current construction underway of a new six-star, 17 storey hotel tower, an expansion in food and beverage outlets, and an upgrade to the existing 600 room hotel to international five-star standard. This development is due for completion in 2018.

The OLGR will continue to work with the developers, Star Entertainment Group, and relevant public sector entities to facilitate the prompt assessment of further stages of development.

Liquor red tape reduction

The *Tackling Alcohol-Fuelled Violence Legislation Amendment Act 2016* received assent on 4 March 2016. Provisions allowing craft brewers to market their products at promotional events, which were contained in this Act, were proclaimed and commenced on 1 September 2016.

Increased online services

Equipping fair trading staff with the right tools

The Office of Fair Trading (OFT) has initiated a project to integrate a cloud application programming interface to facilitate in-field access to OFT data for inspectors. The mobile application will enable search and retrieve functions and allow inspectors to complete spot check forms and initiate investigations from the field, with the captured data automatically uploaded into the OFT's database. This will reduce double handling of data and provide access to current and accurate information in the field.

Liquor and gaming business improvement

The OLGR's Service Delivery Improvement Program Stage 2 is delivering a business improvement program to replace and integrate business systems, implement a mobile workforce strategy and integrate online services with business applications. This program will reduce operational costs, increase productivity and reduce costs to business. The implementation of this program ran from July 2016 until June 2017. The ongoing increased productivity and reduced costs to business will be measured in coming years.

Justice services online

Justice Services' are continuing its digital transformation to improve our customer's experience and put more services online.

Eighteen products were launched this year, giving our customers and courts' users access to an additional 27 processes online, including three fully integrated, end-to-end digital solutions. These included:

- » prepare your application for a domestic violence protection order
- » lodge a civil claim form
- » enforcement hearing application
- » lodge and pay for a Minor Debt Dispute application
- » respond to a Minor Civil Dispute application, and
- » QCAT Search and Copy request.

These forms are available through the search functions on the Queensland Government website www.qld.gov.au or the Queensland Courts website www.courts.qld.gov.au.

In addition, a number of other new developments are underway, including:

- » new online form handling capability
- » a portal for marriage celebrants
- » prepare a probate application online
- » online domestic and family violence court safety form
- » application to vary a domestic violence protection order, and
- » redesign and digitisation of Enduring Power of Attorney and Advance Health Directive forms.

Using AI for Neighbourhood Dispute Resolution

Earlier this year, the Queensland Civil and Administrative Tribunal (QCAT) developed a proof-of-concept for a chatbot, a computer program that simulates conversation with people on QCAT's website, to answer basic questions about neighbourhood dispute resolution.

QCAT and the Justices Services Digital Transformation Unit developed the proof-of-concept with an external partner (Amazon Web Solutions) which provided the software for free as a launch pad for their new artificial intelligence (AI) service called 'Lex'.

QCAT was keen to improve the customer experience and to provide clients with increased access to information about neighbourhood dispute resolutions — 24 hours a day, seven days a week — while at the same time reducing service delivery costs.

QCAT partners with Shared Services Queensland (SSQ), which answers telephone enquiries from the general public for neighbourhood dispute resolution issues involving dividing fences and trees under a fee-for-service arrangement. The introduction of a chatbot is expected to provide some cost relief for this service with a reduction in inquiry volumes.

The proof-of-concept successfully created an efficient, responsive and articulate chatbot that met QCAT's initial brief requirements. This success illustrates how well the private sector and government can collaborate to improve customer service.

Future directions

The Queensland can get on with the job strategic objective has been removed from the departmental Strategic Plan from 2017–18 with strategies and future directions consolidated within the department's other strategic objectives.



Queensland gets great service

We are committed to delivering professional, helpful, high quality services that meet the needs of all Queenslanders. We achieve this by maintaining traditional methods of face-to-face customer service while embracing technological advances in service delivery and responding and customising our services, through evidence informed practices to meet customer needs.

By implementing innovative, responsive and accessible service delivery models, we are working to make it easier for people to access and use our services. We foster a consultative approach by engaging with our stakeholders and customers to seek their feedback and identify areas for improvement. In partnership with other Queensland Government agencies and industry, we are working together to deliver seamless and connected services to Queenslanders.

Performance indicators

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

Service Delivery Innovation

Office of Fair Trading online

The rollout of additional online smart forms and improved internal processes has contributed to the Office of Fair Trading (OFT) consistently exceeding the target for the proportion of licensing applications and registration services processed within timeframes. Following the inclusion of security provider licence types (not including security firms) onto the existing online renewal form, the OFT has consistently received almost 2,000 online form submissions each month during the second half of 2016–17, including around 1,000 for licence renewals. During 2016–17, 18,876 online form submissions were received compared to 5,027 in 2015–16, a 275 per cent increase in online submissions.

In 2016–17, the OFT received 70.2 per cent of property occupation, motor dealer, chattel auctioneer and debt collector salesperson and 53.7 per cent of security provider renewal applications online. Due to the integration of the data into the OFT's database, and the revised treatment of low risk applications, the average time to decide an online salesperson licence renewal reduced from between 13 and 20 days down to 1 day, and security provider renewals reduced from between 16 and 23 days to 1 day for those who do not require training, updated photos or change of name validation. In addition, for security provider renewal applications submitted online, only 22 requests for further information were required to be sent from the OFT compared to 217 requests generated for the same period for postal or counter submitted applications.

During 2016–17, there were 11,361 licence applications lodged through the OFT online SmartForm platform.

Justice Services online

In 2016–17, to continue with improving justice-related services to Queenslanders, Justice Services has continued the rollout of online services with an additional 20 new online services across Queensland Courts, Queensland Civil and Administrative Tribunal (QCAT), Justices of the Peace Branch, Victim Assist Queensland, Body Corporate and Community Management, Dispute Resolution Branch and the Registry of Births, Deaths and Marriages. These online services have been designed to improve the experience of customers interacting with Justice Services.

Some of these new online services have been complex to implement, such as the new online form for helping victims of domestic violence to apply for a protection order, which was co-designed with government and non-government stakeholders, the judiciary and victims.

In 2016–17, Justice Services (excluding the Registry of Births, Deaths and Marriages) received more than 80,000 online forms submissions.

QCAT online services

In response to stakeholder feedback and in partnership with the Justice Services' Digital Transformation Unit, the Queensland Civil and Administrative Tribunal (QCAT) delivered five new online services during 2016–17. These new online services will increase efficiencies in processing applications for minor debt processes, extensions of time or compliance waivers, and searching tribunal records.

New online services include:

- » **Form 3 – Apply to start a minor debt dispute.** A fully integrated lodgement system has been now been implemented.
- » **Form 7 – Respond to a minor debt dispute.** Respondents can now submit this form online, receive automatic validation of the data and upload any necessary supporting documentation.
- » **Form 42 – Adjust a time limit, or waive a procedural requirement with QCAT.** This new service offers online processing.
- » **Search and copy QCAT documents.** Increased capabilities include automated searches and an ability to search in bulk. Client engagement has significantly increased as a result, with 100 per cent of searches now being conducted online and response time has reduced by 8 per cent.
- » **Apply to attend a QCAT proceeding by telephone.** This online service makes it easier for clients to seek permission sooner, which benefits clients who may need to plan their travel in advance if their application is refused.

The new online services enable QCAT clients to access greater online service capabilities and quicker turnaround times. Clients will experience easier navigation through the online form process with step-by-step instructions and clearer content. This will provide a quick and easy alternative to the lodgement of manual forms.

Further online services will be delivered in 2017–18. We are progressively implementing interactive web-based services to provide our clients with:

- » easier navigation through the form completion process with step-by-step instructions and clearer content
- » faster turnaround for applications as sealed copies can be returned by email, and
- » automatic data validation to ensure documents are correct at the time of application.

Videoconferencing

Videoconferencing has made a significant and positive impact upon the operation of Queensland's justice system. Videoconferencing in correctional centres eliminates the need to transport defendants to court, saves legal professionals and practitioners significant time by reducing the need for travel to correctional centres, and often leads to quicker resolution of matters.

Videoconferencing facilities are delivering more cost effective justice and increasing the time police and correctional officers can devote to frontline duties.

The Video Conferencing Project commenced on 1 July 2015 to deliver the state-wide rollout of initiatives trialled during the Integrated Criminal Justice Video Conferencing Program. Videoconferencing capability has been available within corrective services facilities for more than 15 years.

The video conferencing network operates across 74 court locations and 14 correctional centres, one Police Watchhouse and two Youth Detention Centres in Queensland. Within adult custodial correctional centres, there are 40 suites for videoconferencing, including two within maximum security units and two within low security correctional centres.

A centralised online system has been implemented in correctional centres to support the videoconferencing booking process. It provides both court and correctional centre staff visibility over available timeslots and improves the efficiency of the videoconferencing booking process.

The number of videoconferences facilitated within correctional centres increased by 12 per cent from 2015–16:

- » 2015–16 – 35,795 (63 per cent of which were court matters)
- » 2016–17 – 40,123 (64 per cent of which were court matters).

The number of court videoconferences increased by 15 per cent from 2015–16:

- » 2015–16 – 22,415 (67 per cent of court matters)
- » 2016–17 – 25,810 (70 per cent of court matters).

Regional Services Outlet project

We have been successfully partnering with the Department of Transport and Main Roads (DTMR) to improve service availability in regional Queensland through the Regional Services Outlets (RSO) project. The pilot phase of the project expanded the DTMR registration and licensing services in Ayr, Ingham and Yeppoon. The pilot:

- » increased the hours of availability of DTMR licensing services in Ayr and Ingham
- » reduced customer waiting time for licensing services
- » increased the number of physical customer service counters in Ingham and Ayr, and
- » allowed customers to access all transport services under the one roof.

Additional benefits include:

- » increased resources available for community policing (as the Queensland Police Service is no longer delivering licensing services in those communities), and
- » victims of crime are now more comfortable presenting at the police stations as they can now conduct private conversations without DTMR customers nearby.

Court-related and other justice services continue to be provided as they were prior to the transition. For example, the Magistrates Court has circuted to Ayr, Ingham and Yeppoon and parties continue to file all court-related documentation in those centres as they did previously.

Following the success of the pilot phase, the RSO model is being rolled out to a further 28 locations: Barcaldine, Biloela, Childers, Chinchilla, Clermont, Cooktown, Cunnamulla, Gayndah, Julia Creek, Landsborough, Mitchell, Moranbah, Mossman, Murgon, Nanango, Normanton, Oakey, Pittsworth, Richmond, Sarina, Springsure, St George, Stanthorpe, Taroom, Thursday Island, Toogoolawah, Tully, and Weipa.

Additional DTMR licensing services are ‘going live’ in these centres progressively during 2016–17 and 2017–18. Additional DTMR licensing services are now being delivered at Childers, Chinchilla, Clermont, Cunnamulla, Landsborough, Moranbah, Oakey, Springsure and Tully. As part of the project, a range of minor works are being progressed including improvements to customer service counters.

Consistency in Service Delivery

The Magistrates Courts Service partnered with Smart Service Queensland to convert the Chinchilla, Landsborough, Oakey and Thursday Island courthouses into Queensland Government Agent Program (QGAP) offices.

These four courthouses were the only DJAG sites to be delivering services on behalf of DTMR outside the QGAP model. The successful conversion of these courthouses into QGAP offices has increased consistency across the state in the delivery of key whole-of-government services.

Converting these four sites to QGAP offices also improves efficiency in the way we deliver our services. Using the QGAP MIS system for receipting other agency transactions creates time and cost efficiencies through auto-disbursement of agency monies.

Training staff in the MIS receipting system opens up opportunities for relieving in other QGAP locations throughout Queensland. The consistency in branding and service delivery leaves our QGAP offices well placed to benefit from any future whole-of-government based initiatives designed to improve services to Queenslanders including assisted self-service and improved customer experience.

DJAG is the largest stakeholder in the QGAP program, having lead agency responsibility for 26 QGAP offices across Queensland. Through the Queensland Courts Service, DJAG has been providing multi-agency customer services from courthouses under the QGAP model since the late 1990s.

Gambling Community Benefit Fund

The Gambling Community Benefit Fund continues to provide grants to not-for-profit community groups across Queensland. The grants enable these organisations to get on with the business of helping Queenslanders.

The Office of Liquor and Gaming Regulation (OLGR), which administers the grant program, has this year made applying for grants easier by introducing a new user-friendly online portal that allows users access from most devices and operating systems. Once registered, an organisation's details are stored in one location allowing users to apply for grants, check an application's status in real time, view an application's history, as well as submit acquittals online.

The first round using the new system received 1,520 applications totalling \$39,259,485, the highest number of applications ever received for the fund. The average number of applications submitted prior to the new system was 1,100.

The OLGR has received feedback that the new system is simple to use and has significantly reduced the time it takes for an organisation to submit an application for funding.

Responsive service delivery

Enhanced trader compliance program

The Office of Fair Trading (OFT) is delivering a Targeted Compliance Awareness Program to strengthen its existing Proactive Industry Compliance Management and Engagement program, to target traders identified through large numbers of consumer complaints or other emerging risk to consumers. The OFT already conducts activities in this space, working with a range of large to medium sized traders to improve their complaint handling practices. Some of those traders were identified through the national 'Most complained about businesses' project. The ongoing Targeted Compliance Awareness Program will become a regular risk-based intervention and compliance option for all OFT compliance units.

Proactive compliance and education activities

The OFT undertakes coordinated statewide compliance monitoring and enforcement activities and delivers a range of education activities based on identified risks and marketplace analysis.

In 2016–17, the OFT conducted 8,747 proactive compliance checks and trust account audits of Queensland industries, as part of its proactive compliance calendar. The OFT compliance calendar includes scheduled and non-scheduled operations. To help make it easy for businesses to comply, the OFT publishes its scheduled operations on its website.

From 1 July 2016 to 30 June 2017, the OFT engaged with 7,194 business/industry representatives through 745 activities including conducting presentations and visiting traders at their business premises to educate them about their responsibilities under legislation administered by the OFT.

Trauma-Informed Practice

Trauma-Informed Practice (TIP) is a way of working with young people and their families, which Youth Justice has introduced into all aspects of its operations, including practice, policies and procedures and especially in the way we relate to young people.

TIP is a sophisticated approach that holds young people accountable for their actions while working towards rehabilitating them from offending behaviour, so they can live a productive and crime-free life in the community.

The TIP approach involves:

- » improving staff knowledge and skills enabling them to work more effectively with young people regarding the function of their behaviour, trauma impacts and behavioural triggers
- » providing young people with more appropriate and adaptive ways of responding when they experience a behavioural trigger, which can then be replicated in multiple situations, and
- » extending an organisational culture that acknowledges the trauma young people have experienced, holds them accountable for their actions through appropriate consequences.

TIP's strengths-based framework is grounded in an understanding of and responsiveness to the impact of trauma. It emphasises the physical, psychological and emotional safety of both providers and survivors, and creates opportunities for survivors to rebuild a sense of control and empowerment in their lives.

As at February 2014, 76 per cent of Youth Justice clients were known to Child Safety. Therefore we are partnering with the Department of Communities, Child Safety and Disability Services so that our two organisations have the same understanding of the trauma-informed practice concept.

During 2016–17, more than 900 officers were trained in TIP. This includes youth justice officers and officers from partner agencies including Queensland Corrective Services, Department of Education and Training and non-government organisations in local communities.

