



2024-25

# Annual Report





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## **Acknowledgement of Country**

Legal Aid Queensland acknowledges the Traditional Owners and Custodians of the land on which we meet and work, and pays respect to Elders, past and present, and emerging leaders.

For more information about this annual report, contact the Communication and Community Legal Education manager on (07) 3917 0406 or email [publications@legalaid.qld.gov.au](mailto:publications@legalaid.qld.gov.au).

Electronic copies of this report are available from [legalaid.qld.gov.au/annualreport](http://legalaid.qld.gov.au/annualreport).

## **Feedback**

We value your opinion and welcome your feedback so we can meet our stakeholders' needs and expectations in future reports. To provide feedback, please visit [www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback).

## **What if English is my second language?**

Legal Aid Queensland is committed to providing accessible information and services to Queenslanders from all cultural and linguistic backgrounds. To talk to someone about this Annual Report in your preferred language, call 13 14 50. Ask them to connect you to Legal Aid Queensland on 1800 998 980. This is a free service.



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# Letter of compliance

29 August 2025

The Honourable Deb Frecklington MP  
Attorney-General and Minister for Justice  
Minister for Integrity  
1 William Street  
Brisbane Qld 4000

Dear Attorney

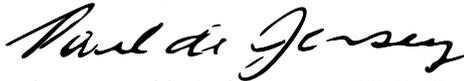
I am pleased to submit for presentation to the Parliament the Annual Report 2024–25 and financial statements for Legal Aid Queensland.

I certify this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 107 of this annual report.

Yours sincerely



The Honourable Paul de Jersey AC CVO KC  
*Chairperson, Legal Aid Queensland Board*

# Chairperson's report

On behalf of the board, I am pleased to introduce Legal Aid Queensland's Annual Report 2024–25. It was a transformational year for the organisation and the annual report is a timely opportunity to reflect on the progress we have made to provide quality, cost effective legal services to financially disadvantaged Queenslanders.

As a former Chief Justice of Queensland for more than 15 years, I have a deep admiration for the role of Legal Aid Queensland and was honoured to be appointed as chair of the board in February 2025. It has been a pleasure to work closely with the dedicated leaders and staff at Legal Aid Queensland over the last few months and I am thoroughly impressed by the scope, passion and commitment demonstrated by the organisation to be a leader in a fair justice system.

I would like to start by acknowledging the excellent work of my predecessor, the Hon Margaret McMurdo AC. Margaret's careful guidance, deep understanding of the justice system and unwavering ability to drive change has had a meaningful impact on the organisation and our reputation as a centre of excellence.

In addition to Margaret, we farewelled Sandra Deane after 10 years of service on the board. I would like to take this opportunity to thank Sandra for her commitment and leadership as the chair of the Audit, Risk and Compliance Committee over the last decade. Existing board member Spencer Browne was appointed as the new chair of the Audit, Risk and Compliance Committee and 2 new independent members were appointed to the committee for 3-year terms.

The board welcomed Matilda Alexander, a human rights lawyer with over 20 years' experience as a new member in August 2024. Matilda's extensive background in human rights law and leadership will contribute significantly to our strategic direction.

I also warmly congratulate Peter Delibaltas, Senior Executive Director, Legal Practice, who was awarded the prestigious Public Service Medal for his contribution to improving access to legal services for disadvantaged Queenslanders as part of the King's Birthday Honours in June 2025. Peter's commitment to social justice has never wavered during his 35 years at Legal Aid Queensland and it is inspiring to see such dedication and leadership within an organisation. Peter has

contributed to major justice system reforms, worked on some of the most challenging criminal law cases in Queensland, successfully advocated for organisational and systemic change and still finds time to regularly connect with staff across all levels of the organisation, and regional locations. Legal Aid Queensland is fortunate to have such an authentic and motivated member of the leadership team.

Other significant changes included the organisational restructure that took place in July 2024. The board is confident the changes will significantly improve the way Legal Aid Queensland delivers services throughout the state for many years to come.

With about 40% of our services provided to regional and remote Queenslanders, it is vital our strategies and policies support the unique needs of our clients and staff across the state. The Workplace Strategy 2025–30 was approved in November 2024 and the board has been working closely with the Accommodation Committee to improve offices in Rockhampton, Mackay and Cairns to enable greater service to our clients.

I was also pleased to attend my first regional board meeting at the Toowoomba office in May 2025. The principal lawyer from the office spoke about the history, opportunities and challenges in the area and the board meeting was followed by an event to meet local staff, private lawyers who do legal aid work (our preferred suppliers) and other justice sector stakeholders. I appreciate the practical insights afforded by these visits and look forward to seeing more of our regional offices next year.

We continued to drive cultural change within the legal profession this year by sponsoring the Women Lawyers' Association of Queensland Equitable Briefing Award – for the sixth consecutive year. The award highlights efforts to create a more inclusive legal industry by recognising the law firm that has briefed the most women barristers or has demonstrated significant improvement in its equitable briefing practices – for criminal law legally-aided matters during the year. Internally, more than 40% of briefings were allocated to women barristers and the percentage of female in-house counsel still exceeds 50%.

As we look towards the future, the organisation faces and meets a challenging ongoing commitment to assist those without means where justice warrants support.

From my admittedly limited perspective to date, I nevertheless immediately identify these 2 ongoing issues:

- the diminishing pool of private lawyers prepared to undertake legal aid work at the very substantially reduced rates we are able to offer
- a related material but very important issue, which is the adequacy of our technology, which I was disturbed to learn has not been substantially updated for decades.

I wish to thank the various legal service delivery partners who do work on behalf of Legal Aid Queensland. We simply could not meet the diverse needs of our clients without the help of preferred suppliers, barristers and other professionals across the state. The board continues to work with executive leadership to identify funding opportunities to address the above issues.

The board was pleased with the organisation's financial performance for the year, resulting in an operating surplus of \$6.996 million. Funding from state and federal governments continues to support the vast majority of Legal Aid Queensland's services and on behalf of the Legal Aid Queensland Board and the people of Queensland, I sincerely thank the Queensland Attorney-General and Minister for Justice and Minister for Integrity, the Hon Deb Frecklington MP, and the federal Attorney-General, the Hon Michelle Rowland MP, for their continued support.

Finally, I thank my fellow board members, committee members, the Executive Leadership Team, and all Legal Aid Queensland staff for their hard work and professionalism over the past year. As the organisation continues to grow and adapt, you remain steadfast in your commitment and dedication to helping Queenslanders access justice and ensure our organisation contributes to a fair justice system.

I look forward to working together over the coming year to progress our vision and ensure all Queenslanders have access to high quality legal services.



**The Hon Paul de Jersey AC CVO KC**  
*Chairperson, Legal Aid Queensland Board*

# Chief executive officer's report

I am pleased to present Legal Aid Queensland's Annual Report 2024–25. This report showcases the excellent work our staff do to provide quality legal help to financially disadvantaged Queenslanders throughout the year.

As we reflect on the year, it is important to acknowledge our staff's commitment to upholding our values of social justice, respect, quality, cost effectiveness and accountability. Together with the Queensland public service values – customers first, ideas into action, unleash potential, be courageous and empower people – we continue to strive to be a leader in a fair justice system. We maintain the rule of law, protect legal rights, contribute to the fairness and efficiency of the justice system, and reduce the social impacts of legal problems, ensuring our work aligns with both our organisational values and the Queensland Government objective of 'Safety where you live'.

Demand for our services again grew in the 2024–25 financial year. Over the last 12 months, we provided legal services to 495,644 people – a 2.9% increase compared with the previous year. We have spent much of the year working to future-proof our systems, and improve our service delivery, efficiency, and accessibility.

In July 2024, we restructured our organisation. We created a new Client and Partner Services division, a separate Civil Justice Services division, and established a Business Transformation unit. These changes have positioned us to be a more agile and responsive organisation, ready to tackle current and future challenges.

We also began a major project to upgrade the systems we use to manage our legal services. This initiative aligns with our Strategic Workforce Plan 2024–27 and will make the way we work more efficient, accessible and capable of meeting future demands.

We recognise Legal Aid Queensland could not operate without the private law firms that do about 80% of our legal representation work (our preferred suppliers). In August 2024, we increased fees for these partner firms – the second increase within 12 months. We also launched a Preferred Supplier Pilot Program, which acknowledges the value of the work done by our partners and reaffirms our commitment to supporting them. The program includes new resources, targeted training, and improved communication channels to strengthen collaboration and enhance the quality of our services. We hope this program highlights the intrinsic and extrinsic value available to firms who do legal aid work.

Our clients remain at the centre of all we do and this year we continued to prioritise access to legal services for First Nations people. We delivered 101 training sessions to more than 1,000 participants through our Blurred Borders Queensland program. This training equipped frontline workers with tools such as story cards, wallet cards, and stickers to help First Nations clients understand their legal rights and court processes. These resources also support culturally and linguistically diverse clients, youth, and clients with disabilities or low literacy. In June 2025, an external evaluation confirmed the program had a profound impact on the awareness of legal rights and processes among Aboriginal and Torres Strait Islander clients.

We also worked closely with the Office of the Commissioner (Meriba Omasker Kazip) and Torres Strait stakeholders to develop a suite of culturally safe and appropriate resources to support Torres Strait Islander peoples apply for a cultural recognition order. Shared child rearing is a common and enduring Torres Strait Islander cultural practice, and a cultural recognition order legally recognises parentage has been permanently transferred from the biological parents to the cultural parents. Our resources aim to inform clients about the process and the free legal help available.

In September 2024, we introduced a new grant of aid to support the Sexual Violence Case Management Pilot in the Brisbane and Ipswich District Courts. The pilot is the result of a recommendation of The Women's Safety and Justice Taskforce and aims to minimise delays, provide greater certainty to all court users, and reduce the potential for re-traumatisation of witnesses.

None of this work would be possible without our staff. Ensuring our staff are respected, valued, safe and supported is essential for the organisation. This year, we focused our efforts on employee inclusion and essential skills by introducing 'lunch and learn' sessions and training courses on topics such as emotional intelligence and interpersonal skills. We continued to provide opportunities via our continuing professional development program and cultural awareness training.

We also worked to strengthen our reputation as a great workplace. We promoted career opportunities in Brisbane and regional areas by participating in career expos and through our First Nations staff network and gained significant efficiencies in our recruitment and selection processes.

Our achievements in 2024–25 relied on support from the state and federal governments. I sincerely thank the former Queensland Attorney-General and Minister for the Prevention of Domestic Violence, the Hon Yvette D'Ath, the Queensland Attorney-General and Minister for Justice and Minister for Integrity, the Hon Deb Frecklington MP, the former federal Attorney-General, the Hon Mark Dreyfus KC MP, and the federal Attorney-General, the Hon Michelle Rowland MP, for their continued support.

I also recognise our board members, past and present, for their strategic guidance and commitment. I thank Sandra Deane for her 10 years of service and her leadership in audit, compliance and risk. I extend my sincere thanks to outgoing chair, the Hon Margaret McMurdo AC, whose leadership and dedication have significantly contributed to the organisation's vision. Her guidance has been instrumental in progressing our goals and reinforcing Legal Aid Queensland's reputation as a centre of excellence.

I warmly welcome the Hon Paul de Jersey AC CVO KC as the new Legal Aid Queensland Board chair. His deep commitment to justice, coupled with his extensive experience in the judiciary and legal sectors, will be invaluable for the organisation's future.

I also wish to express my thanks to the Executive Leadership Team, all Legal Aid Queensland staff, and our service delivery partners and stakeholders across the courts, government, and legal assistance and community sectors. Your dedication to our clients is admirable.

I look forward to continuing to achieve great things together going forward.



**Nicky Davies**  
*Chief executive officer*

# Corporate governance

Corporate governance is the system by which our organisation is managed, directed, and held accountable.

Sound corporate governance means:

- achieving our strategic objectives
- being accountable for our decisions and actions
- fulfilling legal requirements
- complying with privacy obligations
- ensuring the Legal Aid Queensland Act's requirements and philosophy are met

- managing risks
- monitoring, reporting on and evaluating our performance
- meeting government and community expectations.

Our corporate governance structure provides leadership in achieving our strategic and operational objectives (see Figure 1 for more information).

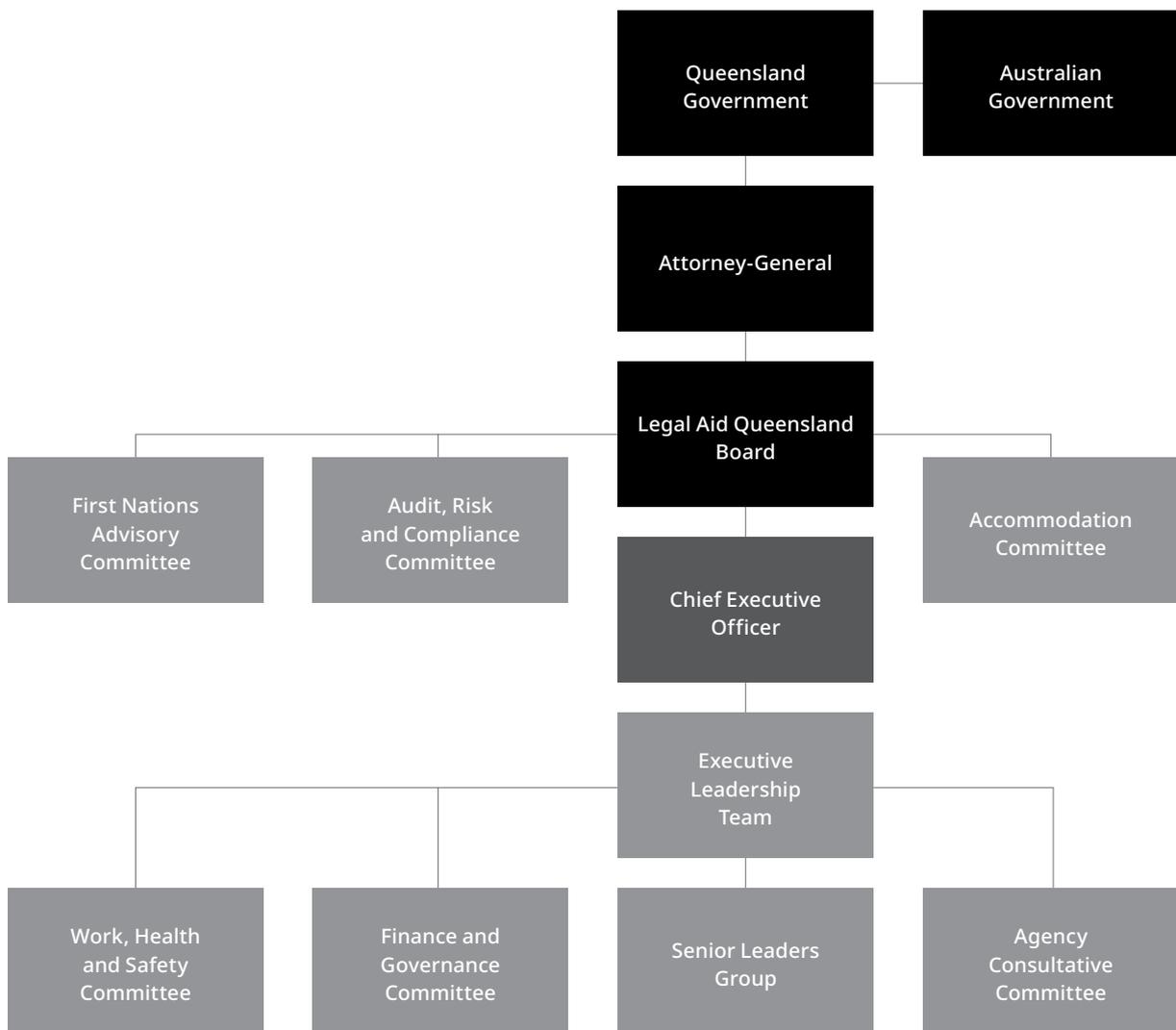


Figure 1. Corporate governance structure

# Legal Aid Queensland Board

The Legal Aid Queensland Board (the board) is responsible for governing Legal Aid Queensland and ensuring the organisation achieves its objectives. The board is our organisation's governing body and is responsible to the Attorney-General.

The board decides the organisation's priorities and strategies, leads policy direction and ensures sound and prudent financial management.

The board usually has 5 members. Each member has specific knowledge or experience that helps in the organisation's management. The areas of expertise include public administration, financial management, and law and legal services provision. The board is headed by a chairperson, who is appointed by the Governor in Council. Board members are appointed by the Governor in Council usually for 3-year terms (see Table 1 for more information). The chief executive officer (CEO), senior executive directors and chief finance officer (CFO) are invited to attend all board meetings. Senior Leaders Group members also attend as needed to present papers and discuss issues with the board.

## Board members

### *The Hon Paul de Jersey AC CVO KC Board chairperson since February 2025*

Former Chief Justice and Governor of Queensland, the Hon Paul de Jersey AC CVO KC, began his legal career with a call to the bar in 1971 before taking silk in 1981 and being appointed to the Supreme Court in 1985. He was Chief Justice of Queensland from 1998 until 2014 when he was appointed as Queensland Governor.

Paul has demonstrated an unwavering commitment to charitable and community work over many decades, including as president of the Australian Cancer Society and Chair of the Queensland Cancer Fund.

He was made a Companion of the Order of Australia in recognition of his extensive community involvement in 2000.

### *Spencer Browne Board member since September 2021*

Cairns-based lawyer Spencer Browne has a wealth of experience in private practice and the not-for-profit sector. Spencer graduated from James Cook University in 2009 with a Bachelor of Arts/Bachelor of Laws and obtained his Graduate Diploma in Legal Practice from the Australian National University in 2010. He was an associate to 2 District Court judges, before practising in planning and environmental law and commercial litigation. He is the North Queensland Law Association's longest-serving president and currently sits as the organisation's treasurer.

Spencer has a keen interest in Aboriginal and Torres Strait Islander affairs and has spent the past 10 years doing legislative compliance work in the Aboriginal Community Controlled Health Organisation sector. He has organised a major youth-based event in north Queensland for the past 10 years, focusing on reducing youth crime and recidivism.

### *Avelina Tarrago Board member since May 2023*

Avelina Tarrago was admitted as a legal practitioner in the Supreme Court of Queensland in 2009 before being called to the bar in 2017. She has a general practice with a focus on inquests and Commissions of Inquiry, regulatory and administrative law. Avelina has held senior roles in a range of organisations, including senior legal officer for the Office of the Health Ombudsman (Queensland) and counsel assisting in the Coroners Court of Queensland. She has been a federal prosecutor with the Commonwealth Director of Public Prosecutions and has also worked for the Australian Securities and Investment Commission.

She also sits as a legal member of the Mental Health Review Tribunal. Avelina was the president of the Indigenous Lawyers Association of Queensland from 2018-22, and in 2014, she was selected as an Indigenous Fellow by the Office of the High Commissioner of Human Rights to undertake a 2-month fellowship in Geneva.

### **Mike Anstee**

*Board member since May 2023*

Mike Anstee is an experienced procurement and project manager, with more than 25 years' experience in leadership roles in the construction industry and Queensland public service. A qualified architect, Mike has held senior positions in the Department of Public Works, including Director, Health, Law and Order Portfolio, where he was involved with designing and constructing major projects including correctional facilities at Gatton, Townsville, Lotus Glen and Brisbane, and the development of the new Brisbane higher courts complex and Ipswich courthouse. He was a member of steering committees directing the development of major capital works projects in Queensland, including the Gold Coast University Hospital, Sunshine Coast University Hospital and Royal Children's Hospital.

### **Matilda Alexander**

*Board member since August 2024*

Matilda Alexander is the CEO of Queensland Advocacy for Inclusion and has more than 20 years' experience in human rights law and leadership, including at Queensland Advocacy for Inclusion, Prisoners' Legal Service and the LGBTI Legal Service. She has also lectured at Griffith University and practised human rights law at the Queensland Human Rights Commission and Legal Aid Queensland. Matilda's work with vulnerable communities has been recognised with numerous awards, and she has been selected 3 times as a delegate to the United Nations Conference of State Parties to the Convention on the Rights of Persons with Disabilities in New York. Matilda is patron of the LGBTI Legal Service, and is appointed to the Independent Ministerial Advisory Council, Queensland Disability Advisory Council, LGBTIQ+ Roundtable and the National Strategy Advisory Group.

## Accommodation Committee

The Accommodation Committee is a sub-committee of the Legal Aid Queensland Board and acts in an advisory capacity to the board. The committee assesses the long-term accommodation needs and options for our offices around the state.

The committee's primary functions include:

- making decisions about leases and refurbishments, in line with the Workplace Strategy, that are within the CEO's financial delegation
- making decisions about significant issues and rectification works relating to accommodation
- assessing and making recommendations to the Legal Aid Queensland Board about the continued ownership of 44 Herschel Street Brisbane or offers made to the organisation to purchase the property
- providing advice and assessing the valuation impacts of 44 Herschel Street Brisbane.

The committee comprises:

- Legal Aid Queensland Board member Mike Anstee (chairperson).

The meeting is also attended by:

- CEO Nicky Davies
- Corporate Services senior executive director Kelly Camden
- Legal Practice senior executive director Peter Delibaltas
- Client and Partner Services senior executive director Amber Buckland
- CFO Grant Tanham-Kelly
- Facilities and procurement manager Jeffrey Patterson
- other stakeholders and staff members to provide specialist advice as needed.

Mike Anstee received remuneration for his attendance and representation in addition to the remuneration he received for attending board meetings.

## Legal Aid Queensland Board

Act or instrument	<i>Legal Aid Queensland Act 1997</i>
Functions	Responsible for governing Legal Aid Queensland and ensuring the organisation achieves its objectives. The board decides the organisation's priorities and strategies, leads policy direction and ensures sound and prudent financial management.
Achievements	<p>Key achievements included:</p> <ul style="list-style-type: none"> <li>• approving the Operational Plan 2024–25</li> <li>• approving the Legal Aid Queensland Strategic Plan 2024–28</li> <li>• approving the draft Legal Aid Queensland Strategic Plan 2025–29</li> <li>• approving the Workplace Strategy 2025–30</li> <li>• approving the 2023–24 financial statements</li> <li>• approving the draft Legal Aid Queensland Modern Slavery Statement 2023–24</li> <li>• approving the 3-year appointments of 2 new independent members of the Audit, Risk and Compliance Committee</li> <li>• approving proposed changes to the Grants Policy Manual to support funding applicants for legal assistance in community safety order matters and the proposed grants of aid model to deliver funding for them</li> <li>• approving the delegation to the CEO the authority to approve appointing private solicitors and barristers as external review officers</li> <li>• approving the investment in the QIC Long Term Diversified Fund</li> <li>• approving payment of superannuation on Legal Aid Queensland employees' parental leave</li> <li>• monitoring work, health and safety incidents and implementation of the Workforce Action Plan, ICT Strategic Plan and Financial Strategy.</li> </ul>
Financial reporting	Not exempted from Audit by the Auditor-General and transactions of the entity are accounted for in the financial statements.

## Remuneration

Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee \$	Approved sub-committee fees if applicable \$	Actual fees received \$
Board chairperson, First Nations Committee member	Paul de Jersey AC CVO KC	6 (5 board meetings and 1 sub-committee meeting)	20,000	2,000	9,292
Board chairperson	Margaret McMurdo AC	6 (board meetings)	20,000	2,000	13,697
Board member, Audit, Risk & Compliance Committee chairperson	Sandra Deane	3 (2 board meetings, 1 sub-committee meeting)	10,000	2,500	1,590
Board member	Matilda Alexander	8 (board meetings)	10,000	-	11,150
Board member, First Nation Committee chairperson	Avelina Tarrago	12 (8 board meetings and 4 sub-committee meetings)	10,000	2,500	13,261
Board member, Accommodation Committee chairperson	Mike Anstee	15 (8 board meetings and 7 accommodation committee meetings)	10,000	2,500	13,571
Board member, Audit, Risk & Compliance Committee chairperson	Spencer Browne	16 (7 board meetings, 9 sub-committee meetings)	10,000	2,500	10,787
No. scheduled meetings/sessions	28 (10 board meetings, including 1 special board meeting and 17 sub-committee meetings)				
Total out of pocket expenses	\$73,349.00				

Table 1. Legal Aid Queensland Board information 2024–25

# Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee is a sub-committee of the Legal Aid Queensland Board and acts in a review and advisory capacity to the board. The committee provides independent assurance and assistance to the board on our financial administration and reporting, audit control and independence, legal compliance, internal controls, and risk oversight and management.

The committee's key achievements in 2024–25 included:

- appointing 2 new independent committee members in line with Queensland Treasury Audit Committee Guidelines
- continuing to review the charter annually to ensure ongoing effectiveness of the committee's authority, objectives and responsibilities
- continuing to advise on better practice governance trends
- reviewing the 2023–24 end of financial year statements before signing by the board chairperson and CFO
- reviewing the external auditor's recommendations from the 2023–24 audit and 2024–25 interim audit
- reviewing the organisation's strategic risks register and overseeing the register's maintenance
- reviewing the compliance assurance tools and endorsing the ongoing bi-annual compliance reporting program.
- continuing to monitor the internal audit program and working closely with the Queensland Audit Office.

There were no independent reviews of Legal Aid Queensland conducted, therefore no significant findings or issues identified.

The committee comprises:

- Legal Aid Queensland Board member Sandra Deane (chairperson 1 July–24 August 2024)

- Legal Aid Queensland Board member Spencer Browne (member 1 July–24 August 2024) (chairperson 25 August 2024–30 June 2025)
- a Queensland Treasury representative (1 July 2024–8 November 2024)
- a Department of Justice Financial Services representative (1 July 2024–27 January 2025)
- Jeanette Shanahan, external committee member, independent financial management, regulatory compliance and audit practices specialist
- Kathryn Campbell, external committee member, independent governance, risk management, finance, cyber security, information management and digital specialist (1 February–30 June 2025)
- Philip Wang, external committee member, independent governance, risk management, internal audit, cyber security and technology, cultural transformation and innovation specialist (1 February–30 June 2025).

Sandra Deane and Spencer Browne received remuneration for their attendance and representation in addition to the remuneration they received for attending board meetings. Queensland Treasury and the Department of Justice representatives are public servants and did not receive remuneration for attending meetings. External committee member Jeanette Shanahan received \$2,220 (including superannuation) remuneration in 2024–25. Kathryn Campbell received \$1,115 (including superannuation) remuneration in 2024–25. Independent committee member Philip Wang is entitled to receive \$1,115 (including superannuation) remuneration in 2024–25.

The meeting is also attended by:

- CEO Nicky Davies
- Corporate Services senior executive director Kelly Camden
- CFO Grant Tanham-Kelly
- Chief governance officer (CGO) Stephen Shirvington
- other stakeholders and staff members to provide specialist advice as needed.

## First Nations Advisory Committee

The First Nations Advisory Committee is a sub-committee of the Legal Aid Queensland Board and acts in an advisory capacity to the board. The committee works to improve services for First Nations clients and contributes towards reducing the over-representation and disadvantage of First Nations peoples in the justice system. It also guides the ongoing development of Legal Aid Queensland's cultural capability and a strong First Nations workforce.

The committee's responsibilities include:

- monitoring the First Nations Strategic Plan 2024–26
- reporting to the board about the progress of activities under the First Nations Action Plan 2024–26
- providing advice to the board about issues relating to Aboriginal and Torres Strait Islander strategies and policies.

The committee comprises:

- Legal Aid Queensland Board member Avelina Tarrago (chairperson)
- representatives from 2 external organisations that provide general help to First Nations peoples
- an Indigenous Lawyers Association of Queensland representative
- 2 First Nations employee representatives – one lawyer and one administrative officer
- Legal Aid Queensland Board member Spencer Browne
- Legal Aid Queensland CEO Nicky Davies (ex officio capacity)
- Legal Aid Queensland Board chair Paul de Jersey AC CVO KC (ex officio capacity).

Other stakeholders and staff members attend meetings to provide specialist advice on matters as needed.

Avelina Tarrago, Spencer Browne and Paul de Jersey AC CVO KC are board members appointed to the committee and Avelina received remuneration for her attendance and representation in addition to the remuneration she received for attending board meetings. External committee member Wyatt Cook-Revell received \$2,000

(including superannuation) remuneration in 2024–25. Legal Aid Queensland employee representatives do not receive remuneration.

## Executive Leadership Team

The Executive Leadership Team is a governance committee of Legal Aid Queensland. The team's role is to assist the CEO to fulfil responsibilities as outlined in the *Legal Aid Queensland Act 1997* and deliver the organisation's strategic objectives.

The team comprises:

- CEO Nicky Davies
- Corporate Services senior executive director Kelly Camden
- Legal Practice senior executive director Peter Delibaltas
- Client and Partner Services senior executive director Amber Buckland.