Increasing blue card awareness

Blue Card Services (BCS) contributes to developing safer service environments by providing information, training and practical assistance to the many employers, businesses and organisations who provide services to children and young people in regulated environments. In 2016–17, key activities included:

- » delivering joint information sessions with the Office of Early Childhood Education and Care to provide information on blue card and child care obligations to approved providers across the sector
- » running blue card information sessions and providing practical application advice and assistance to Aboriginal and Torres Strait Islander service providers, organisations and individuals in the communities of Cherbourg, Kingaroy, Hopevale, Palm Island, Napranum and Wujal Wujal
- » attending NAIDOC week at Musgrave Park to provide blue card system information and celebrate Aboriginal and Torres Strait Islander history, culture and achievements
- » attending Aboriginal and Torres Strait Islander Family Wellbeing Services' induction training days for new service providers to discuss the blue card system, its operation and to clarify issues raised by attendees
- » providing blue card system workshops to QPS Child Protection Investigation Unit officers. Enhancing police officers' knowledge of the blue card system, administration and legislation facilitates the ability of the QPS to assist BCS to immediately deal with instances of organisational and individual non-compliance with blue card system obligations
- » partnering with a sport and active recreation peak body to provide state-wide training on child and youth risk management strategies to their clubs. This engagement will continue in 2017–18
- » partnering with the Department of Communities, Child Safety and Disability Services to provide regular training sessions on the blue card system and child and youth risk management strategy requirements for auditors assessing organisations under the Human Services Quality Framework
- » providing a presentation to non-government organisations regarding child and youth risk management strategy requirements at the Queensland Family and Child Commission Child Safe Organisations Learning Forum and participating in a panel with representatives from the Royal Commission into Institutional Responses to Child Sexual Abuse
- » launching five new videos on the BCS Learning Portal on YouTube providing information to individuals and organisations regarding their blue card system obligations, and
- » finalising the development of tailored video and radio information resources to assist Aboriginal and Torres Strait Islander applicants to engage in the blue card system and provide greater accessibility for all stakeholders.

In 2016–17, BCS responded to 142,181 telephone enquiries and 31,348 email enquiries from the public about the blue card system or their individual applications, and directly engaged with 994 people through 79 targeted community engagement, information and education activities involving participants from a diverse range of stakeholders.

Blue card efficiency

Blue Card Services' continual focus is on improving efficiencies while maintaining high quality screening standards. Initiatives undertaken in 2016–17 to support continuous improvement include the introduction of an online payment solution allowing all blue card applicants to pay online and submit digital copies of application forms via the BCS website using a 'Scan and Upload' function.

The implementation of the online solution in November 2016 has been well received in the community, with 56,803 payments being made online since. This represents 71.4 per cent of all payments received during this period. In addition, more than 113,000 application and notification forms have been submitted using the scan and upload service on the blue card website.

Crown Law client satisfaction

Crown Law uses online surveys to obtain client feedback on services. This feedback is vital as it directly shapes how we improve our services and provide effective legal solutions across government. Surveys are sent to clients quarterly and the results are reported back to the Strategic Leadership Team.

Survey data provides invaluable feedback directly from clients on performance measures such as:

- » our lawyers' understanding of our clients' legal requirements, issues and expected outcomes
- » legal technical skills
- » lawyer-client communication during the course of a matter, including prompt responses to phone calls and queries
- » value for money for Crown Law's services
- » recommendations for improved service, and
- » any lawyers worthy of commendation for their services.

Crown Law's overall satisfaction rating for 2016–17 based on these surveys was 4.59 out of 5. This is a slight increase from the previous financial year.

Other business areas across the department also use customer satisfaction surveys to gauge client satisfaction and drive service delivery improvements.

Queensland Government's response to coronial recommendations

Since 2008, the department has been monitoring the government's progress in implementing recommendations made at coronial inquests that are directed to government. Responding to coronial recommendations is important as it informs coroners, family of the deceased and the community of the measures government is taking to prevent similar deaths in the future. The department continues to publish government responses on the Coroners Court website next to the Coroner's findings here: <http://www.courts.qld.gov.au/courts/coroners-court/findings>.

Future directions

Reduce red tape

In 2017–18, we will continue to find ways to streamline services and make it easier for people to fulfil their compliance obligations. We will reduce the regulatory burden on Queensland businesses by removing unnecessary regulation, simplifying legislation and continuing to focus on collaboration and engagement.

A review is currently being undertaken to identify opportunities to reduce unnecessary regulatory burden on the not-for-profit sector and modernise relevant legislation to make it easier and more efficient for the sector to operate. The initial focus of the review is on the *Associations Incorporation Act 1981* with a second phase to address the regulation of charities and charitable fundraising.

Ensure regulatory models encourage business growth

Measures taken in recent years to reduce red tape for Queensland businesses have allowed them to focus more time on growing their business, and less time on complex paperwork to demonstrate their compliance. During 2017–18, we will continue to find ways to streamline processes for business while ensuring community expectations are met.

Courthouse upgrades

In 2017–18, we will continue to provide Queenslanders with access to quality courthouses across the state by funding a suite of upgrades and maintenance programs. This will include:

- » providing funding of \$16 million capital over two years to upgrade and maintain courthouse infrastructure across Queensland, including increased funding of \$7.5 million for repair work at the Rockhampton courthouse
- » providing additional funding to expand and upgrade existing audio visual capability in the criminal justice system, and
- » providing funding of \$20 million over two years (from 2017–18) as part of the rollout of specialist DFV justice response, to refurbish the Beenleigh and Townsville courthouses to create new Domestic and Family Violence courtrooms, comfortable safety precinct areas for victims of DFV with secure access to the courtrooms, a specialist DFV court registry, and sufficient sound proofed meeting rooms for parties to meet with their duty lawyers and support services.



DJAG is responsive and high performing

We are changing the way we deliver services to grow a high-performance culture by focusing on our vision, strategies and leadership. We are driving business objectives to transform the way corporate services are delivered and will continue to develop our digital and mobile first approach to customer-centric service.

We are creating a business partnership model, to bring together the best ideas and capabilities from across government, the private and non-government sector to support innovative frontline service delivery. It is intended that improvements to the department's service delivery will drive down costs, increase productivity, and encourage innovation.

Performance indicators

- » Corporate service delivery improvement
- » Services are delivered within approved budgets
- » Staff satisfaction and engagement
- » Improved governance practices
- » A capable and diverse workforce
- » Service demand initiatives

Corporate governance and accountability

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

In 2016–17, the department developed its governance framework and objectives which draws on best practice principles in the following documents:

- » Queensland Audit Office’s *Leading Accountability* (March 2015)
- » Australian National Audit Office’s *Public Sector Governance: strengthening performance through good governance* (June 2014)
- » Governance Institute of Australia’s *Guidelines: Whole-of-organisation governance* (October 2015), and
- » Audit Office of New South Wales’ *Governance Lighthouse – a strategic early warning signal* (February 2015).

The DJAG governance framework and objectives (as in the diagram below) provides a clear framework to ensure DJAG governance improves outcomes and boosts confidence by improving accountability and performance.



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.

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

The Board provides the following:

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



Membership of the BOM as at 30 June 2017 included the following officers:



David Mackie

Director-General — Chair

David was appointed Director-General of the Department of Justice and Attorney-General on 4 June 2015.

Over his 27 years in the Queensland Public Sector, David has held executive and senior management positions responsible for both the delivery of frontline services and corporate support services. Having originally joined the department in 1990, David initially performed a range of roles in the areas of finance, policy and corporate governance before heading up corporate services areas within the Anti-Discrimination Commission Queensland (1996–2002) and the Commission for Children and Young People and Child Guardian (2004).

Returning to the department in 2006, David served as the Director of the Director-General's Office from 2006–07, Registrar-General of Births, Deaths and Marriages from 2007–08, Executive Director, Community Justice Services from 2008–12, Secretary (Executive Director) of the Commission of Inquiry into the Queensland Health Payroll System Implementation (2013), and Deputy Director-General, Justice Services from 2013–15, before being appointed to his current role in June 2015.

David is currently a member (non-judicial) of the National Judicial College of Australia and holds a Bachelor of Commerce with majors in Economics and Public Policy.

David Ford

Deputy Director-General, Liquor, Gaming and Fair Trading — Co-deputy Chair

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

David's responsibilities include the Office of Liquor and Gaming Regulation, the Office of Fair Trading and the Office of Regulatory Policy. David is an Associate Fellow of the Australian Institute of Management and a former chair and committee member of the International Association of Gaming Regulators.

Jennifer Lang

Deputy Director-General, Justice Services — Co-deputy Chair

Jenny was appointed to the role of Deputy Director-General Justice Services in late 2016 having acted in the role since April 2015. As Deputy Director-General, Justice Services, Jenny has executive responsibility for frontline services delivered by a diverse range of business units including the courts, tribunals and commissioner for Body Corporate and Community Management, Dispute Resolution Branch, Justices of the Peace Branch, Blue Card Services and Victim Assist Queensland.

Jenny brings a broad range of skills and experience to this position from a career across both the private and public sectors. Jenny holds a Bachelor of Laws with Honours and is admitted as a solicitor of the Supreme Court of Queensland and High Court of Australia. After working as a solicitor in a private legal firm for a number of years, Jenny commenced her career in the Queensland Public Sector which has included extensive experience in senior and executive management positions in a number of agencies – working in the areas of project and program management, privacy, policy and legal services.

Dr Mark Rallings

Commissioner, Queensland Corrective Services

Mark was appointed in December 2014, after acting as the Commissioner and later Deputy Director-General, Queensland Corrective Services, since October 2013. Mark has worked in Queensland Corrective Services in various roles since 2004, including Executive Director, Specialist Operations and Deputy Commissioner, Statewide Operations.

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

Sean Harvey

Assistant Director-General, Youth Justice

Sean was appointed as Assistant Director-General, Youth Justice in May 2014. Sean has worked in various disciplines involving finance, human services and justice administration. Prior to Youth Justice, 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 26 youth justice service centres across Queensland.



Peter Cook

Assistant Director-General, Corporate Services

Peter was appointed Assistant Director-General, Corporate Services in May 2014. 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.

Prior to commencing with the public sector in 1996, Peter worked in the banking and finance sector. Peter is a Fellow of CPA Australia.



Leanne Robertson

Acting Assistant Director-General, Strategic Policy and Legal Services

Leanne acted as Assistant Director-General Strategic Policy and Legal Services from May 2016 to June 2017 and has also acted in the position on previous occasions. Leanne’s substantive position is that of Director within the department’s Strategic Policy and Legal Services Division.

Leanne has more than 20 years legal policy experience in both Queensland and the Northern Territory.

Leanne holds a Bachelor of Laws and Bachelor of Arts.



Greg Cooper

Crown Solicitor, Crown Law

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

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



Garry Davis

Executive Director, Financial Services Branch — Chief Financial Officer

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

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

Garry is a member of CPA Australia.

Not pictured: Michael Byrne QC, Director of Public Prosecutions, who attended as an observer and was later appointed as a member of BOM; and Roger McCarthy, Director, Office of the Director-General, who attended as an observer.

Audit and Risk Management Committee

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

In 2016–17, the ARMC met on four occasions, three general meetings and one special meeting to discuss financial statements.

Membership of ARMC as at 30 June 2017 comprised the following positions and officers:

Position	Officer
Chair (external) ¹	Len Scanlan
Standing members ²	
Deputy Director-General, Justice Services (Deputy Chair)	Jennifer Lang
Commissioner, Queensland Corrective Services	Mark Rallings
Assistant Director-General, Youth Justice	Sean Harvey
A/Assistant Director-General, Strategic Policy and Legal Services	Leanne Robertson
Assistant Director-General, Corporate Services	Peter Cook
Executive Director, Office of Liquor and Gaming Regulation	Michael Sarquis
Observers	
Executive Director, Financial Services Branch	Garry Davis
Director, Corporate Governance	Cameron Bunkum
Director, Internal Audit	Leon Smith
Director, Queensland Audit Office	Nick George
Audit Manager, Queensland Audit Office	Ross Hodson

1. The Chair received remuneration totalling \$9,509.51 during this financial year

2. No other ARMC Standing Members or Observers received, nor were entitled to receive any financial remuneration for their participation.

Risk management framework

The ARMC oversees the department's risk management framework (RMF). The RMF is based on *AS/NZS ISO 31000:2009, Risk Management—Principles and Guidelines* and is designed to integrate risk management into business planning processes and standard business practices.

In DJAG, 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 2016–17, the department undertook a number of initiatives to enhance its risk management practices. This included improving the monitoring and reporting of strategic risks through the Strategic Risk Action Plan and a

review of the Fraud and Corruption Control Policy that supports the RMF.

Corporate Governance

The Corporate Governance Unit (CGU) works across the department assisting with planning, reporting and other activities to ensure DJAG remains responsive and high performing. CGU is the coordinator of the *Queensland Government Performance Management Framework* within DJAG on behalf of Board of Management. CGU's primary role is to coordinate all planning, performance management, risk management and reporting activities. This ensures accountability and performance.

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 ARMC.

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

Internal audit outputs	2016-17 performance achievements
Delivery of annual and strategic audit plans and monitoring and improving financial accountability, internal control processes and business practices within the department	<ul style="list-style-type: none"> » Conducted 17 audits covering financial compliance, operational performance, project management and information systems reviews. Thirteen audits were completed during 2016–17. » Achieved management acceptance of a high percentage of audit findings with 352 recommendations issued during the year.
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.

Public sector ethics

Education and training

From 1 July 2016 to 30 June 2017, the department (through its Ethical Standards Unit) complied with section 12K of the *Public Sector Ethics Act 1994* by conducting face-to-face training in *Workplace Ethics* for new and existing departmental employees.

There were 157 face-to-face *Workplace Ethics* training sessions held across the state. Additionally there were 23 *Tools of the Trade* training sessions dedicated to further strengthening the ethical decision making, knowledge and skills of managers and supervisors in the department. Face-to-face *Workplace Ethics* training was provided to all Queensland Corrective Services (custodial) and Youth Detention Centre recruits across the state as part of their induction training.

At the request of the Commissioner, Queensland Corrective Services, the Ethical Standards Unit (ESU) conducted *Workplace Ethics* and *Tools of the Trade* sessions targeted at Queensland Corrective Services staff employed at

12 custodial locations throughout the state. The ESU is currently undertaking a similar training roll-out for staff employed in Probation and Parole offices in Queensland.

In total, 3,298 departmental staff received the face-to-face Workplace Ethics training, an increase from the previous financial year of approximately 87 per cent. Additionally, 365 supervisors and managers received the *Tools of the Trade* training. Training numbers were unusually high for the year due to the concentrated effort to embed ethical expectations in Queensland Corrective Services custodial staff.

The face-to-face *Workplace Ethics* training is supplemented by online refresher training available to all staff in the department; this was completed by 3,900 staff during 2016–17. The ESU is strongly committed to maintaining a high training profile in all business areas and regions. These education and training initiatives and related ethics advisory services provided by the ESU have, over time, improved accountability and understanding by staff of their obligations under the *Code of Conduct for the Queensland Public Service* and the Department of Justice and Attorney-General Workplace Policy.

Procedures and practices

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

- » human resource management policies, practices and procedures, as well as Workplace Ethics training
- » strategies identified in objective 5 of the department's 2016–20 Strategic Plan, including 'act with integrity and accountability' and 'ensure robust governance practices.' These strategies are consistent with the Act's ethics principles, and the *Code of Conduct for the Queensland Public Service*, and
- » business area plans that support the objectives of the strategic plan. In turn, staff performance effectiveness plans align with business area plans, the strategic plan, the Act's ethics principles and the *Code of Conduct for the Queensland Public Service*.

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

The Ethical Standards Unit also administers the functions of the Youth Detention Inspectorate to meet the obligations imposed by s263 of the *Youth Justice Act 1992*. During 2016–17, Youth Detention Inspectors completed eight statutory inspections of Queensland's youth detention centres. Inspection reports are provided to the Director-General and include an assessment of nominated areas and recommendations for improved effectiveness. The executive summary of each report is published online for public access.

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*, Recordkeeping (IS40) and Retention and Disposal of Public Records (IS31) Information Standards as well as whole-of-government recordkeeping policies and guidelines issued by the Queensland State Archivist.

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

The department's Information Technology Services (ITS) branch provides advice, guidance, technical support and security management of recordkeeping and corporate information systems. The services it provides supports the confidentiality, integrity and availability of business information contained within departmental information systems.

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

No serious security breaches occurred during the 2016–17 period for the agency.

Case management systems

The department has more than 50 case management systems used to support business areas in the provision of services to the community. This includes systems supporting the operation of Liquor, Gaming and Fair Trading, the Office of the Director of Public Prosecutions, Crown Law, Queensland Courts and Queensland Corrective Services. These systems are jointly managed by the department's ITS branch and business areas.