The team's functions are:

- making decisions about organisational strategies, activities, and performance to ensure legal assistance is provided to financially disadvantaged people in the most effective, efficient and economical way
- making decisions about new and significantly amended organisational policies
- endorsing feasibility and determining the priority of Enterprise Project Management Office projects
- endorsing papers for the Legal Aid Queensland Board and the board sub-committees
- leading a culture of positive people management, service delivery improvement and innovation to build and inspire an organisational culture and environment that puts clients at the centre of the organisation's strategies and activities, and attracts and retains high-performing employees and partners
- communicating important information to staff and external stakeholders.

## Finance and Governance Committee

The Finance and Governance Committee is a governance committee of Legal Aid Queensland. The committee's role is to assist the CEO to fulfil responsibilities as outlined in the *Legal Aid Queensland Act 1997* and deliver strategic objectives.

The committee's responsibilities include:

- maintaining financial administration, stability and performance
- ensuring compliance with relevant laws and regulations
- reviewing internal audit plans
- maintaining the enterprise risk management framework
- promoting ethical financial management
- establishing trust and confidence with stakeholders
- providing the foundation for organisational growth and longevity.

The committee comprises:

- CEO Nicky Davies
- Corporate Services senior executive director Kelly Camden
- Legal Practice senior executive director Peter Delibaltas
- Client and Partner Services senior executive director Amber Buckland
- CFO Grant Tanham-Kelly
- CGO Stephen Shirvington (chairperson)
- Chief corporate legal officer (CCLO) Robyn Wilkinson.

## Senior Leaders Group

The Senior Leaders Group is a governance committee of Legal Aid Queensland. The role of the Senior Leaders Group is to assist the CEO to fulfil responsibilities as outlined in the *Legal Aid Queensland Act 1997* and deliver the organisation's objectives.

The group's responsibilities are:

- monitoring and providing input on organisational strategies, activities and performance to ensure legal assistance is provided to financially disadvantaged people in the most effective, efficient and economical way
- reviewing and providing feedback on new and significantly amended policies, procedures and standards where there is broad organisational application
- providing input to the Enterprise Project Management Office on planning and prioritising projects
- reviewing and noting documentation (e.g. briefing notes, reports or submissions) before submission to the board or a sub-committee
- promoting, sponsoring and developing a culture of positive people management, risk management, internal control, service delivery improvement and innovation to ensure there is an organisational culture and environment that attracts and retains high-performing employees
- communicating important information to staff.

The group comprises:

- CEO Nicky Davies
- Corporate Services senior executive director Kelly Camden (chairperson)
- Legal Practice senior executive director Peter Delibaltas
- Client and Partner Services senior executive director Amber Buckland
- Public Defender Joseph Briggs
- Criminal Law Services executive director Kerry Bichel

- acting Family Law Services executive director Aleasha Kelly
- Civil Justice Services executive director Michael Moloney
- Grants acting executive director Leanne Parker
- Business Transformation executive director Louise Martin
- Information, Advice and Business Partnerships executive director Katrina Smith
- Regional Services executive director Kylie Bell
- CFO Grant Tanham-Kelly
- acting chief people officer (CPO) Kelly Rooney
- Chief information officer Paul Nines
- CGO Stephen Shirvington
- CCLO Robyn Wilkinson
- Communications and Community Legal Education director Miranda Greer
- First Nations Strategic Policy and Planning manager Margaret Hornagold.

## Agency Consultative Committee

The Agency Consultative Committee operates in line with the State Government Entities Certified Agreement 2023 (Core Agreement) and provides a forum for employees to be consulted about decisions that may affect their employment or welfare.

The committee discusses issues arising from the Core Agreement, including:

- workload management
- organisational change and restructuring
- training
- union encouragement
- work-life balance
- organisational changes or new workforce management policies
- fair career paths
- improving gender equity
- cultural awareness activities and training.

The committee meets quarterly and comprises:

- acting CPO Kelly Rooney (co-chairperson)
- People Services manager Luke Castle
- Together Union organiser (co-chairperson)
- Together Union employee delegate/s
- specialist consultant (employee relations) Rebecca Ryan (secretariat).

## Work, Health and Safety Committee

The Work, Health and Safety Committee provides a consultative forum (with particular reference to the requirements of the *Work, Health and Safety Act 2011*) that can effectively address risk arising from health and safety matters and recommends proactive initiatives to promote health and safety in Legal Aid Queensland.

The committee's responsibilities include:

- helping to develop, monitor and review health and safety policies and procedures
- considering proposals for, or changes to, the workplace, policies, work practices or procedures that may affect employee health and safety
- considering measures for training and educating employees about health and safety
- promoting the importance of health and safety among management and employees
- monitoring Legal Aid Queensland's health and safety performance
- reviewing the circumstances surrounding workplace incidents and hazards referred to the committee for review
- helping to resolve health and safety issues.

The committee comprises:

- specialist consultant (health, safety and wellbeing) Katelyn Flynn (chairperson)
- Corporate Services senior executive director Kelly Camden (management representative)
- senior family lawyer Darren Lewis (southern regional offices representative)
- lawyer Jason Czinki (Basement/Ground - 44 Herschel St Brisbane)

- principal consultant (talent management) Emma Rava (Brisbane representative)
- contracts maintenance and procurement officer Kaitlyn Stanton
- senior procurement and facilities officer Delina Smail
- Protective Services representative.

## External scrutiny

We are subject to all the external accountability mechanisms that apply to a statutory body in Queensland, including regular budget and performance updates with Queensland Treasury and the Department of Justice.

Accountability mechanisms that complement the internal corporate governance framework include:

- external audit and certification
- judicial review of administrative decisions
- the Queensland Ombudsman
- the Crime and Corruption Commission
- Parliamentary Estimates Committee hearings
- the Justice, Integrity and Community Safety Committee
- the Legal Services Commission
- public performance reporting, for example, through this annual report and the annual Service Delivery Statement.

## Queensland Coroner reports

Coroners are tasked with an important role to undertake an inquest into certain deaths and may comment on or make recommendations.

Responding to coronial recommendations is important as it informs coroners, families of the deceased, and the community about the steps being taken to prevent similar deaths in the future. In 2024–25, we received one recommendation as part of the McLeod inquest. We are

working to implement the recommendation through our ongoing continuing professional development program.

## Human Rights Act

The *Human Rights Act 2019*'s main objects are to:

- protect and promote human rights
- help build a culture in the Queensland public sector that respects and promotes human rights
- help promote a dialogue about the nature, meaning and scope of human rights.

Legal Aid Queensland is committed to human rights principles. To fulfil this commitment, and further the objects of and ensure compliance with the Act, we have adopted the following measures:

- implementing a Human Rights Policy
- reviewing policies for compliance, including our case management and client service standards
- reviewing internal procedures to improve alignment with the Act's principles and requirements
- implementing staff awareness measures and compulsory staff training.

Our complaints management system and processes ensure we can capture and effectively address any human rights complaints received. We received 5 human rights complaints in 2024–25.

# Organisation structure

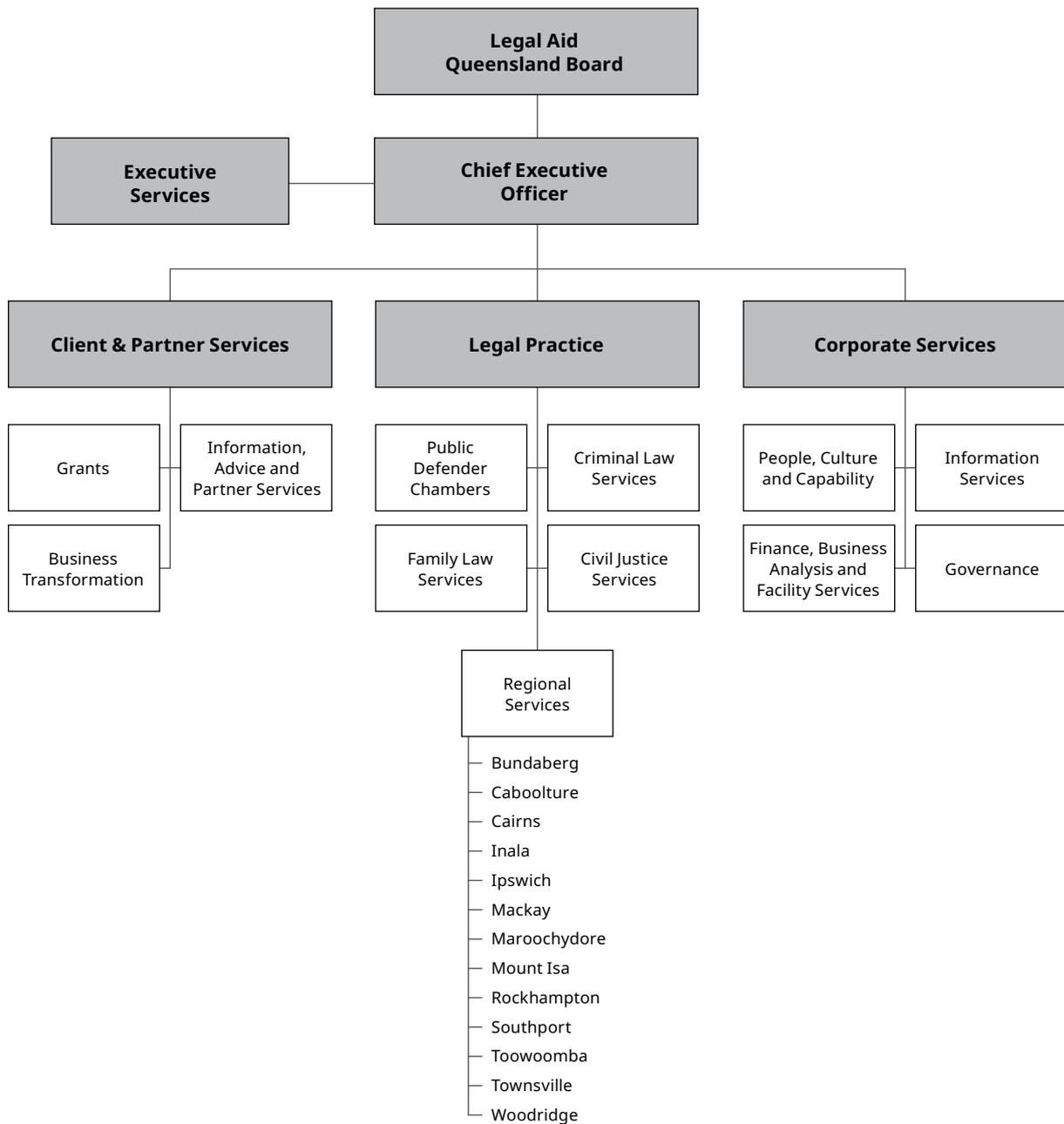


Figure 2. Organisation structure

# Report card



## Queensland Government community objective

Safety where you live



## Our services

**Community legal education and information** – through our website, publications, community legal education activities, statewide contact centre and customer service counters

**Legal advice and task assistance** – over the phone, by video-link or face-to-face

**Duty lawyer services** – in criminal, family, domestic and family violence, child protection, anti-discrimination, employment and administrative law

**Lawyer assisted dispute resolution** – for families facing separation, and for consumers and farmers

**Representation in courts and tribunals** – including criminal law, family law, child protection, domestic violence, mental health and some civil law matters.



## Performance indicators

- Meet National Legal Assistance (NLAP) performance indicators (\$)
- Meet Queensland Government service delivery statement measures (% and average cost)
- Results of quality and compliance audits
- Mean satisfaction score >7 in client satisfaction survey
- Deliver internal and external training opportunities to staff and other service providers
- Achieve First Nations Strategic Plan objectives
- Improve services to rural and regional communities
- Participate in legal assistance forums
- Contribute to government policy development
- Implement service delivery initiatives in the:
  - Financial Strategy
  - Workforce Strategy
  - ICT Strategic Plan
  - First Nations Action Plan



## Outcomes

- Achieved Queensland Government targets (see Table 4 on page 23).
- Conducted service delivery audits (see page 40).
- Delivered training to staff and our legal service delivery partners (see page 51).
- Ensured clients from key disadvantaged groups were able to access our services (see Table 5 on page 45).
- Provided 34 policy/law reform responses.
- 73% of Employee Opinion Survey respondents reported high levels of engagement with Legal Aid Queensland.
- Financial position remains healthy (see page 18).
- Implemented Workforce Strategy initiatives (see page 51).
- Implemented ICT Strategic Plan initiatives (see page 57).
- Completed business support projects.



## Priorities for the future

- Continue to provide quality, cost effective legal services statewide.
- Improve service delivery to Aboriginal and/or Torres Strait Islander peoples.
- Continue to pursue our goal of Legal Aid Queensland being a 'centre of excellence'.
- Continue to deliver training opportunities to staff and external service providers.
- Replace our key business systems LAQ Office and Grants Online.
- Collaborate with and enhance support for preferred supplier law firms.
- Increase fees paid to preferred supplier law firms.
- Continue to support diversionary court programs such as Queensland Drug and Alcohol Court and Court Link.
- Continue to support and enhance legal service delivery for young people in the youth justice system particularly in regional areas.

# Financial overview

	Budget \$'000	Actual \$'000
Grants and other contributions	234,791	239,546
User charges	1,350	1,031
Interest	6,292	7,194
Other revenue	138	99
<b>Total income</b>	<b>242,571</b>	<b>247,870</b>
Gains on disposal/revaluation of assets	-	2,629
<b>Total income from continuing operations</b>	<b>242,571</b>	<b>250,499</b>
Employee expenses	106,609	105,267
Supplies and services	22,313	21,920
Outsourced service delivery	109,032	110,078
Grants to legal centres	-	358
Depreciation and amortisation	4,000	4,749
Other	617	1,631
<b>Total expenses</b>	<b>242,571</b>	<b>244,003</b>
<b>Operating result from continuing operations</b>	<b>-</b>	<b>6,496</b>
Increase in asset revaluation surplus	-	500
<b>Total comprehensive income</b>	<b>-</b>	<b>6,996</b>

Table 2. Published 2024–25 budget versus actual performance

The 2024–25 operating surplus of \$6.996 million, or 2.8% of total income, has been substantially influenced by the receipt of additional funding of \$4.76 million for various services, a revaluation increase (non-cash) of \$1.59 million associated with our land and building at 44 Herschel Street, Brisbane as assessed at 30 June 2025 and a fair value gain of \$1.02 million on financial assets during the 2024–25 financial year. Outsourced service delivery is higher than anticipated by \$1.05 million or 1.0% mainly due to the increase in fees Legal Aid Queensland pays to preferred suppliers. Employee expenses are lower than budget by \$1.34 million or 1.3% due to vacancies.

Our financial position remains healthy and reflects the board and management's commitment to sound

financial management principles to ensure the long-term sustainability of core services (see figure 3 for more information).

Our continued focus on managing our finances has maintained our balance sheet's strength and stability while allowing the organisation to continue to deliver frontline services in a timely and effective way. This sound financial position allows us to invest in our assets and operational infrastructure, which ultimately helps us deliver services more efficiently to our clients. We will continue to minimise costs and risks in relation to liabilities and contingent liabilities through our ongoing focus on sound governance practices in our financial management.

The organisation collectively has a strong focus on financial management, and this allows for a greater ability to plan and deliver against objectives while meeting our core responsibility to provide cost effective services to financially disadvantaged Queenslanders.

**Income**

Federal and state government grants are our main income source, with relatively little income derived from service charges or clients’ contributions towards their legal costs (see Figure 4 for more information).

Another part of our overall income management focuses on interest income earned on cash investments. This portion of income is moderate in nature but important as it helps deliver core services and provide for the graduate program.

**Expenses**

Our major expenditure categories cover salary and wages for our staff along with paying our statewide network of private law firms to carry out legal aid work on our behalf (see Figure 5 for more information). The expenditure paid to private law firms is consistent with our mixed service delivery model, which allocates about 80% of legally aided representation matters to private lawyers. The remaining costs support the in-house legal practice and infrastructure for all service delivery (see Figure 6 for more information). Our continued focus on expenditure management has contributed significantly to the organisational delivery.

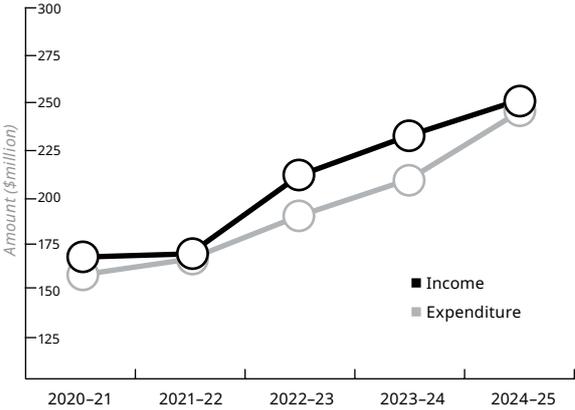


Figure 3. Income and expenditure

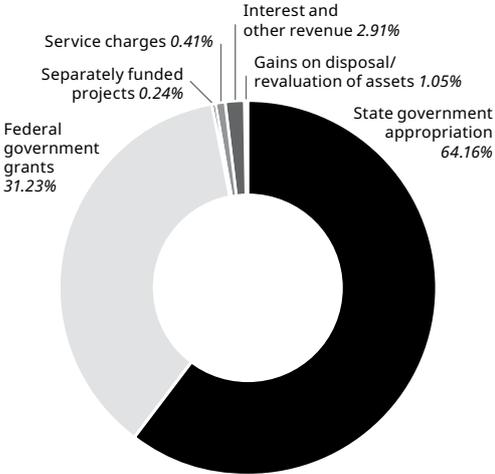


Figure 4. Income 2024-25

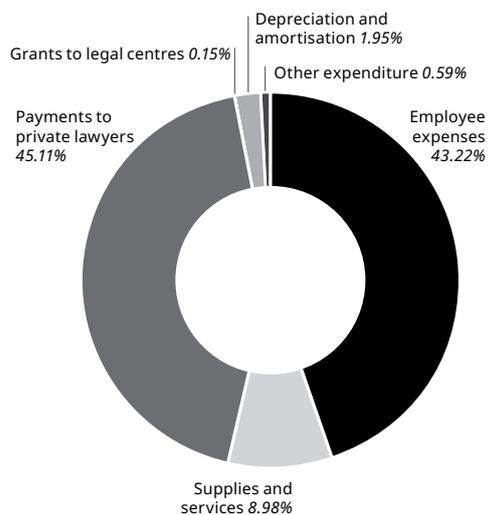


Figure 5. Expenses 2024-25

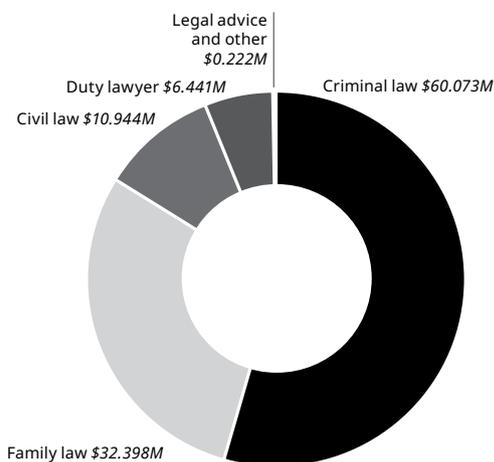


Figure 6. Payments to private lawyers 2024-25

## Assets

The most valuable assets we have are cash and cash equivalents (of \$107.17 million), and our land and building in Brisbane (currently valued at \$31.50 million). In January 2025, we invested \$25 million with Queensland Investment Corporation in their Long-term Diversified Fund. Other assets we own include computer equipment, car fleet and money owed to us by clients.

## Liabilities

Our largest liability is money we must put aside to pay private lawyers for work assigned to them but not yet completed. Sometimes these cases can take several years to complete so money needs to be kept aside from the outset of the matter. This is shown as a provision in the accounts. In addition to this, our other main liabilities include known future payments to suppliers and providing payments associated with annual leave entitlements for our staff.

## Equity

Equity is made up of 2 components – first the accumulated surplus (also known as retained earnings), which essentially is money in the bank and available to use for business needs, and secondly the asset revaluation surplus. The accumulated surplus balance as of 30 June 2025 was \$87.25 million, which represents about 77.9% of our total equity. The second component of our equity is the asset revaluation surplus and this represents the increase, over time, in the value of the land and building we own in Brisbane where our head office is located. The 30 June 2025 balance of the asset revaluation reserve was \$24.7 million.

## Cash

We have maintained and managed healthy cash levels over the past number of years to ensure we can pay our employees, ensure payment to our network of private lawyers for matters they finalise, and to allow us to replace equipment and other assets along with upgrading our facilities when and where required. We invest this cash in low-risk funds managed by the Queensland Government's central financing authority. This investment strategy provides us with some income from interest earned but also protects us from market fluctuations.

# About us

## Our role, purpose, vision and values

### *Our role*

To provide legal assistance to financially disadvantaged people throughout Queensland as a valued part of the legal and justice system.

### *Our purpose*

To maintain the rule of law, protect legal rights, contribute to the fairness and efficiency of the justice system, and reduce the social impacts of legal problems.

### *Our vision*

To be a leader in a fair justice system where people can understand and protect their legal and human rights.

### *Our values*

#### *Social justice*

We seek to protect people's legal and human rights, promote dignity and fair treatment and help those at risk of social exclusion.

#### *Respect*

We respect the people we assist, those with whom we work and their safety, and the rule of law, our professional obligations and the administration of justice.

#### *Quality*

We strive to improve the quality of our work and the outcomes for our clients.

#### *Cost effectiveness*

We deliver innovative, sustainable, quality and cost effective services.

#### *Accountability*

We are accountable to our clients, courts, the legal profession, the community and those who fund us.

## Who we are and what we do

Legal Aid Queensland provides legal help to financially disadvantaged Queenslanders. We are an independent statutory authority that operates under the *Legal Aid Queensland Act 1997*.

We receive state government funding to provide legal services for state law matters, and federal government funding to provide the legal services designated in the National Legal Assistance Partnership and other federal funding agreements.

Our services include community legal education and information, legal advice and task assistance, duty lawyer services, lawyer-assisted dispute resolution, and representation in courts and tribunals. Our services are provided across areas of law including crime, family, child protection, child support, domestic and family violence, social security, consumer protection, employment, and anti-discrimination.

Our head office is in Brisbane. To meet the needs of Queenslanders living in rural and regional areas, we operate a statewide client contact centre and offer our services from 13 regional offices: Bundaberg, Caboolture, Cairns, Inala, Ipswich, Mackay, Maroochydore, Mount Isa, Rockhampton, Southport, Townsville, Toowoomba, and Woodridge.

Our regional office staff work with a network of community access points that act as information outposts and referral points in communities. We also participate in the Queensland Legal Assistance Forum and Regional Legal Assistance Forums.

We provide duty lawyer, representation and dispute resolution services through a mixed service delivery model involving our in-house legal practice, private law firms that do legal aid work on our behalf (who we call preferred suppliers), and community legal centres around the state to maximise legal services available to disadvantaged Queenslanders. Staff assess individual legal aid applications against the Legal Aid Queensland funding guidelines and by applying means and merits tests and manage the funding arrangements for cases where aid is approved.

We also respond to requests from the state and federal governments for submissions on legislative reforms and other matters.

# Our performance

## Overview of services

The Australian Government and the states and territories entered into a National Legal Assistance Partnership Agreement (NLAP) in July 2020. The NLAP governs the way Commonwealth legal aid services funding to the states and territories is to be used, as well as the broader goals and objectives of legal assistance services.

The NLAP requires national performance indicators to be reported.

The NLAP national performance indicators are:

- legal representation services
- legal assistance services
- information and referral services
- community legal education (CLE)
- facilitated resolution processes
- stakeholder engagement.

### Services

<b>Community legal education</b>	8,117
<b>Discrete assistance</b>	
Information and referral	235,574
Legal advice and legal task services	36,992
<b>Facilitated resolution processes</b>	
Family dispute resolution conferences	1,471
Civil dispute resolution	8
<b>Duty lawyer services</b>	
Criminal law duty lawyer	92,408
Family law duty lawyer	1,745
Domestic and family violence duty lawyer	29,764
Child protection duty lawyer	1,135
Administrative Review Tribunal duty lawyer	175
<b>Representation services</b>	
Applications received	45,644
Applications approved	35,109
Applications refused	10,535

Table 3. Overview of Legal Aid Queensland services 2024–25

# Queensland Government service delivery statement measures

Service standards	Notes	2024-25 Target/Est.	2024-25 Est. Actual
<i>Effectiveness measures</i>			
Percentage of decisions to refuse an application for legal assistance that are referred to the external review process, where the decision to refuse is overturned.	1	6%	3.5%
<i>Efficiency measures</i>			
Average cost per client for crime duty lawyer service	2	\$73	\$67.65
Average cost for calls received through the contact centre		\$6.20	\$6.27
Percentage of accounts processed by Grants Division within a 14 day period		95%	99%

Table 4. Queensland Government service standards 2024-25

**Notes:**

1. The variance between the 2024-25 Target/Est. and the 2024-25 Est. Actual is due to improved online support for 2024-25 practitioners and clients, and a more robust internal review process to achieve resolution at an earlier stage with less matters required to proceed to external review.
2. The lower result in 2024-25 Est. Actual has been achieved through the continued and effective use of a mixed service delivery model.

# Objective 1. Provide quality and cost effective legal services to our clients

## Community legal education

CLE is an integral service offered by Legal Aid Queensland. Our CLE activities are coordinated through a strategy that responds to priority client groups and legal problems and aims to:

- improve community understanding of the law
- reduce litigation and costs to the justice system
- help community members to understand their legal rights and responsibilities and how to access legal help if they need it
- help key stakeholders to understand our services and how to access them.

Our CLE Strategy's focus on prevention, early intervention and collaborative service planning aligns with the NLAP's priorities and is delivered through:

- CLE activities and engagement with priority groups including Aboriginal and/or Torres Strait Islander peoples and communities
- legal information sessions for community members and frontline workers supporting people involved in the justice system
- webinars for community lawyers, financial counsellors and community, health and education workers
- collaborative projects and co-designed resources that focus on increasing awareness of the law and our services with priority community groups
- connecting with existing networks and establishing new networks through strong relationships
- participation in community events across Queensland such as Homeless Connect and NAIDOC Week events
- web-based legal information and digital resources
- online and printed materials including factsheets and legal information guides.

During the year, we:

- worked with First Nations service providers and networks to improve access to our general and specialist services, like consumer protection and child protection, and to create CLE opportunities through relationship building

- continued our work delivering the Blurred Borders Queensland program across the state; we distributed 356 tool kits to stakeholders and delivered 101 training sessions to more than 1,000 people in Brisbane, Inala, Southport, Cherbourg, Mackay, Mount Isa, Cairns, the Torres Strait, Townsville, Rockhampton, Ipswich and Woodridge; we also worked with key child protection and justice sector agencies to co-design tailored Blurred Borders Queensland training sessions for their staff to help these organisations embed the resources in their work
- participated in an evaluation of the Blurred Borders Queensland program led by independent external evaluators; the evaluation report concluded the program is 'punching above its weight' in terms of community impact; compelling early evidence showed these simple visual tools, coupled with quality training and support, can change the way legal and support staff relate to clients, with profound impacts for people in need in the justice system
- participated in community engagement meetings with interagency networks, individual services, service delivery hubs and co-located services in regional areas to provide information about our services and deliver CLE
- reviewed and updated our legal information publications including the *Bail by mail* guide
- produced new legal information publications about appealing an ABSTUDY debt, child support and proving paternity, dispute resolution, and resources to support Torres Strait Islander peoples applying for a cultural recognition order
- distributed the 'CLE update' e-newsletter to our CLE program subscribers sharing news about upcoming webinars and community events, new services and resources, project updates and other initiatives
- contributed specialist legal information to the Financial Counselling Australia newsletter
- increased our social media presence and reach across the legal assistance sector to promote our resources and key legal information
- produced and promoted animated videos in response to specific legal needs like financial hardship, cultural recognition orders, family dispute resolution conferences, property arbitration, and property conferences
- participated in community events across Queensland, where we provided free legal help and referrals to attendees and raised awareness of

- Legal Aid Queensland's services; events included Homeless Connect, disaster recovery forums and disaster preparedness expos, Community Assist/Bring Your Bills events, NAIDOC Week events, Child Protection Week family fun days, and targeted events focused on domestic and family violence, elder abuse, financial wellbeing, seniors and the general community
- delivered 10 webinars for community lawyers, financial counsellors and community, health and education workers; topics included changes to the Family Law Act, child protection, domestic and family violence referral pathways, paternity testing and child support, adult restorative justice conferencing, legal rights after a natural disaster, asserting your client's rights to tackle cost of living challenges, the Blurred Borders Queensland tool kits, workplace sexual harassment, and applying for a grant of aid and navigating our application process
  - delivered 298 CLE activities to 8,117 people and produced 44 resources in response to community group and agency requests and identified need; topics included domestic and family violence referral pathways for legal advice, applying for domestic violence protection orders, youth justice, Counselling Notes Protect, Love Bites healthy relationships program, Blurred Borders Queensland training sessions, child support and parentage testing, disaster insurance and other legal issues, debt, consumer law issues, reviewing an ABSTUDY debt, discrimination and accessing Legal Aid Queensland's services
  - administered the CLE Collaboration Fund's 15th round to resource collaborative initiatives and partnerships to extend the reach of our CLE work. The fund allows us to resource community legal centres (CLCs), the Aboriginal and Torres Strait Islander Legal Service (ATSILS), regional legal assistance forums (RLAFs) and specialist legal assistance forums to educate priority communities across Queensland. To date, 104 projects have been funded, including 4 projects in 2024–25 totalling \$106,404:
    - Basic Rights Queensland received \$29,500 to produce a suite of legal education initiatives to build the capacity of social workers and community workers across Queensland to help vulnerable people access Centrelink payments and assert their rights.
    - Sunshine Coast Family Law Pathways Network received \$30,000 to coordinate and deliver 5 Aboriginal and Torres Strait Islander roadshows in

Nambour, Gympie, Bundaberg and Rockhampton to raise the community's awareness of:

- » the Indigenous List at the Federal Circuit and Family Court of Australia
  - » the support Indigenous family liaison officers at the court and local community support services can give to families navigating this legal process
  - » kinship care as an alternative pathway to child protection.
- Tenants Queensland received \$17,275 to deliver 10 podcast episodes in Torres Strait Creole to provide First Nations renters with access to culturally appropriate tenancy information, advice and education materials.
  - Youth Advocacy Centre received \$29,629 to:
    - » update 31 legal information sheets for young people in line with legislative changes
    - » develop or update videos for social media to complement these written resources
    - » update 18 practice papers for youth workers to help them understand Queensland laws pertaining to young people.