The department is currently developing an Information, Communication and Technology (ICT) strategy and roadmap which will consider an enterprise approach for delivery of ICT capabilities, including case management systems, integration platforms and information sharing.

Open data

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

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

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

- » Victims Financial Assistance Applications
- » Top 100 Baby Names
- » Custodial offender snapshot, and
- » Community Service Work Performed.

To access further information and government data please visit www.data.qld.gov.au.

ICT review

An ongoing program of work to implement the recommendations from the Information and Communication Technology (ICT) service delivery review by KPMG in 2015–16 is currently underway.

The review delivered recommendations focused on establishing clear demarcation between centralised ICT functions and the divisional ICT functions which will deliver holistic, business-centric, ICT services to the department. The report recommended a service delivery model focused on an increase or uplift in capability in the following areas:

- » ICT strategic planning
- » architecture and risk management
- » service design and service level management
- » business relationship management and collaboration, and
- » change management and communications.

Queensland Audit Office reports

In 2016–17, the Queensland Audit Office (QAO) conducted a number of performance management system audits and cross-sector audits which included coverage of the department.

Report to Parliament 3 of 2016–17

Follow-up: Monitoring and reporting performance

This report follows up on the three recommendations QAO made in *Monitoring and reporting performance (Report 18: 2013–14)*, which examined how well the 20 core Queensland departments measured, monitored, and publicly reported on their non-financial performance. Of the three recommendations made, two were accepted.

Status of the recommendations provided by the report are:

Recommendation 1: Departments apply a service logic approach to define their service areas so that they only group services where they contribute to common objectives and outcomes. (Partially implemented)

Recommendation 2: Queensland Treasury and the Department of the Premier and Cabinet update their mandatory guidance to require:

- » service standards that relate to whole-of-government objectives and outcomes to be reported at the ministerial portfolio or departmental level, not at the service standard level, and
- » where a service area comprises multiple services, that each material service has a separate line item budget and at least one efficiency service standard and one effectiveness service standard. (Partially implemented)

Recommendation 3: Departments be required to publish an audited performance statement in their annual reports to complement their audited financial statements. (Not accepted)

In assessing the progress and effectiveness of departments in implementing the two accepted recommendations, and the status of departments' assurance activities regarding the third recommendation, the report acknowledges that progress has been made by departments in reporting more outcome, efficiency and effectiveness measures through a service logic approach. However, notes that there is potential for improvement.

The department intends to work with Department of the Premier and Cabinet and Queensland Treasury to continue addressing identified recommendations.

Report to Parliament 4 of 2016–17

Criminal justice system – prison sentences

This report examines how well the Queensland criminal justice system exchanges and records data to calculate and administer custodial (prison) sentences accurately.

The report recommends that the department, in conjunction with Queensland Police Service:

1. better integrate the sentencing administration processes and quality assurance to reduce the risk of error, including:
 - » improving the sharing of sentencing information and documents across criminal justice entities
 - » making greater use of technology such as remote (electronic) appearance of prisoners in court to reduce process, communication, and data entry errors associated with the transfer of prisoners
 - » providing means for direct entry of sentence orders into QWIC, and
 - » strengthening quality assurance practices.

2. assess the need to review relevant sentencing legislation to reduce the complexity of sentence calculations
3. ensure the appropriate capacity, capability, and training of staff responsible for the calculation and administration of sentences across the criminal justice system is in place
4. improve the accuracy and level of detail recorded about discharge and detention errors. Consolidate the recording and reporting of the errors within and across the three entities, and
5. formalise, implement, or update where necessary, policies and procedures for responding to, managing, reporting and investigating discharge and detention errors. Policies and procedures should address as a minimum:
 - » communication protocols for prisoners affected by, and individuals potentially at risk from, discharge and detention
 - » assessment of risk to the community and individuals and, where needed, mitigation strategies
 - » reporting requirements within individual entities and across the criminal justice system
 - » investigation of discharge and detention errors (collaboratively where appropriate), and
 - » quality checks to ensure that processes are followed.

The department is committed to maintaining public safety and improving collaboration across the criminal justice system in the management of sentences.

The Lawful Detention Expert Reference Group (LDERG) consisting of senior representatives from Queensland Courts Service, Queensland Corrective Services and the Queensland Police Service has recently been re-established to recommend solutions to mitigate the risk of unlawful detention or early discharge of prisoners and will oversee the implementation of responses to the Report's recommendations.

Report to Parliament 8 of 2016–17

Queensland state government 2015–16 results of financial audits

This report outlines the results of QAO's audit of the consolidated 2015–16 financial statements of the Government of Queensland (state government financial statements). No specific recommendations were noted within the report.

Report to Parliament 14 of 2016–17

Criminal justice system – reliability and reintegration of data

This report examines how well Queensland's criminal justice entities capture, report and use data, ensuring its reliability and integration across the justice system.

The report recommends that the department:

- » reviews its quality assurance practices for data extraction scripts for reporting of corrective services measures, and
- » collaborate with relevant agencies and stakeholders to progress integrating the criminal justice system.

The department is committed to improving the standard and rigour of criminal justice data recorded and managed by criminal justice agencies. The Queensland Police Service, Public Safety Business Agency and Queensland Corrective Services have commenced implementation of a number of initiatives and measures to address the concerns identified in the report.

Queensland Ombudsman report

Overcrowding at Brisbane Women's Correctional Centre

This report is an investigation into the action taken by Queensland Corrective Services (QCS) in response to overcrowding at the Brisbane Women's Correctional Centre (BWCC).

The report provided seven recommendations:

- » the Director-General increase program delivery and transitional services provided to prisoners at BWCC to ensure that more prisoners are able to receive the benefit of the programs and services that QCS is required to provide under s.266 of the *Corrective Services Act 2006*
- » the Director-General take action necessary to ensure that the obligation under s.57 of the *Corrective Services Act 2006* is met at BWCC
- » the Director-General immediately increase the level of psychological services provided at BWCC to ensure that the psychological needs of prisoners are being adequately addressed
- » the Director-General immediately implement initiatives to reduce the drivers of growth in female prisoner numbers and reduce overcrowding at BWCC, including:
 - a. specifying the timeframes by which each initiative will be implemented
 - b. establishing specific targets for the number of prisoners who will participate in each initiative, and
 - c. modelling the potential impact of each initiative on prisoner numbers and providing advice to government on the results of the modelling, within six months
- » the Director-General evaluate the success of the initiatives to reduce the drivers of growth in female prisoner numbers and reduce overcrowding at BWCC and report to government at six monthly intervals
- » if, based on modelling or monitoring against targets of the initiatives to reduce the drivers of growth in female prisoner numbers and reduce overcrowding at BWCC, these initiatives are not effective in returning BWCC to its single cell capacity, the Director-General develop and advise the government of his proposals for increasing the capacity of accommodation for female prisoners in south-east Queensland, and
- » while implementing initiatives to reduce the drivers of growth in female prisoner numbers and addressing overcrowding at BWCC, the Director-General take immediate action to mitigate the impact of overcrowding on prisoners and improve their living conditions.

Queensland Corrective Services are committed to addressing the recommendations provided by the report, and will continue to consider a range of policies and procedures to manage the increasing demand for prison beds at BWCC.

Management of child safety complaints

This report presents the findings of an investigation into the Department of Communities, Child Safety and Disability Services' (DCCSDS) management of complaints about the child safety system in Queensland. The report also focused on the adequacy of collaboration and coordination between the DCCSDS and the Office of the Public Guardian (OPG) regarding the resolution of issues identified by OPG Community Visitors during their visits to children placed in out-of-home care.

The Office of the Public Guardian is committed to working with DCCSDS to address the recommendations to strengthen their processes for managing child complaints.

Queensland Coroner recommendations

In 2016–17, there was one recommendation arising from one coronial inquest directed to the department.

The Queensland Government responds to recommendations and comments made at coronial inquests. The department publishes responses to coronial recommendations on the Coroners Court of Queensland website, at <http://www.courts.qld.gov.au/courts/coroners-court/findings>, next to the findings' of the inquest. The community is kept informed of the government's progress in implementing recommendations with the publication of implementation updates twice a year until recommendations are delivered.

Human resources

Workforce Profile

As at 30 June 2017, the department employed 8,770.90 full time equivalent (FTE) staff. This is an increase from the 2015–16 period. This increase is primarily due to the machinery-of-government change which resulted in the transfer of Blue Card Services into the Department of Justice and Attorney-General, additional custodial officers to meet growth in prisoner numbers, additional staff for Probation and Parole, Domestic and Family Violence initiatives, workload pressures for the Director of Child Protection Litigation and other youth justice initiatives.

The above FTE figures relate only to staff employed out of controlled funds. Judicial officers are employed out of administered funds.

As at 30 June 2017, the department had a permanent staff retention rate of 93.08 per cent and a permanent staff separation rate of 6.92 per cent (not including judicial officers).

Strategic Workforce Planning Framework

We continued to progress the actions identified in the 2015–16 strategic workforce planning process to enhance culture and engagement, leadership and performance, and capability and talent. In 2016–17, we underpinned the learning and development framework with a blended learning and performance improvement approach. We also finalised implementation of the Instructional Design Hub to support staff developing online training, and promoted its use as a performance improvement tool. We used the results of the annual employee opinion survey to inform workforce interventions and focussed corporate capability efforts on management capability. Into the future, the 10 year human capital outlook and three year human capital strategic roadmap, and the Inclusion and Diversity Strategy 2015–20, developed by the Public Service Commission, will guide the department's strategic workforce planning. We will focus on talent acquisition, leadership and capability, workplace flexibility, collaboration, and inclusion and diversity as key levers for longer term change.

Inclusion and diversity

The Public Service Commission's *Inclusion and Diversity Strategy 2015–2020* provides a framework for agencies to build workforces and workplaces that better reflect the diverse community we live in. To support the strategy we have committed the sector's foundational 2022 workforce diversity targets for identified groups of Aboriginal and Torres Strait Islander peoples, non-English speaking background people, people with disability and women in leadership (SO/SES and equivalent) positions.

Our Inclusion and Diversity strategy development reference group was established in June 2017 with representatives from across DJAG. The group will assist with developing a strategy focussed on foundational capabilities and workplace behaviours for developing an inclusive mindset, building leadership and management capability, strengthening data and evidence gathering to increase the diversity of our workforce.

Employee Performance Management Framework

Performance management

The department is committed to maximising every employee's ability and opportunity to contribute to excellent conduct, high performance and workplace culture which reflects the Public Service Values. Central to this commitment is effective and appropriate performance management and development of employees, which ensures a culture where supervisors/managers and employees are accountable for their performance. The department also ensures that outstanding performance is recognised and valued.

Experience DJAG

On 1 June 2017, we launched the *Experience DJAG* initiative, providing DJAG employees with quality work-based learning experiences through job rotation, mentoring, job shadowing and coaching opportunities. These learning opportunities will be implemented progressively in 2017–18 with targeted programs running across the department within participating divisions.

The first round of *Experience DJAG* was offered to permanent employees at the AO6 to AO8 level with the aim of building individual capabilities, facilitate cross-divisional collaboration and increase organisational awareness.

In June 2017, a job rotation program opened for permanent AO3 to AO5 level employees in Corporate Services, Justice Services, Strategic Policy and Legislative Services, and the Office of the Director of Public Prosecutions.

Learning Management System

The department's learning management system (LMS) offers access to online training and the ability to enrol in select face-to-face and blended training programs.

During 2016–17, 4,605 employees completed training through more than 155 online courses, achieving 32,178 course completions—a 56 per cent increase since 2015–16.

The LMS helpdesk continued to play an important support role, with 5,844 support requests completed during 2016–17. Of these, 96 per cent were resolved within service standard timeframes, 91.3 per cent within first contact and with a 97 per cent satisfaction rating.

Instructional Design Hub

The Instructional Design Hub (ID Hub) is DJAG's one-stop shop for staff looking to develop effective online training. The ID Hub features an instructional design framework and custom library of resources that steps users through each stage of the training development process from discovery through design and development to deployment. We provide support activities, including:

» Instructional Design Workshops

A four-part instructional design workshop for community of practice members. These interactive workshops support staff to develop engaging, activity-driven training that focuses on developing skills using the Instructional Design Hub as their guide.

» Instructional Design Coaching

Staff working on 14 projects completed 95 hours of professional coaching with an instructional design expert using the ID Hub resources and its four phase process to define their objectives and identify appropriate solutions. Following the coaching, only four of the 14 projects proceeded to developing a formal training solution, the remaining 10 identified non-training solutions which were more appropriate to the issue and less expensive than developing on-line training.

New Fraudulent Behaviours Online Training

The fraud prevention training developed by Corporate Governance Unit and the Human Resources Branch, with input from other subject matter experts, is a prime example of how using the ID Hub can create a high quality online training course.

Using an activity-based or experiential format, in keeping with the standards recommended in the ID Hub, the new fraud prevention training allows learners to explore realistic scenarios and case-studies in the context of identifying and dealing with potentially fraudulent behaviour. Staff are actively engaged in decision-making from beginning to end and experience the possible consequences of a poor decision.

This focus, coupled with a detailed understanding of the subject matter, has helped the department create an effective fraud prevention tool that supports a responsive and high performing department. It has set a new standard for online training in the department. In 2016–17, there were 3,828 instances of course completions, with feedback about the course being overwhelmingly positive.

Reward and Recognition

The DJAG Staff Excellence Awards is a system of awards held annually to recognise and reward staff who have demonstrated a commitment to realising the departments' objective of being responsive and high performing.

Within the divisions, individual employees and teams are recognised for putting the Queensland public service values into action. Winners in the mandatory categories of the divisional awards are progressed to the DJAG Staff Excellence Awards.

In 2017, there were 10 winners and 12 highly commended recipients announced at an awards ceremony in Brisbane on Thursday 22 June. The following winners were recognised for excellence in their respective awards category:

Customer Focus

- » Logan T2S internal reference group, Youth Justice, for driving the Transition 2 Success initiative in Logan and engaging in extensive stakeholder consultation.
- » Kirsty O'Neill, Courts Innovation Program, Justice Services, for providing intensive support to the Mackay Murri Court.

Innovation

- » The "Do-Not-Knock" informed communities team, Office of Fair Trading, for piloting a successful initiative to combat unscrupulous door-to-door traders in Wujal Wujal that will be expanded to other communities.
- » The Brisbane North District Office and Helena Jones Correctional Centre team, Queensland Corrective Services, for developing the Fine Option Order Pilot Program, providing offenders with the ability to undertake community service to successfully eliminate fine debt.
- » Simon Baker, Legal Advice and Advocacy, Strategic Policy, for business improvements in document production and subpoena work.

Performance

- » The Murri Court team for the implementation of the Murri Courts system across 13 locations.
- » Patricia Frick, Human Resources, for the design and delivery of the 'Practical HR for Managers' program.

Sustainability

- » Tania Kromoloff, Justice Services, for sustainability initiatives including toner recycling, and reductions in electricity usage and paper consumption.

Leadership

- » Aurukun Integrated Response team, Queensland Corrective Services, for undertaking their role in a multi-agency response to social unrest with high levels of professionalism and collaboration.
- » Bruce Welk, Queensland Corrective Services, for his leadership in developing the Intelligence and Investigation branch into a mature and highly capable intelligence unit which integrates with the Queensland Police Service's intelligence function.

This year we introduced the inaugural Director-General's Award. This award recognises the efforts and collaboration involved in successfully implementing an agency-wide approach to issues affecting our community. The award recognised a range of people across the department who have accepted the challenge to improve the justice system for victims of domestic violence and implement the 40 recommendations of the Special Taskforce into Domestic and Family Violence.

2016 Premier's Awards for Excellence

Two 2016 DJAG Staff Excellence Award Winners went on to become finalists in the 2016 Premier's Awards for Excellence in the leadership category. Nathan Higgins, an Indigenous Justice Officer who visits remote Aboriginal communities to train community members in the role of Justice of the Peace (JP) (Magistrates Court), and the Queensland Corrections Services (QCS) Julia Creek Work Camp Team both demonstrated outstanding leadership in the Public Service.