## Discrete assistance

### Information and referral

Legal Aid Queensland provides comprehensive statewide free legal information and referral services to disadvantaged Queenslanders. Our legal information and referral services can be accessed online via the Legal Aid Queensland website ([legalaid.qld.gov.au](http://legalaid.qld.gov.au)), in person at one of our 14 offices throughout metropolitan and regional Queensland or by phone through our client contact centre.

### Website

To support Queenslanders with their legal issues, we provide legal information and resources on the Legal Aid Queensland website.

The website includes:

- legal information covering family, criminal and civil law written in plain language to make it easy to understand

- a 'Publications and resources' section with keyword search and publication/category filters
- a 'For lawyers' section that includes updates, key policies and procedures for our preferred supplier law firms.

During the year, people visited the website 1,123,639 times, with 2,283,137 pages being viewed.

We are committed to working towards digital accessibility for all Queenslanders by continually improving the user experience and applying the relevant accessibility standards.

## Client contact centre

Our client contact centre is based in Brisbane and operates Monday to Friday during business hours. The Legal Aid Queensland client contact centre helps clients across the state who have queries about their legal matters or grants of legal aid. Our client information officers provide legal information and triage client queries to ensure clients are referred to the most appropriate service for their legal matters.

*The client contact centre answered 145,458 calls in 2024–25 and provided 83,853 legal information and referral services to clients.*

The team also provided 1,760 legal information and referral services via email.

We continued to give prisoners in correctional centres priority access to our client contact centre to reduce their waiting time. Prisoners are considered highly vulnerable clients as they have extremely limited access to legal services and support and are at a high risk of social exclusion and financial disadvantage.

In 2024–25, we continued to participate in the Queensland Police Referrals Service. The service helps people who come into contact with police and other community organisations to get support for legal issues.

## Client Assistance Service

Our Client Assistance Service is a holistic and trauma-informed service supporting the most vulnerable clients to get the legal help they need. The service supports people to receive legal advice and/or guide them through applying for a grant of legal aid.

A client may be referred to the service if:

- they have a vulnerability/ies and
- their issue/s cannot be resolved through phoning our contact centre or visiting a front counter.

The service's client information officers act as a single point of contact for a client while they go through the process of receiving legal advice and applying for legal aid funding.

## Legal advice and legal task services

Financially disadvantaged Queenslanders can access our free legal advice and legal task services by telephone, including through the National Relay Service, by videoconference or face to face at Legal Aid Queensland offices and at designated outreach services.

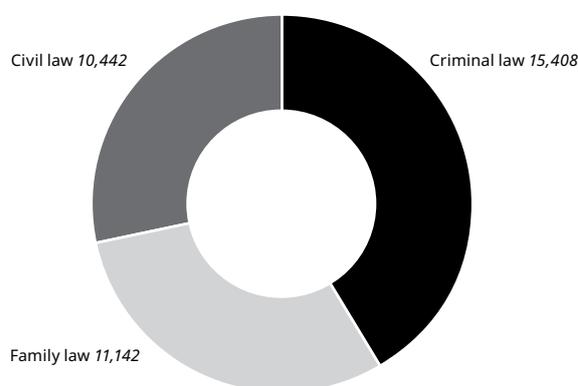


Figure 7. Legal advice and legal tasks services 2024–25

We provide free legal advice to eligible clients in:

### **Criminal law**

- Criminal charges in the Magistrates, District and Supreme Courts
- Youth justice
- Traffic matters
- Mental health law

### **Family law**

- Parenting issues (e.g. arrangements about children)
- Relationship issues (e.g. divorce, property settlement)
- Domestic and family violence
- Child support and maintenance
- Child protection
- Family dispute resolution

### **Civil law**

- Anti-discrimination and human rights
- Farm and rural debt issues
- Social security appeals
- Motor vehicle property damage
- Consumer and debt disputes
- Employment
- Disasters
- National Disability Insurance Scheme (NDIS)

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*In 2024–25, we provided legal advice and legal task services to 36,992 people.*

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The legal advice service is primarily delivered by our Brisbane-based First Advice Contact Team, specialist legal teams and regional offices (see Figure 7 for more information).

### **First Advice Contact Team**

The First Advice Contact Team provides face-to-face advice to eligible clients at our Brisbane office and remote legal advice via a statewide telephone service, and via videoconference where needed. Our highly skilled lawyers provide advice across a range of legal issues each weekday, including urgent advice for people being questioned by police, and in family law, domestic and family violence and child protection proceedings where urgent advice is needed. The team also provides legal task services for people who might need help with preparing letters and other documents following initial legal advice.

### **Prison Advice Service**

Our Prison Advice Service primarily uses videoconferencing to provide legal information and advice services to people in Queensland's prisons. We also coordinate videoconferencing appointments for our in-house lawyers and preferred suppliers across Queensland. Videoconferencing reduces travel time and provides cost savings. The service's lawyers and some regional advice lawyers also provide face-to-face advice services at designated prisons.

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*In 2024–25, the Prison Advice Service provided 1,635 advice services to Queensland prisoners.*

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### **Refugee and Immigration Legal Service advice referrals**

We continue to work with the Brisbane-based Refugee and Immigration Legal Service (RAILS) to provide a warm referral pathway for clients who have family law, domestic and family violence, or child protection issues. The lawyers provide advice through these referral pathways and help clients apply for legal aid (if appropriate).

## Consumer advice clinic

During 2024–25, we continued to provide telephone consumer advice clinics 5 days a week. We provided advice about:

- mortgage stress and housing repossession
- debt and debt collection practices
- credit cards and personal loans
- ‘buy now pay later’ schemes
- car loans
- small amount (payday) loans and consumer leases
- telephone and other utilities contracts
- insurance including home and contents, car insurance and funeral insurance
- Australian consumer law including faulty cars, unsolicited consumer agreements and training colleges and courses
- bankruptcy and part IX agreements.

## Anti-discrimination and Human Rights advice clinic

During the year, we provided specialist advice clinics about state and federal anti-discrimination laws and state human rights protections 2 days a week. We also helped clients apply for legal aid if needed.

We operate a specialist advice clinic one afternoon a week through an arrangement with the Queensland Human Rights Commission (QHRC). The clinic is available to clients whose complaints have been accepted by the commission. Clients receive advice via telephone about their complaint, the complaint process, the conciliation process and how to proceed to the Queensland Civil and Administrative Tribunal (QCAT). During these clinics, we also provide task assistance to clients to help facilitate their access to justice.

## Employment law advice clinic

We deliver specialist legal advice and task assistance to federal system employees about federal employment law matters under the *Fair Work Act 2009*, including unfair dismissal, general protections, bullying, discrimination, sexual harassment, disciplinary processes and flexibility arrangements. We also help clients apply for legal aid if needed. We provide telephone advice clinics 5 days a week.

Our specialist sexual harassment advice clinic provides holistic, trauma-informed legal advice and task assistance to clients who have experienced sexual harassment and/or discrimination in the workplace.

We provide a specialist advice clinic through an arrangement with the Fair Work Commission’s (FWC’s) Workplace Advice Service. The clinic is available to clients who have contacted the commission about employment law issues and complaints. We provide clients with advice via telephone about their legal issues, how to apply to the FWC, the conciliation process and how to proceed with their matter if it does not resolve at conciliation. We also provide task assistance to clients to help facilitate their access to justice.

## Social security appeals advice clinic

We deliver specialist legal advice and task assistance that focuses on providing advice to clients about how to deal with Centrelink decisions, including advice about overpayments. We provide an in-house clinic 2 days a week for clients who have not lodged an appeal before the Administrative Review Tribunal (ART), including those who need help to lodge an appeal with the ART. This allows clients to achieve an early resolution rather than having to wait until their appeal reaches the ART. The clinic also supports clients whose appeal was unsuccessful and who are unsure how to progress their matter, including in relation to claims to the Scheme for Compensation for Detriment caused by Defective Administration.

During the year, we started an in-house face-to-face clinic at our Ipswich office for people needing help with social security appeals.

We also provided specialist advice clinics through an arrangement with the ART. During 2024–25, we provided telephone advice clinics through the ART’s Social Services and Child Support jurisdiction and General jurisdiction 3 days a week. For clients representing themselves through the Social Services and Child Support jurisdiction, our clinics provide advice and task assistance, and many appeals are resolved at this level. We also provide advice and task assistance to clients whose appeals have progressed to the General jurisdiction. Additionally, we help clients apply for legal aid if needed.

## NDIS advice clinic

We deliver specialist legal advice and task assistance advice to clients about how to deal with reviewable decisions made by the National Disability Insurance Agency (NDIA). Our in-house NDIS clinic operates 3 days a week and provides advice on legal issues including access to the NDIS, reasonable and necessary supports, revocation, reimbursements, how to apply for an internal review to the NDIA and how to lodge an external review application with the ART.

We also operate a specialist advice clinic through an arrangement with the ART. This clinic operates 2 days a week to help clients who have lodged external review applications with the ART. At these clinics we give specialist NDIS advice to participants in the NDIS, prospective participants, and nominees about their appointments and, if appropriate, help them apply for legal aid.

## Legal Advice Referral Pathways Program

We continued to deliver our Legal Advice Referral Pathways Program, which helps vulnerable clients, particularly women who have experienced domestic and family violence, receive priority legal advice. The program operates in 10 locations across the state: Brisbane, Caboolture, Gold Coast, Ipswich, Woodridge, Maroochydore, Toowoomba, Bundaberg, Mackay and Townsville.

We continue to explore opportunities to establish new referral pathways. With more than 200 registered agency partners across Queensland, we remain committed to expanding this vital referral program to ensure continued support for vulnerable clients across these communities.

## Domestic and family violence advice

During the year, we delivered specialist domestic and family violence advice services 5 days a week to help those affected by domestic and family violence, and those who are responding to an application for a domestic violence protection order.

The Application Assistance Program helps people applying for domestic violence protection orders in the Brisbane Magistrates Court by:

- helping victim/survivors prepare and lodge applications for domestic violence protection orders
- providing support for victim/survivors in court
- helping victim/survivors with risk assessments and safety planning
- referring people to legal and support services.

The Domestic Violence Court Assistance Service provides free and confidential help to all victim/survivors who attend the Brisbane Magistrates Court for domestic and family violence matters. The service is available to anyone applying for, or responding to, a domestic violence protection order, and helps them:

- access the court's safety facilities
- understand what protection orders are, including their conditions and what to do if an order is breached
- understand the court process, including support and information
- talk to the police prosecutor and court staff
- make a safety plan
- access relevant legal and community services for crisis counselling and emotional support
- complete applications for legal aid.

## Child Protection Early Legal Service

The Child Protection Early Legal Service focuses on providing legal advice and advocacy for vulnerable parents early in child protection interventions. Lawyers work collaboratively with community-based support agencies to make sure the program reaches vulnerable parents involved, or at risk of becoming involved, with the child protection system.

We have continued to develop our referral pathway partnership with the Office of the Public Guardian to expand and strengthen services provided to clients who are particularly vulnerable with mental health and/or intellectual disability. We have also established partnerships with various community support agencies in the Brisbane region.

Early legal support involves advocating for parents to receive support and guidance to keep their children safe so statutory child protection intervention occurs only as a last resort. This support may involve legal advice and help before the start of court proceedings.

## Child Protection Outreach Legal Service

The Child Protection Outreach Legal Service provides legal advice to clients statewide via a telephone advice clinic. The service also provides regular child protection duty lawyer services in Mackay, Rockhampton, Gladstone, Kingaroy, Gympie, Beenleigh, Richlands and Cleveland. The service is delivered by Brisbane-based lawyers who regularly travel to regional Queensland.

We have established referral pathway partnerships with relevant stakeholders, including Child Safety, the Director of Child Protection Litigation, the Office of the Child and Family Official Solicitor and the Office of the Public Guardian to help clients in regional areas to get legal advice. During the year, we focused on our outreach services in Gympie, Kingaroy and Richlands, including providing in-person advice clinics to ensure our vulnerable regional clients have access to services in line with those available in Brisbane.

## Child support advice clinic

We continued to deliver child support advice each week. The clinic provides people with legal advice about reviewing child support decisions, child support agreements, paternity and enforcing outstanding child support payments. Lawyers provide advice to clients on the child support process, their prospects of success and/or evidence, and if appropriate, help them apply for legal aid.

## Family law advice clinic

We provided legal advice each week to people experiencing complex family law issues (including parenting and property matters). Lawyers provide advice to clients on their prospects of success and/or evidence, and if appropriate, help them apply for legal aid or refer them to the Family Advocacy and Support Services.

## Youth Legal Advice Hotline

Our Youth Legal Advice Hotline continued to give legal advice and support to young people, and assistance to youth justice stakeholders and Queensland police. The hotline helps young people to access early legal advice with the aim of increasing the likelihood of their issues

reaching an early resolution and promoting diversionary options for young people suspected by police of having committed an offence.

Queensland police are required to notify a legal aid organisation that a child is in custody for questioning, and the hotline operates Monday to Thursday from 8 am to 9 pm and from Friday 8 am to Sunday 5 pm. During the year, staff provided early legal advice and help for 1,217 matters.

## Drug Diversion Legal Advice Line

The Drug Diversion Legal Advice Line helps divert people charged with minor drug offences from the court system. The service operates Monday to Thursday from 8 am to 9 pm and from Friday 8 am to Sunday 5 pm. When a person calls the advice line, the call is answered by an advice lawyer. Callers outside of operating hours are directed to information on the Legal Aid Queensland website.

We can provide confidential advice on eligibility for warnings and drug diversion assessment programs, advice for those wanting to reschedule or who have missed their allotted program and liaise with police to help with diversionary options.

## Duty lawyer services

### Criminal Law Duty Lawyer Service

Our Criminal Law Duty Lawyer Service operates in 81 Queensland Magistrates and Childrens Courts and plays a crucial role in our youth and adult justice systems. The service offers free initial legal advice and representation to people charged with criminal and serious traffic offences who are on bail or in custody in Queensland. Duty lawyers represent people on guilty pleas, make bail applications and request remands for clients.

Duty lawyer services are provided by our in-house lawyers, ATSILS and authorised private lawyers who deliver services under roster or tender arrangements.

We are committed to case conferencing and mediating matters with the prosecution to ensure our clients have

their legal issues resolved as soon as possible. This can have significant sentencing benefits for clients and can also result in savings to the criminal justice system by avoiding court time being wasted. It also means witnesses and victims do not have to go through the stress of attending court.

## Family Law Duty Lawyer Service

Our Family Law Duty Lawyer Service provides help to self-represented litigants in the Federal Circuit and Family Court of Australia throughout Queensland for family law matters. We provide services in Brisbane, Maroochydore, Toowoomba, Hervey Bay, Bundaberg, Rockhampton, Mackay, Townsville and Cairns.

The duty lawyer service provides information, legal advice, referrals and, in some cases, representation for clients with matters in court that day. We also help people complete their own forms and documents, negotiate and settle consent orders and seek adjournments. We help people complete applications for legal aid or to access our review process if they have previously been unsuccessful with applications for aid.

## Family Advocacy and Support Services

The Family Advocacy and Support Services operate in the Federal Circuit and Family Court of Australia in Brisbane, Townsville, Rockhampton and Cairns, and in circuit locations across Queensland.

This is a federal government funded service focusing on giving more and earlier help to clients impacted by family violence.

The service recognises people coming to the family law courts need more than just legal help – it involves lawyers, social support workers and mental health workers who can work together to address the client's legal and non-legal needs.

The service provides legal advice and help for unrepresented people on their court date, complementing the Family Law Duty Lawyer Service. Legal help is also provided for clients who are not in court but have a very urgent family law issue, such as seeking recovery, or airport watch list orders for children.

Lawyers give people information and legal advice, negotiate with other parties, prepare simple court documents and represent people in court (in some

situations). Support workers and mental health workers can help clients with safety planning and referrals for their social and mental health support needs. The service continues to provide a wrap-around legal and social support service to clients who need urgent help.

The service can help people at all Federal Circuit and Family Court of Australia registries and circuit locations in Maroochydore, Toowoomba, Hervey Bay, Bundaberg and Mackay, and provide mental health supports to complement legal and social support to clients. We continue to be the primary service provider, and engage external services to provide complementary legal, social and mental health supports in Brisbane and regional areas.

Our Family Law Duty Lawyer Service and Family Advocacy and Support Services also helps clients in the Federal Circuit and Family Court of Australia's Critical Incident list – a case management list that helps non-parents to secure parental responsibility and parenting orders for family members where there is no parent available to care for the children as a result of the death or incarceration of a parent, including as a result of family violence.

The Family Advocacy and Support Services also helps clients in the Federal Circuit and Family Court of Australia's specialist Indigenous list, which provides Indigenous families with modified case management processes and support from a court Indigenous family liaison officer.

## Domestic and Family Violence Duty Lawyer Service

We continued our role as a key partner involved in the Specialist Domestic and Family Violence Courts at Southport, Beenleigh, Townsville, Mount Isa, Palm Island, Brisbane and Cairns. We operate duty lawyer services to support clients and the court. The service gives people access to free legal help before their court appearance.

The service's clients include those affected by domestic and family violence and those who are responding to an application for a domestic violence protection order. In Southport and Brisbane, the service also provides legal help to defendants charged with breaching domestic violence orders and related criminal cases. The duty lawyers provide legal advice, representation and referrals to other legal and support services for people appearing before the specialist courts.

This year, the duty lawyers in the Specialist Domestic and Family Violence Courts helped 16,435 people appearing before the court for civil domestic and family violence matters.

We also operated domestic and family violence duty lawyer services in 24 other court locations around Queensland.

The duty lawyers give free legal information and advice, help clients fill out forms and documents needed for that day in court, discuss the clients' eligibility for ongoing support from Legal Aid Queensland in the domestic and family violence matter and other related legal problems, and provide referrals to appropriate support services. In some circumstances, the duty lawyer may also appear in court on the client's behalf for their domestic and family violence matter.

The duty lawyer services are provided in the 31 courts by in-house lawyers and lawyers from preferred supplier law firms and CLCs. Providing legal help and referrals early in the court process helps applicants and respondents to better understand their options and the legal implications of these options. It also helps people to connect with support services early to keep them and their children safe.

## **Child Protection Duty Lawyer Service**

We operated the Child Protection Duty Lawyer Service in Brisbane, Holland Park, Ipswich, Southport, Maroochydore, Toowoomba, Caboolture, Pine Rivers, Townsville, Cairns and Mount Isa Childrens Courts.

The Child Protection Outreach Legal Service provided duty lawyer services in Mackay, Rockhampton, Gladstone, Kingaroy, Gympie, Beenleigh, Richlands and Cleveland.

The duty lawyers provide free legal help to parents and young people before they appear in court for their child protection matter.

The service is a court-based advice model where lawyers give free legal information and advice, help people fill out forms and documents needed for that day in court and talk to the clients about their eligibility for ongoing legal representation from Legal Aid Queensland. In some circumstances, the duty lawyer may also appear in court on the client's behalf for their child protection matter.

The duty lawyer services are delivered by in-house lawyers and lawyers from preferred supplier law firms and CLCs. Lawyers being available to provide advice to people about their child protection issues helps the clients to be properly informed before going into court, to feel more confident negotiating the legal process, and more accepting of the outcomes.

## **Facilitated resolution processes**

### **Resolving family law problems through dispute resolution processes**

Legal Aid Queensland is a national leader in providing lawyer-assisted family law dispute resolution and arbitration. We operate a statewide lawyer-assisted family dispute resolution program. We aim to resolve family law disputes before matters go to court or before a final hearing if court proceedings have started. The program achieved a good result in 2024–25, with 73.3% of matters achieving an early resolution.

We have dispute resolution conference organisers in Brisbane and regional centres around the state to help families. Family law dispute resolution conferences are primarily held by videoconference and telephone. An important part of our family law dispute resolution program is our property arbitration program, which allows parties to settle property disputes.

Our lawyer-assisted property mediation program aims to help separated couples with property disputes to resolve these in a two-step conference and arbitration process that allows property disclosure and discovery to occur.

### **Providing services to the farming community**

Our Farm and Rural Legal Service provides free legal help to Queensland farmers and primary producers experiencing financial hardship related to their business, including those with severe debt problems or those in dispute with their lenders.

During the year, we gave legal advice via telephone or face to face and represented clients in mediations with their banks and finance providers. The service was delivered by our in-house lawyers and involved travelling thousands of kilometres on outback Queensland roads to see farmers on their properties.

## Representation services

Our in-house practice, together with hundreds of private law firms and barristers, provide representation services to legally aided clients in serious crime, general crime, youth justice, family law, child protection, domestic and family violence and other civil law matters. We use grants of aid to purchase these services from private lawyers and manage in-house work allocations.

About 80% of our legal representation is provided by private lawyers, with the remainder provided by our in-house practice.

*In 2024–25, our expenditure on private lawyers for representing clients was \$110.078 million.*

### Processing applications for grants of aid

Our Grants division is responsible for assessing and processing applications for grants of legal assistance and managing these grants following approval.

*We assessed 45,644 new applications for legal aid and approved 35,109 applications in 2024–25.*

Applications are processed by staff in our Brisbane and regional offices. Demand for our services is high so we use strict criteria when granting aid for legal representation. In determining whether to approve a grant of aid, grants officers assess requests in line with our guidelines, which are set by the Legal Aid Queensland Board, and apply the means and merits tests. This process looks at the financial means of the person applying and the case's merit. If an application is refused, internal and external review processes are available to applicants. We also allocate independent children's lawyers in family law proceedings and separate representatives in child protection proceedings from the specialist panels we maintain (see Figure 8 for more information).

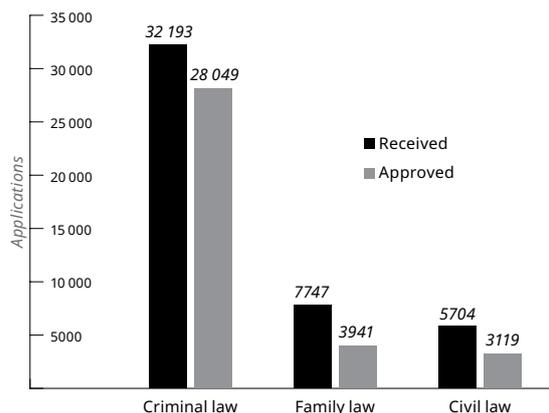


Figure 8. Applications for grants of aid received and approved 2024–25

### Managing grants of aid

In addition to processing initial applications for legal aid, during the year we managed 44,461 ongoing cases. This involved assessing and issuing 85,848 extensions to the initial grants as matters progress, paying 87,727 accounts, and recovering financial contributions from clients and external agencies.

### Reviewing decisions

We have an established review process where applicants can ask us to review a decision to refuse legal aid. Most requests for review are conducted by a senior officer who was not involved in the original decision. The applicant may also request an external review of an internal review decision. Independent lawyers or barristers in private practice complete these reviews by considering all relevant information held and any extra information provided.

Applicants are invited to participate in the external review by telephone. In 2024–25, we considered 2,242 internal reviews and external review officers considered 301 decisions. In 3.5% of cases the external review officer overturned Legal Aid Queensland's decision.

## Improving grants of aid

From 1 August 2024, we increased fees paid to preferred suppliers and counsel undertaking state law matters by 4.9% and Commonwealth law matters by 6.8%. We also increased disbursements for items such as reports, giving evidence, service, travel and accommodation across state and some Commonwealth matters.

In August 2024, we created new grants of aid in response to the *Births, Deaths and Marriages Registration Act 2023*, which established a new framework to strengthen the legal recognition of trans and gender diverse Queenslanders. A grant of legal assistance is now available to children aged 12 to 15 in child-initiated applications to the Childrens Court where neither parent or a person with parental responsibility consent to the alteration of sex and/or change of name in the child's registration record. A grant of legal assistance is also available to represent children in an application to the Childrens Court initiated by one parent or person with parental responsibility on behalf of a child.

In September 2024, we created a new grant of aid in response to the District Court of Queensland Practice Direction for sexual violence case management. Where the court lists a matter on the sexual violence case management list in Brisbane and Ipswich, practitioners will be remunerated for the additional case management requirements.

In November 2024, we created new grants of aid in response to the Office of the Director of Public Prosecution's historical case reviews for forensic DNA (deoxyribonucleic acid) testing in Queensland, and the *Criminal Code and Other Legislation (Double Jeopardy Exception and Subsequent Appeals) Amendment Act 2024*. Where a defendant and their previous legal representative is notified of a historic case review, the defendant or their legal representative can apply for a grant of aid for the client to receive advice. Grants of aid were also created for subsequent appeals to the Court of Appeal and where an application is made by the Office of the Director of Public Prosecutions for a double jeopardy exception. A grant of aid was also created where an application is made to the Governor for a pardon.

In February 2025, we created a new grant of aid in response to the High Court's decision in NZYQ and the establishment of a new community safety order scheme under Division 395 of the *Criminal Code Act 1995* (Cth). Where the Minister for Immigration applies to the Supreme Court for a community safety order, people can now apply for a grant of legal aid.

In June 2025, we created new grants of aid where an application in a proceeding is required for a protected confidences direction in response to the *Family Law Amendment Act 2024* (Cth).

## Legal help for war veterans and their dependents

We receive federal funding under the War Veterans' Legal Aid Scheme to provide help to veterans and their dependents in relation to appeals of Veterans Review Board decisions about:

- war caused disability pension entitlements or assessment claims under Part II of the *Veterans Entitlement Act 1986*
- claims under the *Military Rehabilitation and Compensation Act 2004* about warlike or non-warlike service.

## Commonwealth Family Violence and Cross-Examination of Parties Scheme

We receive funding from the federal government Attorney-General's Department to administer the Commonwealth Family Violence Cross-Examination of Parties Scheme. Demand for representation through the scheme has been high with 726 notifications received from the family law courts during 2024–25. Each notice may relate to a number of parties and each party is invited to apply for assistance under the scheme. We approve applications for funding about 12 weeks before the hearing date where the cross-examination is to happen. Applications for funding are not subject to means or merits testing, and we usually allocate these to a preferred supplier to prepare for and conduct the hearing where the cross-examination is to happen. In 2024–25, we approved 605 parties for funding.

## **In-house legal practices**

### ***Criminal law services***

#### ***Magistrates Court***

We provide legal representation in the Magistrates Court for guilty pleas, summary trials, committals, applications in line with s 172 of the *Mental Health Act 2016* and other Magistrates Court matters.

Our lawyers are involved in the Magistrates Court call over process in Brisbane and provide case conferencing services for summary and committal matters. In 2024–25, we continued to pilot criminal law duty lawyer services in the Brisbane and Holland Park Magistrates Courts. These pilots minimise the need for processing grants of aid and streamline representation of people. These services were well received by the Magistrates Court and other stakeholders and provided legal help and representation to a significant number of defendants.

Consistent with the state government's commitment to diversionary court programs, we have actively participated in supporting these courts in Queensland. The Queensland Drug and Alcohol Court continued to operate this year, and our extensive knowledge and experience of previous drug court programs has allowed us to positively contribute to the successful operation of this important specialist court program.

We also continued to provide duty lawyer services to help unrepresented defendants in the Court Link criminal call over in Brisbane and Ipswich. Court Link is a very successful bail-based case management program monitored by the Magistrates Court and aims to address the underlying causes of offending such as homelessness. For each Brisbane call over we provide 2 duty lawyers, one of whom is female.