In July 2015, Nathan Higgins visited Pormpuraaw to deliver JP training. Whilst in the community, an incident between two community members escalated to fighting and unrest between hundreds of Aurukun and Pormpuraaw community members. Nathan undertook a mediation role and showing leadership in a very challenging situation, very successfully gained the confidence of community members and helped them to reach a mediated agreement.

The QCS Julia Creek Work Camp (JCWC) team was highly commended for their role in assisting in the recovery of a train derailment 20 kilometres east of the township. On 27 December 2015, the derailment of the train carrying sulphuric acid saw the closure of the main rail corridor and highway to Western Queensland due to the spill of 31,500 litres of the acid. Work camp prisoners assisted in a multi-agency effort resulting in the timely containment of the spill and subsequent reopening of vital transport corridors.

Employee Engagement

The Working for Queensland employee opinion survey is a whole-of-government survey managed by the Public Service Commission. The results of the 2016 survey were released in September 2016 with the results indicating that people's managers, learning and development, and job empowerment are primary drivers for improving agency engagement and perceptions of organisational leadership and innovation.

In response to the survey, resources were created to support managers with analysing reports, debriefing results with staff and action planning. There was a strong emphasis on practical action planning addressing issues that were important at the local level. Across the department the common areas of focus and related actions were performance, learning and development, effectiveness and innovation.

The 2016 survey results and action planning themes informed capability planning at the departmental level influencing the design of programs such as Practical HR for Managers, the development of the Team Talks series of manager's resources, the *Experience DJAG* initiative and updating the intranet. Developing management capability and influence, and increasing awareness of the variety of learning and development opportunities available on the job, through others and through structured learning were key focus at the departmental level.

Staff health and wellbeing

We provide and promote a range of services to support the health and wellbeing of our staff. Services we provide include:

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

We also promoted various national campaigns to raise awareness about mental and physical health.

We have also reinvigorated our trained safety advisor (TSA) network. TSAs play an important role by providing advice to staff about workplace health and safety (WHS) topics including hazard identification, incident management, investigation and risk management. There are more than 40 TSAs across the department with the number growing.

Domestic and family violence awareness

We recognise our staff may experience situations of, or are affected by domestic and family violence (DFV) which can impact their safety, wellbeing, attendance and performance at work.

We strongly believe everyone has the right to feel safe at work and that we all have a responsibility to model the public service values and behave in a way that promotes a work environment free of violence and supports colleagues.

Our internal messaging reinforces high-level actions being taken to end DFV – staff have a role to play in changing people's lives while the department is playing a key role in supporting the community.

Our Communication Services and Human Resources branches worked together to provide and promote educational messages and initiatives highlighting available support and resources to assist staff who deal directly with DFV, including people experiencing violence and people who use violence.

Key initiatives we undertook this year included:

- » embarking on White Ribbon Workplace Accreditation, an internationally recognised initiative that accredits workplaces that promote respectful, safe and inclusive workplace cultures
- » delivering face-to-face DFV Awareness training for senior executives, managers, supervisors and human resource practitioners
- » rollout of the DFV Navita program, a network of voluntary DFV advocates, trained and willing to support employees impacted by DFV
- » updating and maintaining DFV intranet pages with information about the department's DFV reform program, staff information and DFV resources
- » implementing an HR policy and support information for staff affected by DFV
- » promoting the Recognise, Respond, Refer training to staff
- » developing two staff engagement videos featuring the Director-General and three staff videos promoting DFV staff advocates, and the work of the Southport specialist domestic violence court, and
- » a corporate team participating in the Darkness to Daylight DFV run to raise awareness.

Leadership and Management Development Framework

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

In 2016–17, we introduced a range of programs to support managers and team leaders to increase their capability and confidence, whilst recognising the vital role they play in influencing our staff.

In June, we introduced a new way for our staff to learn, through our *Experience DJAG* program, which gives staff the opportunity to participate in a range of development options, such as mentoring, job rotation and shadowing. This program works on the basis that learning occurs on the job and with others, as well as through structured training.

Practical HR for Managers

Practical HR for Managers is a management development program contextualised to the department and supports our goal of being responsive and high performing by building our people management capability.

In 2016–17, we delivered 15 workshops in key centres including Brisbane, Ipswich, Rockhampton, Townsville and Cairns to 286 participants. We also provide a range of resources and coaching advice as part of this program to assist managers to consolidate learnings, build their personal self-awareness, and facilitate employee learning and development within their own teams.

The program has been a significant success, with the design, content, resources and activities receiving positive internal feedback. Our participants reported increased capability and confidence in applying their learnings into practice, improvements in team performance, employee engagement and business processes. The program was rolled out after a trial in early 2016.

Team Talk series

The *Team Talk series* of manager's resources was developed in response to feedback from employee opinion survey results and the *Practical HR for Managers* program.

The resources provide information and guidance to managers for leading conversations with their teams on specific topics.

The first in the series of team talks "Building positive workplace behaviours" addressed issues such as workplace bullying, stress management and setting team behaviour standards.

The first series was piloted in Justice Services starting in February 2017. We supported Justice Services in this pilot by working with managers to familiarise them with the content, as well as providing facilitation training and coaching support. The program is available for other divisions to use.

The second *Team Talk series*, to be released early in 2017–18, will focus on the appreciation of strengths, positive feedback and recognition.

Undercover boss at Cleveland Youth Detention Centre

This year our Director-General spent the day as a trainee youth worker at the Cleveland Youth Detention Centre in Townsville to gain a greater insight into the work undertaken by our youth workers.

The purpose of the day was for our Director-General to see what it was really like inside the youth detention centre.

“I never know the full story about how the kids react ... so I really wanted to experience a day in their (youth workers’) life. I wanted to see what the pressures were on these guys ... how they interact with kids (and) how the kids interact with them. But I wanted it to be as normal a day as possible for me to gauge for myself what are the issues, both for the kids and the staff,” Mr Mackie said.

Mr Mackie said it was an “eye-opening experience” and praised the work of staff.

“I was taken around to various staff in different blocks, all those blocks have a different collection of kids in there from the rolled gold, down to the ones with significant behavioural issues.

“I spent a nine-hour shift in there ... working with the staff and interacting with the kids. It was a great eye-opener for me.

“Out of that day I’ve got nothing but praise for the way (youth workers) do their jobs, it is a challenging job. The staff were remarkable, the rapport they have with these kids, knowing that there are high behavioural issues involved, was just absolutely fantastic.”

The experience will improve our senior executives understanding of the youth justice system and lead to better decisions.

Industrial and Employee Relations Framework

We continue to ensure our processes, practices and procedures support the government’s Employment Security and Union Engagement policies.

The Agency Consultative Committee is an effective avenue for the department and industrial parties to engage in meaningful discussion about industrial issues impacting on, or which may impact on, the department’s workforce. During 2016–17, the committee met on five occasions which has further strengthened union engagement and enhanced the working relationship between the department’s senior management and the relevant industrial unions.

In addition, the department has been involved in the negotiations for, and certification of, the *Queensland Corrective Services – Correction Employees’ Certified Agreement 2016* on 11 November 2016. The certification of the 2016 Agreement also enlivened the modernised Correctional Employees Award – State 2015. The Certified Agreement covers staff employed by Queensland Corrective Services (QCS) under the Correctional Employees Award – State 2015 and sees the application of the Modern Award (finalised by the QIRC from the date of certification of the Certified Agreement, 11 November 2016), and the Queensland Employment Standards.

The department was represented in two public service promotional appeals and provided industrial representation before the QIRC in relation to seven industrial disputes, two of which remain ongoing as at 30 June 2017.

Early Retirement, Redundancy and Retrenchment

In 2016–17, two employees received a redundancy package at a cost of \$132,810.91.

Employee Health, Safety and Wellbeing Working Party

QCS's Employee Health, Safety and Wellbeing Working Party conducted a review of rostering operational requirements and guidelines in consultation with staff and the Together Union. The Working Party had a strong commitment to improving rostering and fatigue management systems in order to meet safe, secure, fair and reasonable work environment objectives.

Staff were consulted and encouraged to take the opportunity to provide meaningful feedback to ensure QCS systems are the best they can be. The project delivered an intranet page with updates, links to documents and presentations and provides further opportunity for staff input.

Workplace Engagement Unit

QCS is committed to promoting workplaces free of bullying and harassment. In December 2015, QCS established a committee in response to concerns raised by Together Union members, responses to the 2015 Employee Opinion Survey and QCS reviewing instances of alleged inappropriate behaviour.

The Anti-Bullying and Harassment Committee was responsible for undertaking background research to seek greater awareness and understanding of the issues regarding bullying and harassment within QCS, as well as developing proposals concerning possible strategies to address such behaviours.

The Anti-Bullying and Harassment Committee comprised three external members who co-chaired meetings, as well as Together Union members, QCS staff, and a Department of Justice and Attorney-General human resources representative. The external members brought experience from the university sector, the Aboriginal and Torres Strait Islander community and the Queensland Industrial Relations Commission to the committee deliberations.

The findings of the committee were presented in the Anti-Bullying and Harassment Committee Report in December 2016, with recommendations to address inappropriate behaviours. All recommendations were endorsed, and the Committee will continue to oversight the implementation of the recommendations.

On 4 April 2017, QCS established the Workplace Engagement Unit to implement the recommendations of the Anti-Bullying and Harassment Committee Report and to contribute to healthy and safe workplaces.

The unit's purpose is to empower staff to resolve conflict and foster relationships so that QCS workplaces are courteous and respectful. The unit does this by individually engaging staff in a timely manner to assist in identifying relevant issues and challenges, and by supporting them to respond accordingly.

Inaugural Queensland Corrections Day

On 1 June 2017, Queensland Corrective Services (QCS) celebrated the inaugural Queensland Corrections Day. Queensland Corrections Day was established to recognise QCS' important contribution to community safety. The theme for this year's Queensland Corrections Day was "Meet the team keeping Queensland safe". The day highlighted the work of more than 3,000 frontline and support staff supervising and managing more than 8,400 prisoners and 19,500 offenders across Queensland.

In the week leading up to Queensland Corrections Day, many of QCS' local offices, correctional centres and business units celebrated with breakfasts, barbecues and other events to pay tribute to the work QCS staff do to keep Queensland safe. QCS' stakeholder team also used positive media, including social media to raise awareness and recognise the work of staff. A celebration for Queensland Corrections Day, along with the QCS Excellence Awards, was also held in the new 1 William Street building with more than 170 staff and special guests to acknowledge and thank our QCS staff.

Improved Crown Law profitability

In 2016–17, Crown Law implemented a number of strategies to improve the practice's profitability including:

- » branch and team-specific strategies for any areas of the practice in deficit
- » cross-team sharing of legal resources, particularly with regard to the use of advocates
- » monthly reporting of client spend (year-to-date fee revenue data) to the Strategic Leadership Team
- » monitoring and reporting of individual lawyer performance with regard to revenue
- » targeted training for staff on billing strategies, communicating and negotiating with clients, scoping work and commercial realities, and
- » customisation of auto-alerts in Crown Law's billing system to trigger the billing process for lawyers.

As at 30 June 2017, Crown Law reported a profit of \$211,000. This is a 278 per cent increase in profit compared to the 2015–16 financial year.

Additional support strategies over the past 12 months have included client engagement programs such as:

- » a new directory of key contacts in Crown Law, including areas of law, distributed to clients to raise awareness of the practice's breadth of skills
- » a marketing campaign to key target clients, including those in rural/regional areas of the State, encouraging greater uptake of Crown Law's training and legal education program of both face-to-face and online training, and
- » more current and relevant legal articles developed by our lawyers made available to clients across government.

Crown Law mentoring, reward and recognition

Crown Law is committed to the personal and professional development of our staff through leadership and development programs. To provide greater access to mentoring opportunities, rewards and recognition, Crown Law implemented the following initiatives:

- » group mentoring based on monthly meetings with nominated topics for discussion – two mentors per group to provide tips and guidance
- » one-on-one mentoring where the staff member chooses their own mentor
- » performance plan mentoring implemented through performance plans by supervisors, and
- » at induction, new starters are partnered with an allocated 'buddy' from their team who will provide ongoing assistance as a 'go to person' until no longer required.

Each lawyer who is commended by clients in our quarterly Client Satisfaction Surveys receives written congratulations from the Crown Solicitor and has their name published on Crown Law's intranet.

Waste management services

We are supporting the Queensland public service improved waste management program by rolling out a new waste management system and welcoming a cleaner, centralised waste station consisting of conveniently located colour-coded bins.

In December 2016, Corporate Services piloted the new system on three levels in the State Law Building, by removing under-desk bins and implementing the centralised waste stations.

The successful three-month pilot over just three floors resulted in a two per cent improvement in waste diverted from landfill for the whole building. This new approach has improved recycling efficiency within the building and helps to reduce pests and smells.

Following the successful pilot, the new waste management system was rolled out throughout the building in April 2017.



Mar Apr May Jun

Summary of financial performance

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

Financial snapshot	2016–17 Actual \$'000	2016–17 Adjusted Budget \$'000	2015–16 Actual \$'000
Income	1 530 039	1 519 268	1 401 229
Expenses	1 526 664	1 516 690	1 399 645
Operating results from continuing operations	3 375	2 578	1 584
Total assets	4 223 480	4 118 013	4 104 724
Total liabilities	112 983	86 842	91 905
Net assets	4 110 497	4 031 171	4 012 819

The department reported an operating surplus of \$3.375 million for the year ending 30 June 2017. A more detailed view of the department's financial performance is provided in the department's 2016–17 financial statements.

Department services

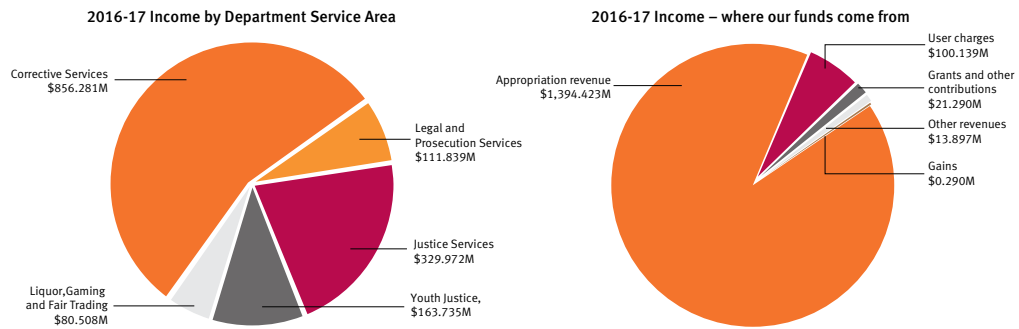
The department provides services to support Queensland Government priorities across its five service areas including:

- » justice services, which includes Queensland's courts and tribunals, dispute resolution, registration of births, deaths and marriages, victims of crime assistance, blue card and guardianship services
- » legal and prosecution services, which includes legal services to government, prosecutions, child protection legal services, justice-related legislation and legal services to the department
- » liquor, gaming and fair trading, which provides regulatory and consumer protection services across the liquor, gaming and general services sectors
- » youth justice services, which includes youth detention centres, youth justice conferencing and early intervention programs, and
- » corrective services, which includes custodial, probation and parole and correctional intervention services.

Income

Revenue for the department totalled \$1.530 billion against the adjusted budget of \$1.519 billion. The variance of \$10.771 million, or 0.7 per cent, is mainly due to additional revenue from goods and services received below fair value from other Queensland State Government agencies, contributions from other government departments and increased prison industry sales.

The department’s primary funding is Appropriation revenue provided by the Queensland Government to enable the department to carry out its services. Appropriation revenue totalled \$1.394 billion or 91.1 per cent of total revenue.



Note: The aggregate of the above graphs do not agree as the Income by Departmental Service Area graph includes inter-Departmental service revenue of \$12.296 million which has been eliminated from the Income—where our funds come from graph.

Expenses

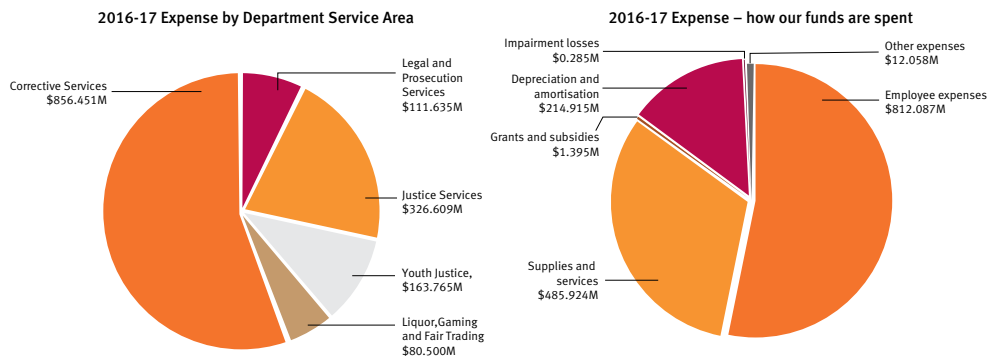
The 2016–17 expenditure of \$1.527 billion is \$9.974 million higher than the adjusted budget of \$1.517 billion, a variance of 0.66 per cent.

Employee expenses for 2016–17 totalled \$812.087 million, which was \$6.871 million lower than the adjusted budgeted of \$818.958 million. The decrease is primarily due to staff vacancies resulting from staff turnover and realignment of funding to 2017–18 to meet the operational needs of the department, partially offset by additional funding to accommodate growth in offender numbers and increased workload for the Director of Child Protection Litigation.

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

The supplies and services expenditure for 2016–17 was \$485.924 million, an increase of \$12.132 million compared to the adjusted budgeted of \$473.792 million. This increase is primarily due to additional expenditure associated with the growth in offender numbers, additional property maintenance work undertaken in 2016–17 and increased workload for the Director of Child Protection Litigation.

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



Note: The aggregate of the above graphs do not agree as the Expenses – by Departmental Service Area graph includes inter-Departmental service expenditure of \$12.296 million which has been eliminated in the Expense – how our funds are spent graph.

Assets

As at 30 June 2017, the department held assets valued at \$4.223 billion comprising mainly land, buildings and construction work in progress. The department forecast an asset balance of \$4.118 billion for the year. The variance of \$105.467 million is primarily attributed to the increase in the value of land and buildings subject to revaluation, this increase is partially offset by lower than expected capital expenditure.

Capital acquisitions for 2016–17 were \$83.210 million, the highlight being significant works on the Borallon Training and Correctional Centre (BTCC) re-commissioning project. This ongoing project will recommission the facility in stages, with the final 244 beds scheduled for completion by 30 June 2018. During 2016–17, preliminary design works commenced on the Capricornia Correctional Centre Expansion project which will deliver an extra 164 beds by 30 June 2022.

Projects continuing in 2017–18 include BTCC re-commissioning, Capricornia Correctional Centre Expansion, Queensland Corrective Services Perimeter Security Upgrade (Stage 2) and Brisbane Youth Detention Centre Security Management System Upgrade program.

Liabilities

As at 30 June 2017, the department had liabilities of \$112.983 million which is \$26.141 million higher than the budget forecast of \$86.842 million. The variance is mainly due to additional trade creditors at year end predominately relating to construction work and increased accrued employee benefits for accrued working days as at 30 June 2017.

Chief Financial Officer statement

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

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

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

Comparison of actual financial results with budget

Provision of these statements allows comparison of the actual financial results of the controlled operations of the department with the Adjusted Budget published in the State Budget papers 2017–18 Service Delivery Statements. This is consistent with the government's commitment to more transparent financial reporting.

Comparison of actual Income and Expenses against Adjusted Budget for the year ended 30 June 2017 is provided in Note E2 to the department's 2016–17 financial statements.



Service standards and other measures

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Justice Services							
Court services							
Supreme Court – Court of Appeal							
Backlog indicator (greater than 24 months)							
» Civil law	-	0%	0%	3%	3.8%	0%	0.7%
» Criminal law	-	0%	0%	0.4%	0%	0%	2.5%
Clearance rate (finalisations/lodgments) per cent							
» Civil law	1	99.6%	104.2%	75.5%	127%	100%	90.1%
» Criminal law	-	92.8%	101.4%	94.4%	106.6%	100%	104.2%
Supreme Court – Trial Division							
Backlog indicator (greater than 24 months)							
» Civil law	-	10.1%	7.9%	7.2%	7.6%	5%	7%
» Criminal law	-	10.1%	6.4%	5.3%	2.4%	5%	2.5%
Clearance rate (finalisations/lodgments) per cent							
» Civil law	2	112.6%	111.9%	101.7%	103.5%	100%	93.5%
» Criminal law	3	118.4%	89.8%	89.6%	86.7%	100%	86.8%
District Court							
Backlog indicator (greater than 24 months)							
» Civil law	-	3.9%	4.1%	4.2%	3.9%	5%	4.1%
» Criminal law	-	5.4%	4.4%	4.3%	4.8%	5%	4.3%
Clearance rate (finalisations/lodgments) per cent							
» Civil law	-	107.4%	95.7%	100.7%	103.2%	100%	99.7%
» Criminal law	-	105.9%	96.8%	96.5%	94.2%	100%	96.8%
District Court - Appeals							
Backlog indicator (greater than 24 months)							
» Civil law	4	10.5%	6.3%	9.8%	9.3%	0%	17.5%
» Criminal law	5	3.7%	1%	4.8%	8.9%	0%	8.3%
Clearance rate (finalisations/lodgments) per cent							
» Civil law	-	118.9%	83.8%	91.8%	97.5%	100%	88.1%
» Criminal law	-	271.9%	87.4%	91.1%	103.5%	100%	102.5%

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Magistrates Court							
Backlog indicator (greater than 12 months)							
» Civil law	-	9.9%	7.2%	10.6%	9.4%	7.5%	8.2%
» Criminal law	-	11.1%	12.2%	13.3%	14.1%	10.5%	16.7%
Clearance rate (finalisations/lodgments) per cent							
» Civil law	-	97.5%	97.9%	104.8%	102.9%	100%	96.2%
» Criminal law	-	97.5%	95.4%	97.4%	98.4%	100%	101.3%
Childrens Court							
Backlog indicator (greater than 12 months)							
» Civil law	-	8.6%	9.3%	11.3%	11.8%	8%	14.8%
» Criminal law	-	10.9%	9.4%	14.1%	11.1%	7%	9.5%
Clearance rate (finalisations/lodgments) per cent							
» Civil law	-	99.2%	103.1%	98.4%	98%	100%	91.9%
» Criminal law	-	106.9%	101.3%	102.4%	110.5%	100%	97.8%
Coroners Court							
Backlog indicator (greater than 24 months)	6	10.2%	11%	12%	13.6%	5%	16.6%
Clearance rate (finalisations/lodgments) per cent	7	105%	105%	93%	100.5%	100%	89.7%
Land Court and Tribunals							
Backlog indicator (greater than 24 months)	-	37%	21%	9%	7%	10%	5%
Clearance rate (finalisations/lodgments) per cent	8	124%	129%	113%	95%	95%	105%
Dispute resolution							
Agreement rate per cent							
» Civil law - mandatory mediations for QCAT	-	-	52%	52%	57%	55%	59%
» Civil law – voluntary community mediations	-	85%	83%	89%	88%	85%	86%
» Criminal law	-	99%	99%	99%	100%	95%	99%
Overall client satisfaction with court ordered conferencing (child protection)							
» Parents	-	-	89%	89%	86%	85%	87%
» Professional	9, 10	-	96%	98%	97%	85%	94%
Percentage of matters finalised within target timeframes							
» Civil mediations (40 days)	-	-	-	-	86%	85%	83%
» Criminal mediations (65 days)	-	-	-	-	57%	70%	70.5%
Child protection conferencing (individual conference dates set by the courts)	-	-	-	-	99%	95%	98%

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Tribunals							
Body Corporate and Community Management							
Percentage of conciliations where an agreement has been reached	-	-	-	-	72.8%	65%	70%
Clearance rate (finalisations/ lodgments) per cent	-	98%	101%	99%	102%	95%	96%
Queensland Civil and Administrative Tribunal							
Overall client satisfaction with services provided	11	74%	72%	72%	71%	70%	82%
Clearance rate (finalisations/ lodgments) per cent	-	109%	106%	109%	100%	100%	96%
Life event registration							
Percentage of accurate registration of life events	-	-	-	-	97%	100%	98%
Average time to register life events (days):							
» births	12	5.2	6.9	7.1	4.9	6	4.9
» marriages	13	5.7	6.3	5.1	4.3	5	2.9
» deaths	14	0.04	0.3	1.2	2.4	2	2.5
» changes of name	15	5.2	6.1	4.2	5.8	7	7.6
Average time to issue life event certificates	16	4	5	4.4	5.5	4.5	4.4
Victims of crime assistance							
Percentage of clients satisfied with the overall service:							
» Percentage of clients satisfied with the overall service for financial assistance and LinkUp	17	-	-	-	-	90%	94%
» Rate of internal reviews received for finalised assessments for the period	17	-	-	-	-	2%	2%
Average length of time (calendar days) for financial assistance applications to be assessed:							
» interim assessments	18	15.50	16.22	15.48	21.2	18	16.5
» funeral assessments	18	22	9.88	12.63	11.2	15	13.6
» general assessments	18	74.5	83.75	71.5	51.8	80	64.9
» general assessments for secondary and related victims	19	102.6	124.58	89.32	85.9	100	104.2

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Public Guardianship							
Percentage of Community Visitor (adult) sites visited in accordance with the designated visiting schedule	-	-	-	91%	88.7%	90%	92.4%
Percentage of vulnerable children visited by the Community Visitors (child) in accordance with the designated visiting schedule	20	-	-	84%	81%	90%	90.1%
Percentage of vulnerable children in visitable homes visited by Community Visitors (child) in accordance with the designated visiting schedules	17,18	-	-	-	-	80%	84.4%
Percentage of guardianship decisions made in consultation with the client/interested persons	17,20	-	-	-	-	90%	98.2%

Notes

1. This variance is based on small numbers and therefore subject to a higher level of percentage fluctuation (i.e. 245 finalisations / 272 lodgments).
2. As at 30 June 2017, lodgments decreased by 1.5 per cent compared to 2015–16. However, finalisations have decreased by 11 per cent over the same period largely because the Court prioritised the resolution of criminal matters, resulting in clearance rate below the target of 100 per cent.
3. The court has no control of lodgments which continue to increase. As at 30 June 2017, lodgments increased by 38 per cent compared to 2015–16. While finalisations increased by 38.1 per cent over the same period, the clearance rate remains below the target of 100 per cent.
4. This variance is based on very small numbers and therefore subject to fluctuation. As at 30 June 2017, 11 matters were greater than 24 months old.
5. This variance is based on very small numbers and therefore subject to fluctuation. As at 30 June 2017, 19 matters were greater than 24 months old.
6. The Coroners Court's ability to finalise matters under 24 months is dependent on a range of external factors including the completion of criminal proceedings (and associated appeal periods), the completion of concurrent non-coronial investigative processes, availability of autopsy and police investigation reports and coroners' competing workloads. A significant number of cases are awaiting the outcome of prosecution action. The Coroners Court has implemented a quarterly reporting process to monitor 'bracket creep' to enable coroners and their support staff to identify matters that are close to moving into the next pending cases category, particularly those older than 24 months. This enables proactive steps to be taken including regular monitoring of matters awaiting prosecution and appeal outcomes and the outcomes of other investigative processes.
7. The Coroners Court's ability to finalise matters under 24 months is dependent on a range of external factors including the completion of criminal proceedings (and associated appeal periods), the completion of concurrent non-coronial investigative processes, availability of autopsy and police investigation reports and coroners' competing workloads. A significant number of cases are awaiting the outcome of prosecution action.
8. The end of year result is attributed to a large number of land valuation appeals being finalised during the financial year.

9. This positive result has been achieved through ongoing learning and development with conference convenors to ensure that conferences are managed impartially and are productive.
10. The conciliation manager and case managers continue to work together to assess the suitability of matters for conciliation and manage the expectations of clients, therefore assisting conciliators in facilitating resolutions. Professional development of staff has also contributed to this positive outcome.
11. This year the Queensland Civil and Administrative Tribunal applied new methods to its annual client survey's functions, content and delivery resulting from feedback in last year's survey. As a result, on average, 82 per cent of people strongly agreed, agreed or neutral with positive performance criteria across its client and member services.
12. Online submission of birth registrations continues to show a positive impact on this measure.
13. Additional resource capacity generated from online birth registrations continues to impact favourably on this measure.
14. The Registry of Births, Deaths and Marriages (RBDM) has introduced additional reporting for managers and supervisors to better understand resource allocation which should have a favourable impact on this measure into the future.
15. Initial application compliance and subsequent delays in providing additional information result in some applications taking considerably longer than seven days. These outliers skew the overall timeframe. While some improvements can be made, simplifying the Change of Name process requires legislative amendment.
16. The result is influenced by non-compliant certificate applications. Issuing of these certificates is dependent on third parties to provide correct information. RBDM continues to invest in a range of reporting tools, system enhancements and follow up processes aimed at ensuring non-compliant applications are identified and finalised earlier.
17. This is a new measure for 2016–17.
18. This positive result has been achieved through effective management and monitoring of assessments and efficient processes.
19. This measure has been discontinued in the DJAG 2017–18 Service Delivery Statement, due to legislative amendments to the *Victims of Crime Assistance Act 2009* commencing 1 July 2017. This measure will not be reported in future DJAG annual reports.
20. Results are inclusive of 'requested' visits in keeping with legislative obligations under section 43 of the *Public Guardian Act 2014*.
21. Results are inclusive of 'requested' visits in keeping with legislative obligations under section 60 of the *Public Guardian Act 2014*.
22. This improvement is due to a targeted operational drive achieved through dedicated and effective management and monitoring of record keeping to ensure the consistent and accurate practice of recording consultation with clients and/or interested persons.

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Legal and Prosecutions							
Legal services to government							
Overall client satisfaction with services provided (feedback rating 1-5)	1	4.05	4.55	4.0	4.5	4.0	4.6
Productivity for chargeable hours	-	104%	97%	97%	98%	100%	97%
Average revenue earned per day per professional author (lawyer)	2	-	-	-	-	\$1,300	\$1,329
Prosecution							
Conviction rate of defendants who are prosecuted on indictment by the ODPP	3	-	-	-	90.7%	75%	91.8%
Percentage of indictments signed in under four months from committal	4	-	-	-	62.3%	60%	59.2%

Notes

1. This positive result for client surveys has been continuously achieved through a robust client relationship framework, investing in business improvement initiatives and Crown Law reviewing its staff capability framework.
2. This new measure replaces the discontinued measure ‘average cost of services per professional author (lawyer)’. This new measure better reflects Crown Law’s efficiency to deliver services to generate revenue. Crown Law’s services are facilitated by the self-funded revenue generated from lawyers’ performance. The target for this measure has been increased in the department’s 2017–18 Service Delivery Statement from \$1,300 to \$1,330 to reflect Crown Law’s actual performance.
3. A high conviction rate demonstrates that the Office of the Director of Public Prosecutions (ODPP) has the expertise to appropriately dispose of matters referred for prosecution and therefore meet its obligations to the Queensland community. The target for this measure in the department’s 2017–18 Service Delivery Statement has been increased from 75 per cent to 80 per cent to better reflect ODPP’s actual performance.
4. The ODPP did not achieve its efficiency measure of signing 60 per cent of indictments within four months of committal due to the increase in workload. Whilst strategies have been implemented to meet the efficiency measure during 2017–18, those initiatives are constrained by available funding.