Our staff provide annual criminal law duty lawyer training in Brisbane, and in 2 regional centres. These training sessions are open to lawyers from Legal Aid Queensland, ATSILS and preferred supplier firms. Further, our staff conducted statewide training to enhance understanding of the Court Link program and its therapeutic interventions.

#### ***Serious and general crime***

Our lawyers specialise in the defence of complex and general criminal law cases in federal and state jurisdictions.

We provide legal assistance in *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA) matters. In DPSOA matters, we act for people responding to dangerous prisoner applications brought by the Attorney-General, at periodic reviews of continuing detention orders, in contravention proceedings for breaches of supervision orders, and in applications to amend and extend supervision orders.

We also provide advice and representation to witnesses in coronial inquests held in the Coroner's Court of Queensland.

Representation in our criminal litigation teams is often delivered in serious criminal law matters such as murder, major fraud, and complicated drug prosecutions. The defence of these complex matters is challenging and demanding, requiring extensive investigation and preparation. It often sees our lawyers' involvement over years from the time shortly after a defendant's arrest through the various stages of a case within the criminal justice system.

The General Crime team has helped in absorbing criminal law work across all jurisdictions, particularly in Southeast Queensland's District and Supreme Court jurisdictions.

Our experienced lawyers continued to contribute to criminal justice system consultation to help increase efficiencies in the superior courts, particularly in relation to streamlining criminal justice processes.

#### ***Appeals***

We represent people on appeal in the District Court appellate jurisdiction, Queensland Court of Appeal and the High Court of Australia. Appellate jurisdictions are the safety net for the criminal justice system and our lawyers appear in many appeals alongside in-house counsel.

Our lawyers work with stakeholders in the appellate jurisdictions to improve representation and the justice system generally. Our Appeals team has also been actively engaged with the Court of Appeal to ensure we provide efficient and effective defence representation in legally aided appeals. During the year, we began providing legal advice about the merits or likelihood of re litigating criminal cases following law reforms relating to subsequent appeals and expansion of exceptions to double jeopardy.

### ***Mental Health Court***

Our Mental Health Court team provides advice and representation for people charged with criminal offences who have been referred to the Mental Health Court.

The team is committed to helping Queenslanders affected by mental illness or significant impairment and strives to provide them with a voice in the justice system. The team is also a first point of contact for inquiries from practitioners and stakeholders about issues arising from the implementation of the *Mental Health Act 2016*.

The team works closely with our in-house counsel and Mental Health Review Tribunal (MHRT) team to conduct matters, representing the vast majority of non-privately represented clients appearing in the Mental Health Court.

### ***Legal representation in the Mental Health Review Tribunal***

We continued working with the MHRT to provide legal representation services to patients appearing before the tribunal under the *Mental Health Act 2016*.

The MHRT is an independent statutory body protecting the rights of people receiving involuntary treatment for mental illness. It provides an independent review process and makes decisions about whether treatment should occur either in hospital or in the community.

The tribunal sits in 129 locations across Queensland. To help service clients statewide, we have an in-house MHRT team based in Brisbane and in-house regional lawyers along with a network of 21 external legal service providers (preferred supplier law firms and CLCs). Our in-house team, working together with the network of service providers, gives legal help to some of Queensland's most vulnerable people appearing in the tribunal across the state. The in-house team also plays an important role in providing legal advice to people in relation to tribunal process and procedure, the impacts of tribunal decisions, and options for appeal or review. During the year, the MHRT team conducted appeals and reviews in the Mental Health Court in relation to decisions that were considered to adversely impact on the human rights of this vulnerable client cohort.

### ***Arranging representation for MHRT referrals***

Our Grants division is responsible for arranging free legal representation for people appearing before the MHRT where s 740 of the *Mental Health Act 2016* requires the appointment of a representative. Funded

by Queensland Health to help meet its statutory obligations, we allocate legal representation from a specialist panel including lawyers in our MHRT team as well as preferred suppliers and CLCs.

### ***Helping young people in the youth justice system***

Our Youth Legal Aid teams provide specialist legal assistance to children and young people in the youth justice system, particularly in Southeast Queensland. The team is a significant stakeholder in the youth justice sector and advocates strongly on behalf of vulnerable children.

During the year, we continued to provide advice and policy submissions to government on issues relating to youth justice. Our youth justice lawyers also used their knowledge, experience and expertise to continue to provide statewide legal training programs for youth justice stakeholders to improve justice outcomes for young people.

The state government continued to fund us to deliver the Youth Legal Advice Hotline. The hotline enables young people and youth justice stakeholders to access legal information and advice about a criminal law matter by telephone, while providing Queensland Police Service investigating officers with an available lawyer to help promote early resolution of matters and diversionary options.

Our in-house Youth Legal Aid teams have continued to deliver duty lawyer services to court locations in Southeast Queensland, providing expert advice and representation to children appearing before the Childrens Court.

We participated in the state government funded Fast Track Sentencing Pilot in Brisbane, Townsville, Southport and Cairns. The pilot ensures children appearing in court have easy and prompt access to a lawyer so matters can be resolved quickly.

### ***Family law services***

#### ***Social science work***

Our social scientists play an integral role in delivering our legal services to vulnerable clients. They support people through legal processes, complete social assessment and family reports and provide counselling services. We provide social science and support services from our Brisbane, Rockhampton and Townsville offices, with outreach services provided to our Cairns office when needed.

During the year, our social workers completed forensic assessment reports and psychological reports for independent children's lawyers and separate representatives involved in family law and child protection matters and provided testimony before the courts. They helped our lawyers by providing clients with information and referrals to appropriate external organisations for help with non-legal matters such as mental health problems, substance dependencies and accommodation difficulties.

#### ***Helping those affected by domestic and family violence***

We represent people in domestic and family violence matters through grants of aid to preferred suppliers and to our in-house legal practice.

Our specialist Violence Prevention and Women's Advocacy teams help clients experiencing domestic and family violence. The team comprises specialist lawyers who work with in-house domestic and family violence practitioners to provide services to people and practical advice about service delivery in domestic and family violence cases. Our particularly vulnerable clients are at risk of social exclusion and include people under 18 and those with intellectual disability or experiencing mental illness.

#### ***Rockhampton Domestic Violence Unit***

The federal government funded Domestic Violence Unit in Rockhampton provides a wrap-around service to clients impacted by domestic and family violence. The service is designed to support the client's legal and non-legal needs by involving lawyers and support workers working together to address the client's needs. The service provides advice and assistance for clients in the domestic and family violence and family law jurisdictions in Rockhampton and surrounding areas.

#### ***Counselling Notes Protect***

We work to deliver the Counselling Notes Protect service in partnership with Women's Legal Service Queensland. The service provides advice, assistance and representation to clients about Queensland law that protects the counselling records of victims of sexual assault or alleged sexual assault from being used in some courts. In 2024–25, we represented 70 people in the District Court and provided advice and minor assistance to a further 23 clients for in-house matters. We also provide education and training to the legal profession, Queensland Police Service, sexual assault services and other support services about the laws.

#### ***Helping people with child support issues***

We provide information, referral, legal advice and representation services to clients in some child support areas. We can explain how the child support formula works, how the Family Tax Benefit is affected and how to prove paternity.

#### ***Children and young people***

Helping children, their families and the courts to assess the best interests of children involved in legal proceedings is a key focus of the work conducted by our family and child protection lawyers. We continued to provide legal services for children and young people involved in family law and child protection matters in 2024–25.

Courts exercising family law and child protection jurisdictions make a significant number of independent children's lawyer and separate representative appointments, where judicial officers order a child's interests be separately represented. Independent children's lawyers and separate representatives provide best interests representation for children, playing a unique and difficult role within the family law and child protection systems. They gather and assess independent evidence, help children and young people to participate in legal processes that affect them and have their voices heard, and provide measured guidance and recommendations to the courts about the best interests of children and young people. The cases they work on are complex and demanding. Many of these matters are dealt with by specialist in-house lawyers. Our in-house independent children's lawyers and separate representatives have significant experience and knowledge about parenting and child protection cases.

In addition to appearing in complex child protection and family law matters, our in-house lawyers also perform work in the Federal Circuit and Family Court of Australia's Magellan list – a case management list devoted to cases where there are allegations of serious physical abuse or sexual abuse of children. We also perform significant work in the Evatt List in the Federal Circuit and Family Court of Australia dealing with matters where there are serious allegations of family violence or other allegations increasing risk to children or parties, through the Lighthouse Project.

We facilitate independent children's lawyer and separate representative panel meetings to help ensure knowledge is shared and issues are discussed between the private practitioners on the panel and in-house specialist lawyers. This ensures a consistent, quality approach to representing children and young people.

### **Child protection**

We are the largest child protection legal service provider to individuals in Queensland, providing information and advice, representation of parents, direct representation of young people, separate representation of children and young people in the Childrens Court of Queensland, and limited representation in QCAT in respect of reviewable decisions.

### **Civil justice services**

#### **Anti-discrimination services**

We provide representation in matters involving discrimination, sexual harassment, victimisation and vilification under state and federal government laws. Where appropriate we attached 'piggyback' actions relating to relevant considerations under the Human Rights Act to state anti-discrimination complaints in the QHRC. We provide representation in the Australian Human Rights Commission (AHRC), QHRC, QCAT, Queensland Industrial Relations Commission, Queensland Court of Appeal, Federal Circuit and Family Court of Australia and Federal Court of Australia.

#### **Civil Law Legal Aid Scheme**

The Civil Law Legal Aid Scheme is an outlay only scheme that helps financially disadvantaged people who have a civil law claim for which no grant of legal aid is available. Funded by the Public Trustee of Queensland and administered by Legal Aid Queensland, the scheme covers outlays required to prepare civil law claims for settlement negotiations and/ or court proceedings. The scheme does not fund legal professional fees and lawyers accessing the scheme must agree to speculate their fees. The scheme does not cover areas of law where a mainstream grant of legal aid is available from Legal Aid Queensland. The scheme operates under guidelines independent of Legal Aid Queensland's grants of legal aid.

The scheme will consider providing funding for outlays where:

- there are reasonable prospects of the scheme recovering outlays
- the action can be dealt with in the Queensland legal jurisdiction
- an approved firm is willing to act on a speculative basis for their professional fees.

Applications are subject to means testing and merit assessment, and assistance will only be approved if it is considered the claim has reasonable prospects of success.

### **Consumer protection**

We provide representation in credit, debt and consumer law matters. We provide advice to clients as well as lawyers and financial counsellors throughout Queensland. During the year, we helped people with:

- mortgage stress
- housing repossession
- debt (including debts faced by people experiencing family violence)
- credit cards and personal loans (including car loans)
- telecommunications and utilities
- misleading and deceptive conduct, unfair contract terms and unsolicited consumer agreements (including door-to-door selling)
- insurance (including flood, storm and bushfire insurance claims)
- debt collection practices
- credit reporting
- bankruptcy and part IX agreements.

#### **Disaster Legal Help Service**

We provided legal advice, task assistance and casework to clients impacted by disasters including Cyclone Jasper (2023), the Southeast Queensland Christmas/New Year's storms and tornadoes (2023–24), the North and Far North Queensland Tropical Low (2025), Tropical Cyclone Alfred (2025) and the Western Queensland Floods (2025).

During the year, we also:

- attended community forums from Cairns to the Gold Coast to help consumers with insurance, debt and other legal problems
- provided CLE face to face and via webinars and social media to community and support workers, community recovery groups, financial counsellors, lawyers and community members
- advocated with the Insurance Council of Australia to resolve cases without needing to proceed to dispute resolution.

#### **Employment law**

We provide specialist legal representation to federal system employees for unfair dismissal and general protections matters covered by the *Fair Work Act 2009*. We provide representation in the FWC, Federal Circuit and Family Court of Australia and Federal Court of Australia.

### ***Farm and Rural Legal Service***

The Farm and Rural Legal Service provides advice and representation at farm debt mediations to Queensland farmers and primary producers facing financial hardship related to their business, including severe debt problems or those who are in dispute with their lenders.

### ***Social security appeals***

We provide casework assistance and representation for social security appeals in the General jurisdiction of the ART and the Federal Court of Australia.

### ***National Disability Insurance Scheme appeals***

During 2024–25, we continued to provide casework assistance and legal representation to eligible people in the General jurisdiction and Guidance and Appeals Panel of the ART and the Federal Court of Australia.

### ***Workplace sexual harassment and mental health***

We help people experiencing sexual harassment at work and mental health issues with their legal and social service needs. Our lawyers work with a social worker to provide holistic and trauma-informed legal services to clients experiencing a range of vulnerabilities.

## **Public Defender Chambers**

The barristers of our Public Defender Chambers continue to provide quality, specialist legal advocacy and advice to disadvantaged Queenslanders. Following changes to youth justice laws, we quickly adapted our practice to ensure our most vulnerable clients – children – remain represented to the highest standard.

During the year, Deputy Public Defender Joe Briggs was permanently appointed as Queensland's Public Defender. His appointment to the role follows a vocation spanning decades of dedicated service beginning in the Public Defender's Office in the 1980s, with a strong focus on the rights of First Nations peoples and individuals suffering mental health problems.

The strength and quality of the chambers was highlighted by the appointment of Acting Public Defender Jakub Lodziak to the Magistrates Court in August 2024.

We restructured the Public Defender Chambers during the year to help meet the increased demands for our services, and better represent the complexity of the work undertaken by the team. We created a second counsel position in our Townsville office, an Assistant

Public Defender position in our Ipswich office, and 2 more Deputy Public Defender positions in Brisbane.

The Public Defender Chambers created a First Nations Committee to help address the disadvantages experienced by First Nations peoples dealing with the justice system. The committee aims to strengthen bonds with First Nations peoples and improve service delivery, particularly with respect to circuit matters involving clients from remote communities.

The team also established a Regional Counsel Committee to maintain connection within chambers across the state. Before the restructure, there was only one dedicated regional position for in-house counsel. Our chambers now have permanent barristers in Cairns, Townsville (2 positions), Southport and Ipswich.

Our barristers are actively involved in sharing their knowledge by providing continuing professional development (CPD) presentations to in-house and external audiences including the Prisoners' Legal Service Conference and the North Queensland Law Association Conference. Our barristers assisted the Bar Association by volunteering as judges for mock hearings as part of the Bar Practice Course, participated as university lecturers and tutors, contributed to publications for the Caxton Legal Centre and criminal law textbooks, and mentored others through in-house and external programs.

Throughout the year, our counsel have continued to prepare and appear on complex conviction and sentence hearings in the Court of Appeal, lengthy murder trials, intensive circuit representation, DPSOA applications and hearings in the Mental Health Court.