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Youth Justice							
Percentage of orders supervised in the community that are successfully completed:							
» Aboriginal and Torres Strait Islander young offenders	1	78%	75%	76%	74%	79%	78%
» Other young offenders	-	86%	80%	82%	84%	85%	81%
» All young offenders	-	82%	77%	79%	78%	81%	80%
Percentage of youth justice conferencing participants (including the victim) that are satisfied with the outcome	1, 2	98.2%	98%	99%	99%	99%	94%
Rate per 1,000 young people (aged 10-16 years) in detention:							
» Sentenced detention	3, 4, 5	-	-	-	-	0.9	0.8
» Remanded in custody	4, 5, 6	-	-	-	-	3.6	3.4
Proportion of young offenders who have another charged offence within 12 months of an initial finalisation for a proven offence	5, 7	-	-	-	71%	70%	73%
Youth detention centre utilisation rate	7, 8	-	-	-	88%	<85%	84%

Notes

1. In 2016–17, this target was increased to reflect Youth Justice’s commitment to improved performance.
2. Due to a change in the youth justice conferencing model including the survey questions designed to derive satisfaction, results represent a break in the series and are not comparable with previous periods.
3. As the numbers in sentenced detention tend to be small, any differences, no matter how small, are likely to inflate the percentage change differences within short time frames.
4. This is a new measure for 2016–17, replacing the rate per 1,000 young people (aged 10–16 years) in detention by Aboriginal and Torres Strait Islander status. Reducing over-representation of Aboriginal and Torres Strait Islander young people in detention remains a key focus for Youth Justice and will be monitored through internal performance reporting and in publications by the Australian Institute of Health and Wellbeing and in the Annual Report on Government Services.
5. The target for 2016–17 is for 10–16 year olds only (i.e. the figures for 2016–17 do not include 17-year-olds in the population). In 2017–18, this measure will include the 17 year old population effective from November 2017, and appear as 10–17-year-olds. From November 2017, young people who offend at the age of 17 years will be dealt with under the *Youth Justice Act 1992*.
6. The larger decrease in the rate of young people held in remand compared with sentenced indicates that matters have been progressing through the courts a faster rate. Additionally, early intervention initiatives such as Transition 2 Success and Intensive Case Management provide pathways for high risk young people to divert them away from further offending and prevent them from being remanded in custody.
7. This measure is a reflection of the offending of all young people in Queensland regardless of whether they had previous contact with youth justice or not. It is therefore a measure of Youth Justice performance and also whole of government responses to criminogenic forces. Youth Justice is introducing a range of programs and strategies to address re-offending by young people and rehabilitate them, including Transition 2 Success, Intensive Case Management, and the reintroduction of court referrals to restorative justice conferences. The impact of these initiatives may take up to two years before they are reflected in performance results.
8. Youth Justice works proactively to ensure youth detention centres operate at levels that ensure a safe environment for young people and youth detention staff.

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Liquor, Gaming and Fair Trading							
Fair trading							
Percentage of consumer complaints finalised with a positive outcome	1, 2	-	-	-	91%	80%	85%
Proportion of licensing applications and registration services processed within timeframes	3	82.25%	89.56%	91.36%	99%	90%	98.8%
Percentage of consumer complaints finalised within 30 days	4	-	-	-	83%	80%	82%
Liquor and gaming regulation							
Proportion of complaint investigations finalised within 3 months	5, 6	-	-	-	79.4%	80%	81%
Proportion of licensing applications processed within timeframes	7	-	-	-	88%	90%	88%

Notes

1. This measure reports the effectiveness of the Office of Fair Trading's (OFT) response to consumer complaints. A complaint concerns matters affecting or likely to affect the interests of consumers or persons negotiating or considering the acquisition of goods or services as consumers. A complaint is considered finalised when an 'outcome' code is recorded by OFT. Positive outcomes for the consumer include: redress, exchange, replacement, repairs or apology obtained; complaint resolved following advice; and complainant satisfied compliance action commenced.
2. Where no breach of legislation is detected, OFT compliance officers attempt conciliation between the parties. However, obtaining a satisfactory outcome on a complaint lodged by a consumer is dependent on the willingness of the consumer and trader to agree on an acceptable resolution. The percentage of complaints finalised with a positive outcome may vary depending on the types of complaints on hand.
3. This measure reports OFT's ability to process licensing applications within service delivery timeframes not derived from regulatory requirements. This positive result reflects efficiency gains from recent online service initiatives.
4. This measure reports the responsiveness of OFT to consumer complaints. A complaint concerns matters affecting or likely to affect the interests of consumers or persons negotiating or considering the acquisition of goods or services as consumers. Where no breach of legislation for which enforcement action can be taken is identified, the OFT will attempt to conciliate the issue between the consumer and the trader. The OFT attempts to resolve these conciliated complaints within 30 days.
5. This measure represents the Office of Liquor and Gaming Regulation's (OLGR) effectiveness and responsiveness in investigating complaints relating to gaming and liquor legislation. The timeframe accounts for the varying nature of complaints and resulting investigative actions and activities. For example, night noise measurements are made to coincide with events at licensed premises or the availability of complainants to have noise testing measured at their residence during late evening. The timeframe balances the need for matters to be thoroughly investigated and to ensure that investigative outcomes are achieved in a timely manner.
6. This measure has been discontinued in the DJAG 2017–18 Service Delivery Statement, as it is no longer considered an appropriate measure of effectiveness. This measure will not be reported in future DJAG annual reports.
7. The measure illustrates how effectively OLGR is meeting its stated target of applications processed within internal service delivery timeframes, not derived from regulatory requirements. These timeframes consider a range of factors including: client responsiveness, dependency on external government agencies, internal process improvements and decision-making timeliness.

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Queensland Corrective Services							
Custodial							
Escape rate:							
» High security facilities	1	0	0	0	0	0	0
» Low security facilities	1, 2	0	0.31	0.82	0.90	<0.63	1.51
Assault rate:							
Serious assault (prisoner on officer)	3, 4	0.07	0.06	0.08	0.01	<0.02	0.11
Assault (prisoner on officer)	3, 4	0.36	0.34	0.25	0.90	<0.24	1.01
Serious assault (prisoner on prisoner)	3, 5	0.63	1.54	1.80	2.25	<0.69	3.08
Assault (prisoner on prisoner)	3, 5	3.35	5.20	5.00	7.09	<3.40	10.49
Deaths from apparent unnatural causes:							
» Indigenous prisoners	6, 7	0	0.05	0.09	0.04	0	0.04
» Non-Indigenous prisoners	6, 7	0.07	0.04	0.02	0.04	0	0.00
» All prisoners	6, 7	0.05	0.04	0.04	0.04	0	0.01
Prisoners returning to corrective services with a new correctional sanction within two years (per cent)							
Prisoners returning to:							
» Prison	8	38.3%	39.8%	40.9%	39.7%	<39.8%	40.2%
» Corrective services	8, 9	47.1%	48.0%	49.1%	49.8%	<48.4%	51.1%
Prisoner employment (per cent)	10, 11	72.4%	69.2%	66.0%	68.9%	>75%	68.8%
Facility utilisation (per cent):							
» High security facilities	12, 13, 14	93.4%	99.6%	106.1%	115.7%	<95%	121.7%
» Low security facilities	12, 13, 14	63.3%	85.1%	77.5%	82.1%	<95%	81.7%
» All facilities	12, 13, 14	89.8%	98.0%	102.8%	111.7%	<95%	117%
Cost of containment per prisoner per day	15, 16	\$189.87	\$180.29	\$177.86	\$177.26	\$194	\$183.07
Probation and parole							
Percentage of successfully completed orders:							
Supervision orders	17	70.9%	71.1%	69.6%	72.6%	>68%	71.2%
Reparation orders	18	81.2%	83.5%	81.6%	83.1%	>68%	82.9%
All orders	19	75.7%	77.3%	75.6%	77.7%	>68%	77.0%
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years (per cent)							
Offenders returning to:							
» Community corrections	20	11.4%	12.1%	12.2%	15.8%	<11.9%	16.2%
» Corrective services	20, 21	15.7%	17.5%	17.0%	21.7%	<16.8%	22.0%
Cost of supervision per offender per day	22	\$13.64	\$13.21	\$14.01	\$12.69	\$15	\$12.35

Service standards and other measures	Notes	2012–13 Actual	2013–14 Actual	2014–15 Actual	2015–16 Actual	2016–17 Target/est	2016–17 Actual
Correctional intervention							
Program completions:							
» Sex offender programs	23	411	441	395	409	380	425
» Community reintegration	23, 24	3,741	3,754	3,877	4,038	3,300	6,106
» Other programs	23	1,298	1,620	1,691	2,762	1,600	3,125
Prisoners in education (per cent)	25	24.5%	26.4%	27.9%	35.6%	32%	39.1%
Financial value of work performed in the community by prisoners from low security facilities	26	\$3.5 million	\$5.5 million	\$5.7 million	\$6.4 million	>\$3 million	\$6.34 million
Financial value of community service work performed (court ordered)	26	\$6.3 million	\$7.0 million	\$7.5 million	\$8.4 million	>\$6.2 million	\$9.1 million

Notes

1. This measure reports escapes per 100 prisoners.
2. There were 10 escapes from low security correctional facilities in 2016–17. Low security correctional centres do not have razor wire security fences like high security facilities. Escape risks from low security facilities is managed through a thorough assessment of prisoners to determine suitability before transfer to these facilities. Queensland Corrective Services (QCS) continues to enforce strict requirements to be assessed as suitable for low custody. Prisoners who escape from lawful custody face additional criminal sanction such as being charged with the offence or escape from lawful custody and are returned to a high security facility for the remainder of their sentence. QCS is continuing to explore the use of electronic monitoring of prisoners to enhance security at low security facilities.
3. This measure reports assaults per 100 prisoners. QCS officers are required to report any assault in a correctional centre. All assaults that occur in Queensland correctional centres are taken very seriously and are referred to the Queensland Police Service (QPS) and to officers in the Corrective Services Investigation Unit (CSIU). QCS continues to monitor both the frequency, and the penalties imposed on the perpetrators of assault.
4. QCS considers safety of staff to be of paramount importance, promoting staff safety through various initiatives. The Violence Prevention Framework 2016 aims to reduce the number of assaults and enhance the safety of staff, prisoners, offenders and visitors in Queensland correctional environments, by improving resilience amongst staff, prisoners and offenders, strengthening positive interactions and targeting programs for prisoners and offenders. To help keep staff and prisoners safe, QCS also undertakes regular profiling and analysis of assault incident data to identify trends and patterns, and provides QCS officers with a revised officer safety training package, including contemporary de-escalation training, situational awareness and a situation response model for both new and existing staff. QCS is also trialling the use of body worn cameras for custodial officers and has an ongoing focus on infrastructure blind spot identification.
5. An increase in the number of assaults has seen the assault rates exceeded in the categories of prisoner assaults in custody: Prisoner on prisoner (serious assault) and Prisoner on prisoner (assault). QCS is responding to the rate of prisoner assaults by: managing out-of-cell activity, increasing the use of behaviour management strategies including implementing specialist management units, using intensive management plans and a maximum security orders, and monitoring of ‘hot spots’ within the correctional centre for prisoner violence.

6. This measure reports deaths by apparent unnatural causes per 100 prisoners. In 2016–17 there was one death of an Aboriginal prisoner from apparent unnatural causes.
7. Following any death in custody, immediate attention is given to any operational issues initially identified. The matter is reported to the QPS which prepares a report for the State Coroner under the *Coroners Act 2003*. An investigation is also conducted by the Office of the Chief Inspector, in accordance with section 295 of the *Corrective Services Act 2006*. Any recommendations made following these processes are considered for implementation by QCS.
8. This measure captures all prisoners released during 2014–15 following a term of sentenced imprisonment and then returned with a new correctional sanction (i.e. sentenced to a new term of imprisonment or community based order supervised by QCS) within two years of discharge (returned by 2016–17). Data includes returns to prison resulting from the cancellation of a parole order where a new offence was committed.
9. Returns to corrective services include a return to a prison sentence or a community corrections order.
10. Participation in prison industries provides prisoners with the opportunity to acquire vocational skills and contributes to their ability to gain and retain employment upon release. The percentage of prisoners employed is defined as the number of prisoners employed as a percentage of those eligible to work. Those prisoners unable to participate in work programs because of full-time education, ill health, age, or other reasons, are excluded. This measure includes commercial industries which employ prisoners operating on a commercial fee-for-service basis and service industries which employ prisoners to maintain the self-sufficiency of the correctional system, as well as prisoners involved in community projects and other unpaid work.
11. Queensland continued to experience growth in the number of prisoners in custody during 2016–17. There has not been a corresponding increase in the number of employment opportunities for prisoners in custody. As a result, the rate of prisoner employment for 2016–17 is below the target. QCS is continuing to explore ways to increase prison employment.
12. This measure reports the daily average prisoner population as a percentage of the number of single occupancy cells and designated beds in shared occupancy cells provided for in the design built cell capacity of correctional facilities. The optimal prison facility utilisation is around 95 per cent to ensure maximum use of facilities while preserving flexibility in the allocation of offenders prisoners to facilities. The utilisation rate for high security facilities averaged 121.7 per cent for the reporting period – with an average of 7,468 prisoners accommodated in secure custody and an average built cell capacity (for secure centres) of 6,138 cells. The utilisation rate for low security facilities averaged 81.7 per cent for the reporting period – with an average of 661 prisoners accommodated in low custody and an average built bed capacity (for low security centres) of 809 built beds. The full year utilisation rate for all facilities averaged 117.0 per cent, significantly exceeding the 2016-17 target/estimate of less than 95 per cent.
13. During 2016–17, Queensland continued to experience a growth in the number of prisoners in custody. QCS uses a variety of approaches to safely incarcerate prisoners when numbers exceed the built capacity of a correctional centre including, ‘buddy cells’ built for dual occupancy and temporary bunk beds, trundle beds and mattresses in secure cells or residential areas. QCS forecasts prisoner numbers annually and provides advice to Government on any significant changes.
14. QCS remains responsive to the growing pressures by improving current demand management strategies such as expanding re-entry services to more prisoners and proactively identifying and exploring new strategies such as facilitating access to transitional housing post release. QCS currently employs a number of strategies to mitigate the impact of ‘doubling up’ prisoners, including: accommodating additional prisoners in residential style accommodation within secure centres, where safe and appropriate; ‘doubling up’ prisoners in purpose-built, double-up cells which have additional space; using temporary bunk beds and trundle beds; reviewing ‘double-up’ arrangements to reduce the amount of time a prisoner spends in a double cell; and ensuring there are no ongoing matters that may compromise prisoner safety.

15. This measure reports the daily cost of providing custodial containment services per prisoner. For 2015–16, the Report on Government Services measure of net cost per prisoner per day has been amended to exclude prisoner health costs incurred by corrective services. The majority of prisoner health costs are incurred by Queensland Health who is responsible for the delivery of health services in publicly operated correctional centres. The figures for previous financial years have not been retrospectively amended to exclude health costs.
16. QCS' low expenditure per prisoner, per day is attributed to the use of double-up accommodation and modern correctional infrastructure to manage the growth in prisoner numbers. QCS continues to deliver cost efficient corrective services through effective management of infrastructure without compromising the safety and security of correctional centres.
17. This measure reports the proportion of supervision orders successfully completed. Supervision orders include a range of orders other than those categorised as reparation and include Probation Orders, Parole Orders (excluding court ordered); Court Ordered Parole Orders; and Intensive Correction Orders.
18. This measure reports the proportion of reparation orders successfully completed. Reparation orders include Community Service Orders; Graffiti Removal Orders; and Fine Option Orders, which require offenders to undertake unpaid work.
19. This measure reports the proportion of all community based orders successfully completed. During 2016–17, Queensland continued to experience a growth in the average daily number of offenders in the community. QCS' performance is a result of effective case management and ongoing assessment and monitoring of risk to ensure responsive supervision through each offender's order. Performance above the SDS target levels indicates that more offenders have complied with the conditions of their order and completed the length of the sentence.
20. This measure refers to offenders who were discharged during 2014–15 after serving direct-from-court orders (excluding post prison orders such as parole or licence) administered by community corrections, and then returned with a new correctional sanction within two years of discharge (returned by 2016–17). Offenders who spent any time in prison under sentence in their episode prior to being discharged from community corrections are excluded.
21. Returns to Corrective Services include a return to prison sentence or a community corrections order. QCS received funding from 2017–18 to expand re-entry services and increase the number of rehabilitation opportunities for prisoners to address their offending behaviour including additional drug and alcohol programs, and the state-wide roll out of the opioid substitution treatment program.
22. This measure reports the real net operating expenditure per offender per day. QCS' low cost per offender per day is attributed to a combination of stable rates for order completions along with a higher Probation and Parole offender-to-all-staff ratio. QCS continues to create an efficient delivery capacity for Probation and Parole Services without compromising the effective management of offenders within the community.
23. This is a measure of the number of programs completed by offenders to reduce their risk of re-offending. Program targets are developed based on demand, resource availability and business practice. Programs and community reintegration deliver activities that support prisoners to desist from further offending, enhancing community safety. Sex offender programs include preparatory, medium, high and maintenance programs for sexual offenders. Community reintegration includes delivery of support and assistance to prisoners. Other programs include drug and alcohol interventions.

24. This measure of Program completions: community reintegration, has been discontinued in the DJAG 2016–17 Service Delivery Statement, as it has been replaced with a new measure. This measure will not be reported in future DJAG annual reports.
25. The percentage of eligible prisoners participating in education is defined as the number of prisoners participating in one or more accredited education and training courses under the Australian Qualifications Framework, as a percentage of those eligible to participate (i.e. excluding those unable to participate for reasons of ill health, or other reasons). Education figures do not include participation in non-accredited education programs or a range of offence-related programs that are provided in prisons, such as drug and alcohol programs, psychological programs, psychological counselling and personal development courses.
26. In 2016–17, 371,263 hours of court ordered community service was completed. A further 259,852 hours of community service was completed by prisoners from low security facilities. The financial value of work performed in the community by prisoners from low security facilities and court ordered community service work is representative of making offenders accountable and providing reparation to the community as part of their rehabilitation. The result is influenced by the availability of suitable community service projects. QCS assesses the suitability of prisoners and offenders for a range of work sites to ensure placements are suitable and maximise the work performed.

Glossary of terms

24/7	– 24 hours per day, 7 days per week	eDOCS	– DJAG’s electronic document records management system (eDRMS)
ACL	– Australian Consumer Law	eDV	– Electronic Domestic Violence interface
ADG	– Assistant Director-General	ELP	– Emerging Leaders Program
ADR	– Alternative Dispute Resolution	ESU	– Ethical Standards Unit
AG	– Attorney-General	FCCP	– Fraud and Corruption Control Policy
ARMC	– Audit and Risk Management Committee	FMPM	– Financial Management Practice Manual
BCCM	– Office of the Commissioner for Body Corporate and Community Management	FROG	– Fraud Risk Operational Group
BCS	– Blue Card Services	FSB	– Financial Services Branch
BoM	– Board of Management	FTE	– Full Time Equivalent
BTTC	– Borallon Training and Correctional Centre	GIS	– Geographic Information System
BWCC	– Brisbane Women’s Correctional Centre	GPS	– Global Positioning System
CCC	– Crime and Corruption Commission	HR	– Human Resources
CCoQ	– Coroners Court of Queensland	ICAN	– Indigenous Consumer Assistance Network
CGU	– Corporate Governance Unit	ICT	– Information and Communication Technology
CJG	– Community Justice Groups	ID	– Instructional Design
COI	– Commission of Inquiry	ITIC	– Information Technology and Innovation Committee
CoP	– Community of Practice	ISL	– Indigenous Sentencing List
CREST	– Community Re-entry Services Team	ITS	– Information Technology Services
DATSIP	– Department of Aboriginal and Torres Strait Islander Policy	IVR	– Interactive Voice Response
DCCSDS	– Department of Community, Child Safety and Disability Services	JMS	– Jury Management System
DCPL	– Director of Child Protection Litigation	JP	– Justice of the Peace
DDG	– Deputy Director-General	JS	– Justice Services
DFV	– Domestic and Family Violence	LAQ	– Legal Aid Queensland
DG	– Director-General	LASF	– Legal Assistance Strategy and Funding unit
DJAG	– Department of Justice and Attorney-General	LDERG	– Lawful Detention Expert Reference Group
DPSOA	– <i>Dangerous Prisoners (Sexual Offenders) Act 2003</i>	LGFT	– Liquor, Gaming and Fair Trading
DRB	– Dispute Resolution Branch	LMS	– Learning Management System
DTMR	– Department of Transport and Main Roads	LPITAF	– Legal Practitioner Interest on Trust Accounts Fund
DVO	– Domestic Violence Order	NDIS	– National Disability Insurance Scheme

ODG	– Office of the Director-General	RTO	– Registered Training Organisations
ODPP	– Office of the Director of Public Prosecutions	SPEP	– Standardise Program Evaluation Protocol
OFT	– Office of Fair Trading	SPLS	– Strategic Policy and Legal Services
OLGR	– Office of Liquor and Gaming Regulation	SRAP	– Strategic Risk Action Plan
OPA	– Office of the Public Advocate	SSQ	– Shared Services Queensland
OPG	– Office of the Public Guardian	T2S	– Transition 2 Success
ORP	– Office of Regulatory Policy	TAIHS	– Townsville Aboriginal and Islander Health Service
PACT	– Protect all Children Today	TIP	– Trauma-Informed Practice
PSC	– Public Service Commission	TSA	– Trained Safety Advisor
PSM	– Public Service Medal	USOT	– Understanding Sexual Offences Training
PSMP	– Public Sector Management Program	VAQ	– Victim Assist Queensland
QAO	– Queensland Audit Office	WCC	– Woodford Correctional Centre
QCAT	– Queensland Civil and Administrative Tribunal	WHS	– Workplace Health and Safety
QCS	– Queensland Corrective Services	YJ	– Youth Justice
QFCC	– Queensland Family and Child Commission		
QGAP	– Queensland Government Agent Program		
QICR	– Queensland Integrated Court Referrals		
QIRC	– Queensland Industrial Relations Commission		
QLAF	– Queensland Legal Assistance Forum		
QLRC	– Queensland Law Reform Commission		
QO	– Queensland Ombudsman		
QPS	– Queensland Police Service		
QPSR	– Queensland Parole System Review		
QSAC	– Queensland Sentencing Advisory Council		
QUT	– Queensland University of Queensland		
RBDM	– Registry of Births, Deaths and Marriages		
RSA	– Responsible Service of Alcohol		
RSO	– Regional Services Outlet		
RTI	– Right to Information		

Deceased	Age	Residence	Tested	Certified in writing by—	Date	Witnesses
18 August 1940 Mackay Queensland Living	35 Years	Queensland	18 August 1940	John Buchanan	18 August 1940	John Buchanan
15 December 1940 Ingham Queensland Living	26 Years	Queensland	15 December 1940	John Buchanan	15 December 1940	John Buchanan
August 1940 Mackay Queensland Living	24 Years	Queensland	August 1940	John Buchanan	August 1940	John Buchanan
James Garet Ruth Mackay Living	24 Years	Queensland	James Garet Ruth	John Buchanan	James Garet Ruth	John Buchanan
January 1940 Brisbane Queensland Living	24 Years	Queensland	January 1940	John Buchanan	January 1940	John Buchanan
24 June 1944 Marian Queensland Living	35 Years	Queensland	24 June 1944	John Buchanan	24 June 1944	John Buchanan
John Albert Wally Salmer Queensland Deceased	35 Years	Queensland	John Albert Wally Salmer	John Buchanan	John Albert Wally Salmer	John Buchanan
John Laura Kathleen formerly Frances Mackay Queensland Deceased	32 Years	Queensland	John Laura Kathleen formerly Frances Mackay	John Buchanan	John Laura Kathleen formerly Frances Mackay	John Buchanan
John Laura Kathleen formerly Frances Mackay Queensland Deceased	32 Years	Queensland	John Laura Kathleen formerly Frances Mackay	John Buchanan	John Laura Kathleen formerly Frances Mackay	John Buchanan
John Laura Kathleen formerly Frances Mackay Queensland Deceased	32 Years	Queensland	John Laura Kathleen formerly Frances Mackay	John Buchanan	John Laura Kathleen formerly Frances Mackay	John Buchanan



Appendices

Government bodies (Statutory bodies and entities) and appointments^{1, 4}

- » Anti-Discrimination Committee Queensland²
- » Appeal Costs Board
- » Council of the Queensland Law Society Incorporated²
- » Crime and Corruption Commission²
- » Crime Reference Committee
- » Director (and Deputy Director) of Public Prosecutions²
- » Director of Child Protection Litigation²
- » Disaster Appeals Trust Fund Committee
- » Domestic and Family Violence Death Review and Advisory Board²
- » Electoral Commission of Queensland²
- » Gambling Community Benefit Fund Committee²
- » Land Tribunal (Aboriginal)
- » Legal Aid Board and Legal Aid Queensland²
- » Legal Practice Committee
- » Legal Practitioners Admissions Board²
- » Legal Services Commission²
- » Office of the Information Commissioner
- » Parole Board Queensland³
- » Professional Standards Council²
- » Prostitution Licensing Authority²
- » Public Advocate²
- » Public Interest Monitor²
- » Public Guardian²
- » Public Trustee of Queensland²
- » Public Trust Office Investment Board
- » Queensland Civil and Administrative Tribunal²
- » Queensland Law Reform Commission²
- » Queensland Ombudsman²
- » Queensland Sentencing Advisory Board
- » Registrar-General (and Deputy) of Births, Deaths and Marriages
- » Responsible Gambling Advisory Committee
- » Solicitor-General
- » State Coroner²
- » Supreme Court Library Committee²

1. Legislation establishing the portfolio's statutory bodies and authorities is listed in Appendix 2.

2. The statutory bodies/statutory appointments prepare their own annual reports.

3. The department is jointly responsible with the Minister for Corrective Services.

4. Additional government bodies information on functions, achievements and remuneration can be found online at www.justice.qld.gov.au/corporate/publications/annual-report/2016-17-djag-annual-report.

Acts Administered by the Department of Justice and Attorney-General

Minister for Police, Fire and Emergency Services and Minister for Corrective Services

- » *Corrective Services Act 2006*
- » *Parole Orders (Transfer) Act 1984*

Attorney-General and Minister for Justice and Minister for Training and Skills

- » *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984 Part 4, sections 18-25 (sections 4, 8, 64-67, 70 and 71 jointly administered with the Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships)*
- » *Aboriginal Land Act 1991 (sections 62 to 73; Part 19; sections 286 and 294 as they apply to the provisions of the Act administered by the Minister and relevant sections relating to the Land Tribunal, Land Court, Land Appeal Court and Supreme Court)*
- » *Acts Interpretation Act 1954*
- » *Adoption Act 2009 (Part 14A)*
- » *Agents Financial Administration Act 2014*
- » *All Saints Church Lands Act 1924*
- » *All Saints Church Lands Act 1960*
- » *Anglican Church of Australia Act 1895*
- » *Anglican Church of Australia Act 1895 Amendment Act 1901*
- » *Anglican Church of Australia Act 1977*
- » *Anglican Church of Australia Constitution Act 1961*
- » *Anglican Church of Australia (Diocese of Brisbane) Property Act 1889*
- » *Ann Street Presbyterian Church Act 1889*
- » *Anti-Discrimination Act 1991*
- » *Appeal Costs Fund Act 1973*
- » *Associations Incorporation Act 1981*
- » *Attorney-General Act 1999*
- » *Australia and New Zealand Banking Group Limited (NMRB) Act 1991*
- » *Australian Consular Officers' Notarial Powers and Evidence Act 1946*
- » *Bail Act 1980*
- » *Births, Deaths and Marriages Registration Act 2003*
- » *Bishopsbourne Estate and See Endowment Trusts Act 1898*
- » *Body Corporate and Community Management Act 1997*
- » *Boonah Show Ground Act 1914*
- » *Breakwater Island Casino Agreement Act 1984*
- » *Brisbane Casino Agreement Act 1992*
- » *British Probates Act 1898*
- » *Building Units and Group Titles Act 1980 (Parts 4 and 5; sections 121 to 125; sections 127 to 132; Schedules 2, 3 and 4; sections 5, 5A, 119, 133 and 134 jointly administered with the Minister for State Development and Minister for Natural Resources and Mines)*
- » *Burials Assistance Act 1965*
- » *Business Names (Commonwealth Powers) Act 2011*
- » *Cairns Casino Agreement Act 1993*
- » *Carruthers Inquiry Enabling Act 1996*
- » *Casino Control Act 1982*
- » *Cattle Stealing Prevention Act 1853*
- » *Charitable and Non-Profit Gaming Act 1999*
- » *Charitable Funds Act 1958*
- » *Child Protection Act 1999 (jointly administered with the Minister for Communities, Women and Youth, Minister for Child Safety and Minister for Multicultural Affairs and Minister for the Prevention of Domestic and Family Violence)*
- » *Childrens Court Act 1992*
- » *Chinese Temple Society Act 1964*
- » *Choice of Law (Limitation Periods) Act 1996*
- » *Churches of Christ, Scientist, Incorporation Act 1964*
- » *Civil Liability Act 2003*
- » *Civil Proceedings Act 2011*
- » *Classification of Computer Games and Images Act 1995*
- » *Classification of Films Act 1991*

- » *Classification of Publications Act 1991*
- » *Collections Act 1966*
- » *Commercial Arbitration Act 2013*
- » *Commissions of Inquiry Act 1950*
- » *Commonwealth Places (Administration of Laws) Act 1970*
- » *Commonwealth Powers (De Facto Relationships) Act 2003*
- » *Commonwealth Powers (Family Law-Children) Act 1990*
- » *Companies (Acquisition of Shares) (Application of Laws) Act 1981*
- » *Companies and Securities (Interpretation and Miscellaneous Provisions) (Application of Laws) Act 1981*
- » *Companies (Application of Laws) Act 1981*
- » *Co-operative Schemes (Administrative Actions) Act 2001*
- » *Cooperatives Act 1997*
- » *Coroners Act 2003*
- » *Corporations (Administrative Actions) Act 2001*
- » *Corporations (Ancillary Provisions) Act 2001*
- » *Corporations (Commonwealth Powers) Act 2001*
- » *Corporations (Queensland) Act 1990*
- » *Court Funds Act 1973*
- » *Credit (Commonwealth Powers) Act 2010*
- » *Credit (Rural Finance) Act 1996*
- » *Cremations Act 2003*
- » *Crime and Corruption Act 2001*
- » *Crimes at Sea Act 2001*
- » *Criminal Code Act 1899 (including Criminal Code)*
- » *Criminal Code Amendment Act 1922*
- » *Criminal Law Amendment Act 1892*
- » *Criminal Law Amendment Act 1894*
- » *Criminal Law Amendment Act 1945*
- » *Criminal Law (Rehabilitation of Offenders) Act 1986*
- » *Criminal Law (Sexual Offences) Act 1978*
- » *Criminal 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 Child Protection Litigation Act 2016*
- » *Director of Public Prosecutions Act 1984*
- » *Disposal of Uncollected Goods Act 1967*
- » *Disposal of Unexecuted Warrants Act 1985*
- » *Dispute Resolution Centres Act 1990*
- » *District Court of Queensland Act 1967*
- » *Domicile Act 1981*
- » *Drugs Misuse Act 1986 (except to the extent administered by the Minister for Agriculture and Fisheries and Minister for Rural Economic Development)*
- » *Electoral Act 1992*
- » *Electronic Transactions (Queensland) Act 2001*
- » *Evidence Act 1977*
- » *Evidence and Discovery Act 1867*
- » *Evidence (Attestation of Documents) Act 1937*
- » *Evidence on Commission Act 1988*
- » *Factors Act 1892*
- » *Fair Trading Act 1989*
- » *Fair Trading Inspectors Act 2014*
- » *Federal Courts (State Jurisdiction) Act 1999*
- » *Financial Transaction Reports Act 1992*
- » *Funeral Benefit Business Act 1982*
- » *Futures Industry (Application of Laws) Act 1986*
- » *Gaming Machine Act 1991 (except to the extent administered by the Treasurer, Minister for Trade and Investment)*
- » *Guardianship and Administration Act 2000*
- » *Guides Queensland Act 1970*

- » *Imperial Acts Application Act 1984*
- » *Information Privacy Act 2009*
- » *Interactive Gambling (Player Protection) Act 1998*
- » *Introduction Agents Act 2001*
- » *Invasion of Privacy Act 1971*
- » *Judges (Pensions and Long Leave) Act 1957*
(except to the extent administered by the
Treasurer and Minister for Trade and Investment)
- » *Judicial Remuneration Act 2007*
- » *Judicial Review Act 1991*
- » *Jupiters Casino Agreement Act 1983*
- » *Jurisdiction of Courts (Cross-vesting) Act 1987*
- » *Jury Act 1995*
- » *Justice and Other Information Disclosure Act 2008*
- » *Justices Act 1886*
- » *Justices of the Peace and Commissioners for
Declarations Act 1991*
- » *Keno Act 1996*
- » *Land Court Act 2000*
- » *Land Sales Act 1984*
- » *Law Reform Act 1995*
- » *Law Reform Commission Act 1968*
- » *Legal Aid Queensland Act 1997*
- » *Legal Profession Act 2007*
- » *Limitation of Actions Act 1974*
- » *Liquor Act 1992*
- » *Lotteries Act 1997*
- » *Magistrates Act 1991*
- » *Magistrates Courts Act 1921*
- » *Maintenance Act 1965*
- » *Mercantile Act 1867*
- » *Motor Dealers and Chattel Auctioneers Act 2014*
- » *Neighbourhood Disputes (Dividing Fences and
Trees) Act 2011*
- » *Oaths Act 1867*
- » *Ombudsman Act 2001*
- » *Partnership Act 1891*
- » *Peace and Good Behaviour Act 1982*
- » *Peaceful Assembly Act 1992*
- » *Penalties and Sentences Act 1992*
- » *Personal Injuries Proceedings Act 2002*
- » *Personal Property Securities (Ancillary Provisions)
Act 2010*
- » *Personal Property Securities (Commonwealth
Powers) Act 2009*
- » *Powers of Attorney Act 1998*
- » *Presbyterian Church of Australia Act 1900*
- » *Presbyterian Church of Australia Act 1971*
- » *Printing and Newspapers Act 1981*
- » *Prisoners International Transfer (Queensland) Act
1997*
- » *Prisoners (Interstate Transfer) Act 1982*
- » *Professional Standards Act 2004*
- » *Property Law Act 1974*
- » *Property Occupations Act 2014*
- » *Prostitution Act 1999*
- » *Public Guardian Act 2014*
- » *Public Interest Disclosure Act 2010*
- » *Public Trustee Act 1978*
- » *Queensland Civil and Administrative Tribunal
Act 2009*
- » *Queensland Congregational Union Act 1967*
- » *Queensland Temperance League Lands Act 1985*
- » *Recording of Evidence Act 1962*
- » *Referendums Act 1997*
- » *Regulatory Offences Act 1985*
- » *Relationships Act 2011*
- » *Retail Shop Leases Act 1994*

- » *Returned & Services League of Australia (Queensland Branch) Act 1956*
- » *Returned Servicemen's Badges Act 1956*
- » *Right to Information Act 2009*
- » *Roman Catholic Church (Corporation of the Sisters of Mercy of the Diocese of Cairns) Lands Vesting Act 1945*
- » *Roman Catholic Church (Incorporation of Church Entities) Act 1994*
- » *Roman Catholic Church Lands Act 1985*
- » *Roman Catholic Church (Northern Lands) Vesting Act 1941*
- » *Roman Catholic Relief Act 1830*
- » *Sale of Goods Act 1896*
- » *Sale of Goods (Vienna Convention) Act 1986*
- » *Salvation Army (Queensland) Property Trust Act 1930*
- » *Scout Association of Australia Queensland Branch Act 1975*
- » *Sea-Carriage Documents Act 1996*
- » *Second-hand Dealers and Pawnbrokers Act 2003*
- » *Securities Industry (Application of Laws) Act 1981*
- » *Security Providers Act 1993*
- » *Solicitor-General Act 1985*
- » *Standard Time Act 1894*
- » *State Penalties Enforcement Act 1999* (to the extent that it is relevant to the prescription of offences as infringement notice offences)
- » *Status of Children Act 1978*
- » *Storage Liens Act 1973*
- » *Succession Act 1981*
- » *Succession to the Crown Act 2013*
- » *Supreme Court Library Act 1968*
- » *Supreme Court of Queensland Act 1991*
- » *Surrogacy Act 2010*
- » *TAB Queensland Limited Privatisation Act 1999*
- » *Tattoo Parlours Act 2013*
- » *Telecommunications Interception Act 2009*
- » *Terrorism (Commonwealth Powers) Act 2002*
- » *Torres Strait Islander Land Act 1991* (sections 190 and 197 as they apply to the provisions of the Act administered by the Minister and relevant sections relating to the Land Court and Supreme Court)
- » *Tourism Services Act 2003*
- » *Trust Accounts Act 1973*
- » *Trustee Companies Act 1968*
- » *Trusts Act 1973*
- » *United Grand Lodge of Antient Free and Accepted Masons of Queensland Trustees Act 1942*
- » *Uniting Church in Australia Act 1977*
- » *Vexatious Proceedings Act 2005*
- » *Victims of Crime Assistance Act 2009*
- » *Wagering Act 1998*
- » *Wesleyan Methodist Trust Property Act 1853*
- » *Wesleyan Methodists, Independents, and Baptists Churches Act 1838*
- » *Wine Industry Act 1994*
- » *Witness Protection Act 2000*
- » *Young Offenders (Interstate Transfer) Act 1987*
- » *Youth Justice Act 1992* (jointly administered with the Minister for Communities, Women and Youth, Minister for Child Safety and Minister for Prevention of Domestic and Family Violence)

Funding for legal assistance services

Legal assistance services provided to vulnerable and disadvantaged Queenslanders

The Queensland Government allocates funds from the State Budget to Legal Aid Queensland (LAQ) and community organisations (mostly Community Legal Centres) for the delivery of legal assistance services across the state.

In 2016–17, LAQ provided close to 400,000 legal assistance services regarding State law matters, including legal information and referral services, advice and task assistance, duty lawyer services and legal representation. LAQ provides detailed information about its service delivery in its annual report.

In 2016–17, community organisations provided approximately 240,000¹ legal assistance services with State and Commonwealth funds allocated by the Queensland Government.

1. *Based on July to December 2016 performance reports submitted by community organisations. In the DJAG Annual Report 2015–16, an incorrect figure of 713,000 for specialist and generalist legal services in 2015–16 was published. The correct figure is approximately 210,000 services (DJAG Annual Report 2015–16, page 38).*

Service delivery funding

In 2016–17, LAQ received a total of \$113.7 million for service delivery, comprised of \$70.6 million of State funding and \$43.1 million of Commonwealth funding.

In 2016–17, community organisations received \$20.3 million in combined State and Commonwealth funding to provide free or low-cost legal services to vulnerable and disadvantaged Queenslanders. This included \$10.8 million of State funding and \$9.5 million of Commonwealth funding.

In 2017–18, LAQ will receive \$126.2 million, comprised of \$81.9 million of State funding and \$44.3 million of Commonwealth funding. Community organisations will receive \$21.1 million, including \$11.9 million of State funding and \$9.2 million of Commonwealth funding.

To preserve the quality and quantity of legal assistance services, community organisations received indexation on all service delivery funding for the 2014–17 financial years.

A breakdown of the service delivery funding allocated to individual community organisations over 2014–17 is set out below.

Community Organisation	2014–17 State Funding
Aboriginal and Torres Strait Islander Women's Legal Service NQ Inc	\$140,094
Aged and Disability Advocacy Australia Ltd (1)	\$380,334
Banana Shire Emergency Accommodation and Support Centre Inc	\$370,305
Basic Rights Queensland Inc (2)	\$1,243,667
Bayside Community Legal Service Inc	\$364,726
Cairns Community Legal Centre Inc	\$755,547
Care Goondiwindi Association Inc	\$366,507
Carers Queensland Inc	\$732,573
Caxton Legal Centre Inc	\$1,066,282
Centacare	\$468,399
Central Queensland Community Legal Centre Inc	\$239,329
Court Network Inc	\$1,235,760
Community Legal Centres Queensland Inc (3)	\$656,143
DVConnect Ltd	\$380,334
Encircle Ltd	\$677,823
Environmental Defenders Office (Qld) Inc	\$200,000
Environmental Defenders Office North Qld Inc	\$200,000
Gladstone Community Legal Advice Program	\$370,305
Gold Coast Community Legal Centre and Advice Bureau Inc (4)	\$664,020
LawRight Inc (5)	\$3,133,899
Mackay Regional Community Legal Centre Inc	\$714,131
Moreton Bay Regional Community Legal Service Inc	\$364,726
North Queensland Women's Legal Service Inc	\$957,472
Nundah Community Support Group Inc	\$366,507
Prisoners' Legal Service Inc	\$1,133,322
Queensland Advocacy Incorporated	\$1,348,351
Queensland Indigenous Family Violence Legal Service	\$377,994
Refugee and Immigration Legal Service Inc	\$1,371,610
Roma Community Legal Service Inc	\$330,926
South West Brisbane Community Legal Centre Inc	\$1,724,205
Suncoast Community Legal Service Inc	\$779,404
TASC National Limited (6)	\$2,652,481
Taylor Street Community Legal Service	\$377,374
Tenants Queensland Inc (7)	\$635,534
Townsville Community Legal Service Inc	\$287,270
Women's Legal Service Inc	\$1,991,648
Youth Advocacy Centre Inc	\$597,363
YFS Ltd (8)	\$1,005,167

1. Formerly Queensland Aged and Disability Advocacy Inc
2. Formerly Welfare Rights Centre Inc
3. Formerly Queensland Association of Independent Legal Services Inc
4. Formerly Citizens Advice Bureau and Gold Coast Legal Service Inc
5. Formerly Queensland Public Interest Law Clearing House Inc

6. Formerly The Advocacy and Support Centre Inc
7. Formerly Tenants' Union of Queensland Inc
8. Formerly Logan Legal Advice Centre Association Inc and Logan Youth Legal Service
9. Inc and Logan Youth Legal Service

Contingency funding

In 2016–17, \$500,000 was set aside under the legal assistance services program to address emerging community legal needs with a total of \$491,500 being expended. The following community organisations were allocated contingency funding in 2016–17:

- » Caxton Legal Centre Inc (\$325,000) – to deliver statewide coronial legal assistance services over 2016–20
- » LawRight Inc (\$42,000) – to continue delivering Townsville services from April to June 2017
- » Queensland Indigenous Family Violence Legal Service (\$40,000) – to continue delivering Brisbane services from July to September 2017, and
- » Refugee and Immigration Legal Service Inc (\$84,500) – to deliver legal assistance services to asylum seekers in 2017–18.

Project funding

The Queensland Government allocates funding for projects that have a legal assistance sector-wide focus or benefit. The projects produce a predetermined product or outcome, have no ongoing costs, and ideally involve collaboration between organisations.

In 2016–17, the Queensland Government allocated \$780,000 of project funding set aside in both 2016–17 and 2017–18 (a total of \$943,000 was set aside for the two years). A breakdown of the projects is set out below:

- » Regionalised collaborative service planning project – \$200,000
- » Learning and development project – \$55,000
- » Indigenous Legal Health Check project – \$300,000
- » Legal Health Check implementation project – \$55,000
- » Guide to outreach project – \$20,000, and
- » *Mental Health Act 2016* collaboration project – \$150,00.

Funding for legal profession regulation and law library services

Legal profession regulation and law library services

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

A breakdown of the funding allocated for these services is set out below.

Specified entity	2016–17 budget	2016–17 actual	2017–18 approved budget
Legal Profession Regulation			
» Legal Services Commission	\$4.912 million	\$3.347 million	\$5.014 million
» Bar Association of Queensland	\$0.161 million	\$0.161 million	\$0.164 million
Supreme Court Library Queensland	\$3.608 million	\$3.608 million	\$3.674 million

Disbursement of funds – community benefit

Role and membership	Activities	Achievements
Consumer fund		
<p>The Consumer Fund holds money generated by fines imposed on financial institutions under the <i>Credit (Commonwealth Powers) Act 2010</i>. The Office of Fair Trading uses these funds to undertake consumer engagement, education, research and surveys.</p> <p>\$31,529 was disbursed from the fund and \$355,000 was received into the fund in 2016–17. The fund balance was \$562,925 as at 30 June 2016 and \$886,396 as at 30 June 2017.</p>	<p>There was revenue of \$355,000 in 2016–17.</p>	<p>Supported the annual Buy Smart competition, the cornerstone of the Office of Fair Trading’s (OFT) youth engagement strategy. Young people can face serious risks as consumers and the competition helps them to become financially literate, avoid scams and learn about their consumer rights. The 2016 competition involved 5,759 students and attracted 412 formal entries from across Queensland.</p> <p>Supported OFT’s Outreach Program which ensures fair trading services are available to rural and remote Queenslanders. In 2016–17, 4 programs were conducted visiting over 23 towns. Activities included:</p> <ul style="list-style-type: none"> » visited 61 schools and spoke with over 518 students » conducted 14 presentations to over 195 attendees » conducted 67 compliance spot checks » completed over 268 trader visits and met with over 58 community organisations and stakeholder groups.
Disaster Appeals Trust Fund Committee		
<p>The Disaster Appeals Trust Fund committee is constituted under the <i>Collections Act 1966</i>. The committee comprises five members. The Public Trustee holds the position of ex-officio and the remainder of the committee is appointed by the Governor in Council.</p> <p>The committee manages the fund, which is kept by The Public Trustee. The fund is made up of monies from previous disaster relief appeals and is allocated by the committee to current disaster relief, subject to the approval of the Governor in Council.</p>	<p>There was no activity during 2016–17.</p>	

Role and membership	Activities	Achievements
Responsible Gambling Advisory Committee		
<p>The Responsible Gambling Advisory Committee is a non-statutory advisory body to the Queensland Government that provides advice on responsible gambling-related issues to the Minister responsible for gambling regulation. The committee also provides a forum for the community sector, gambling industry and the Queensland Government to work together to develop ethical and responsible approaches to gambling.</p> <p>Membership of the Responsible Gambling Advisory Committee includes Gambling Help service providers, the gambling industry, community group representatives and departmental officers.</p> <p>Gambling industry representation occurs through Clubs Queensland, Queensland Hotels Association, Tabcorp Holdings Ltd, UBET Limited, Star Entertainment Group and Tatts Lotteries.</p> <p>Community sector representation is achieved through the Gambling Help Network, the Queensland Council of Social Service and the Ethnic Communities Council of Queensland.</p> <p>The Queensland Government is represented by the Department of Communities, Child Safety and Disability Services, Queensland Health and the Department of Justice and Attorney-General.</p>	<p>The committee formally held two meetings during 2016–17.</p>	<p>Hosted local community and industry representatives in Toowoomba at the Committee’s regional meeting held on 20 October 2016.</p> <p>Continued to support a Committee working party established to examine gambling self-exclusion programs in Queensland with a view to identifying ways to improve the current regime.</p> <p>Continued to monitor gambling related research to inform relevant policy issues.</p>
Gambling Community Benefits Fund		
<p>The Gambling Community Benefit Fund was established in 1994 under the <i>Gaming Machine Act 1991</i>. The fund aims to enhance the capacity of community organisations to provide services and activities to Queenslanders.</p> <p>The committee comprised 11 members who made funding recommendations for approval by the Attorney-General.</p>	<p>The committee held four meetings during 2016–17.</p>	<p>2,551 applications were approved, totalling more than \$53.5 million.</p>