## **Ensuring quality legal services**

Legal Aid Queensland aims to provide quality legal services to financially disadvantaged people and we continue to improve the quality of our work and the outcomes for our clients.

### **Measuring client satisfaction**

Legal Aid Queensland undertakes a client satisfaction survey every 2 years. We conducted 2 surveys in

March 2024 with the next survey due to be completed by January 2026.

## In-house lawyers

We implemented an updated Legal Practice Framework for employed lawyers at Legal Aid Queensland to strengthen our focus on quality legal services. The framework lists the measures we have in place to ensure we maintain a high standard of service delivery to our clients.

This includes:

- recruiting and selecting lawyers through open, merit-based selection processes
- providing an induction program and training for new lawyers to ensure they are familiar with standards of conduct, professional requirements and administrative processes
- developing and delivering a CPD program for lawyers
- compliance with legal profession standards
- compliance with legal service standards, case management standards and practice management standards
- providing legal professional supervision to lawyers
- regularly reviewing files and auditing lawyers
- responding to client feedback and complaints
- conducting a client satisfaction survey every 2 years to guide improvements to service delivery.

## Preferred supplier law firms

Our network of preferred supplier law firms partners with us to deliver legal services to our clients throughout Queensland. We cannot deliver services and meet our objectives without them.

In 2024, we updated and continued to implement our partner law firm communication and engagement strategy, which guides how we work with and support our partners. It includes strategies to promote the important role they play, build strong relationships, and seek and act on their feedback. We delivered a suite of benefits such as online and in person CPD and training. These covered a wide range of professional, practice and procedure areas and were expanded to include mental health and wellbeing topics to support them in their work. The plan also includes strategies to attract new preferred suppliers to partner with us.

Our preferred supplier law firms are required under their agreement with Legal Aid Queensland to meet our policies, guidelines, and file management, practice and case management standards.

As part of our commitment to ensuring funding is used in line with the terms and conditions of approved grants, we implement a program of compliance checks. These may focus on particular aspects across a large number of grants of aid and suppliers or focus on identified areas. We communicate all compliance activity outcomes to the participants and use these to continuously improve our grant funding processes.

In 2024, we also partnered with National Legal Aid to launch the Legal Aid Private Practitioners Census, the first-of-its-kind national legal survey that shines a light on the lawyers that deliver essential legal aid representation. More than 1,000 legal aid practitioners participated nationally, including more than 150 practitioners who have done legal aid work in Queensland. The report was released in February 2025, and we have been collaborating closely with our national colleagues to address key aspects of the findings.

## Working to improve equitable briefing of barristers

Legal Aid Queensland's in-house legal practice continues to be a leader in implementing the Law Council of Australia's target for equitable briefing of female barristers. In 2024–25, 40.6% of briefs were allocated to women barristers. The percentage of female in-house counsel still exceeds 50%.

Our preferred supplier law firms are required under the preferred supplier service agreement, when selecting counsel, to make a reasonable endeavour to comply with the Law Council of Australia's Equitable Briefing Policy, and if required, provide information about the efforts made to identify and consider briefing female counsel.

In 2024–25, many preferred supplier private law firms continued to reach or exceed the Equitable Briefing Policy target of 30%.

As a strong supporter of women in the legal profession, we were delighted to present the Equitable Briefing Award at the 2024 Women Lawyers Association of Queensland Awards. Congratulations to law firm Jurgensen Horne Lawyers Caboolture on receiving the

Legal Aid Queensland Equitable Briefing Award. We hope this award encourages law firms to reflect on their briefing policies, so they brief women barristers more frequently and more women are encouraged to join and remain at the Queensland Bar, enriching the legal profession and the community it serves.

We will continue to drive cultural change within the legal profession by supporting the progression and retention of women barristers and addressing the pay gap and underrepresentation of female counsel in the superior courts.

## Briefing counsel policy and committee

Our In-house Lawyers Briefing Counsel Policy ensures probity and accountability in decisions by our in-house lawyers when briefing counsel.

Our briefing policy sets out general briefing guidelines and provides specific procedures for briefing counsel in expensive or extraordinary cases.

The general briefing guidelines include requirements to:

- consider the Law Council of Australia's Equitable Briefing Policy which aims to promote diversity, equality and respect to improve the retention of women barristers within the profession
- genuinely consider briefing Aboriginal and Torres Strait Islander barristers where possible, including developing barristers through our First Nations Junioring Program
- consider briefing in-house counsel to ensure cost effectiveness
- brief regional barristers wherever a barrister of sufficient experience and expertise is available
- brief in a way that develops a wide and diverse pool of barristers who can do legal aid work
- brief barristers who have appropriate experience and expertise
- being objective, independent, apolitical and impartial.

The Legal Practice Framework Committee is chaired by the CEO and monitors briefing practices to ensure the In-house Lawyers Briefing Counsel Policy's goals are supported.

## Access by disadvantaged groups

### Culturally and linguistically diverse clients

During the year, we continued our commitment to clients from culturally and linguistically diverse backgrounds. We promoted our services within these communities to increase people's awareness of Legal Aid Queensland and improve their access to justice by:

- delivering CLE sessions on common legal topics to people from migrant and refugee backgrounds
- distributing translated legal information to people from migrant and refugee backgrounds
- using free interpreter services for clients in line with the state government's Language Services Policy
- promoting our website, which can translate content into other languages.

### Aboriginal and Torres Strait Islander clients

We are committed to providing services to First Nations peoples. During the year, we:

- implemented our First Nations Action Plan 2024–26, which continues to:
  - outline initiatives that align with the objectives of the First Nations Strategic Plan 2024–26
  - increase awareness and accessibility of our services to First Nations peoples
  - position Legal Aid Queensland as an organisation that provides culturally capable legal services for First Nations peoples
  - position the organisation as an employer of choice for First Nations people within the legal profession
  - contribute to developing a more equitable justice system that addresses the disparity of First Nations people in the broader legal profession

- enhanced the cultural awareness training and cultural capability training provided to staff so they understand the importance of communication as a barrier in a legal setting
- celebrated Close the Gap Day across our offices
- continued to promote our Aboriginal and Torres Strait Islander Information Line, which gives priority to First Nations callers so they can access legal information and advice for the cost of a local call from a landline anywhere in Queensland
- provided information stalls at NAIDOC Week events
- participated in the Aboriginal and Torres Strait Islander Legal Assistance Forum which aims to promote cooperation and collaboration between legal assistance service providers and non-legal services working with First Nations peoples
- continued to work towards our target of having 9% of Legal Aid Queensland staff identify as First Nations
- employed 11 First Nations lawyers across the organisation
- offered our Graduate Lawyer and Emerging Lawyer programs
- continued the Yababa Working Group to provide consultation and advice on First Nations employment and training matters
- enhanced cultural capability frameworks and e-learning resources for staff
- reviewed and updated our *Best practice guidelines for working with First Nations clients*
- engaged interpreters to help First Nations clients access our services where needed.

## People with disability

We recognise many people with disabilities experience legal problems and require services that respond to their individual needs and circumstances.

We continually aim to review and improve our services, including our website in line with the Web Content Accessibility Guidelines endorsed by the Australian Government.

Web accessibility focuses on providing equal access and opportunity for people with disabilities. For example, websites should be compatible with screen readers used by people who are blind or have vision loss, as well as with devices used by people who cannot use a mouse due to a physical impairment. Web accessibility also benefits people with literacy issues, older users and mobile device users. When people with disability contact our client contact centre or visit one of our offices, we have processes in place for identifying their vulnerabilities and giving them priority and supported access to our services. People who are deaf or find it hard to hear can contact us through the National Relay Service. We can also organise Auslan interpreters if needed.

During 2024–25, we developed a Disability Framework. The framework supports the rights, dignity and participation of staff and clients with disability, and aligns with the recommendations of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. The framework supports Legal Aid Queensland’s vision to be an inclusive organisation that provides accessible and quality legal services that improve outcomes for people living with disability. We acknowledge the courage and generosity of people with lived and living experience of disability who shared their knowledge and experiences to contribute to the development of this framework.

## Regional, rural and remote Queenslanders

Legal Aid Queensland is committed to providing frontline legal services to rural, regional and remote areas of Queensland. We have 13 regional offices providing services throughout regional Queensland, and a statewide network of regional preferred supplier law firms. There are 27 CLCs that contribute to supporting Queensland’s legal and justice system. Many CLCs help Legal Aid Queensland deliver domestic and family violence services, family advocacy and support services, and child protection duty lawyer services in courts across Queensland.

We provide direct legal services such as grants of aid for court representation, legal information and advice, and duty lawyer services to people in rural, regional and remote Queensland (see Figures 9 and 10). About 40% of our legal advice and representation services are delivered to clients in non-metropolitan areas.

Other frontline legal aid services available to regional Queenslanders include:

- criminal law duty lawyer services in Magistrates and Childrens Courts in regional towns across Queensland
- family law duty lawyer services in Townsville, Cairns, Mackay, Bundaberg, Rockhampton, Maroochydore and Hervey Bay
- domestic and family violence duty lawyer services in Richlands, Beenleigh, Southport, Caboolture, Holland Park, Cleveland, Pine Rivers, Redcliffe, Sandgate, Ipswich, Toowoomba, Maroochydore, Hervey Bay, Bundaberg, Gladstone, Rockhampton, Yeppoon, Mackay, Townsville, Cairns, Mount Isa and Palm Island
- child protection duty lawyer services in Ipswich, Pine Rivers, Caboolture, Beenleigh, Richlands, Southport, Toowoomba, Maroochydore, Caloundra, Gladstone, Mackay, Mount Isa, Cairns, Rockhampton and Townsville
- family law, domestic and family violence law, and criminal law legal advice
- child protection legal advice services in Mount Isa, Mackay, Maroochydore, Cairns, Longreach, Rockhampton, Emerald, Biloela, Gladstone, Kingaroy, Cherbourg, Murgon, Cleveland, Roma, Charleville and Cunnamulla
- Torres Strait Islander cultural adoption (Meriba Omasker Ailan Kastom child rearing practice) legal advice and assistance from our Cairns office
- domestic and family violence duty lawyer services in Rockhampton, Yeppoon and Gladstone from a dedicated Domestic Violence Unit in Rockhampton providing legal and social work support, which meets clients' legal and non-legal needs
- a Farm and Rural Legal Service that provides free legal help to Queensland farmers and primary producers experiencing financial hardship related to their business, including those with severe debt problems or those in dispute with their lenders
- providing legal help to residents of disaster affected areas of Queensland
- in-house counsel appearing in regional and remote courts including circuits to Mount Isa, the Gulf of Carpentaria, Thursday Island, Cape York Peninsula, Bowen, Charters Towers, Hervey Bay, Gympie, Bundaberg, Kingaroy, Maryborough, Emerald and Gladstone

- Federal Circuit and Family Court of Australia sittings across regional areas
- legal outreach clinics, where lawyers travel to surrounding regions or link in by videoconference to provide legal advice services, to Cooktown and Tully (Cairns office), Bribie Island (Caboolture office and local CLCs), and Dirranbandi, Goondiwindi and Tara (Toowoomba office).

We also:

- help the ATSILS and the courts on circuit to the remote areas of Normanton, Burketown, Mornington Island, Doomadgee, Dajarra, Boulia, Camooweal, Cloncurry, Julia Creek and Birdsville (from our Mount Isa office), Cooktown, Thursday Island, Bamaga and other Torres Strait Islands (from our Cairns office), and Richmond, Hughenden and Palm Island (from our Townsville office)
- provide a statewide telephone legal information line and an Aboriginal and Torres Strait Islander information line where people can call from a landline from anywhere in Queensland for the cost of a local call
- work with community access points across Queensland that provide information about our services, access to some of our publications, and help people access free telephone advice. In 2024, the number of community access points we work with increased from 45 to 62.

## Women

We treat women, especially women experiencing domestic and family violence, as a priority client group. We support the Queensland Government strategy to reduce domestic and family violence by delivering legal information, advice and representation to disadvantaged Queenslanders experiencing domestic and family violence. We support and acknowledge Queensland's domestic and family violence laws' objective - to maximise or increase the safety, protection and wellbeing of people who fear or experience domestic and family violence, including their children.

Our specialist Violence Prevention and Women's Advocacy teams work with clients who experience domestic and family violence. Their mission is to increase women's access to our services and improve our responsiveness to meet women's legal needs. The

team represents women and vulnerable clients, so the court appropriately identifies the person in most need of protection and holds the person using violence accountable. They develop and maintain effective working relationships with service providers and identify, review and respond to issues impacting on women's access to justice.

The teams act for women with complex legal issues in the areas of family law, child protection, and domestic and family violence. They also provide services to women from culturally diverse backgrounds and women with intellectual disabilities. We have a network of family lawyers in 11 of our 13 regional offices who deliver legal services to local communities in response to issues arising from family relationships, including domestic and family violence and child protection.

Our Violence Against Women Strategy is an integrated, collaborative and consistent response to clients who have been affected by domestic and family violence. We run awareness campaigns each year to increase staff and preferred suppliers' knowledge and improve trauma-informed legal practice in Queensland.

The 2025 Domestic and Family Violence Prevention Month campaign was aligned with the Queensland Government's theme of 'March Forward', which emphasised the work needed to achieve gender equality by raising awareness and increasing the visibility of domestic violence and coercive control. The campaign focussed on how all stakeholders can contribute to maximising and supporting the decision making for people using violence and people experiencing violence. We aimed to highlight that all interactions should be approached with a trauma-informed lens, considering timing and context of such decisions throughout the process.

We have included current research when developing and implementing practical tools for our practitioners including:

- *Best practice guidelines for working with people who have experienced domestic violence*
- *Best practice guidelines for lawyers working with respondents in domestic violence proceedings*
- *Best practice guidelines for working with sexual assault victims*
- a domestic violence risk assessment tool
- a policy for responding to staff experiencing domestic violence
- a training module about domestic and family violence – risk, safety and best practice which is compulsory for all staff.

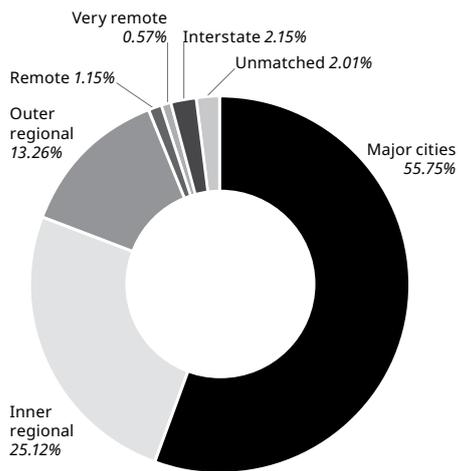


Figure 9. Legal advice provided by location 2024-25

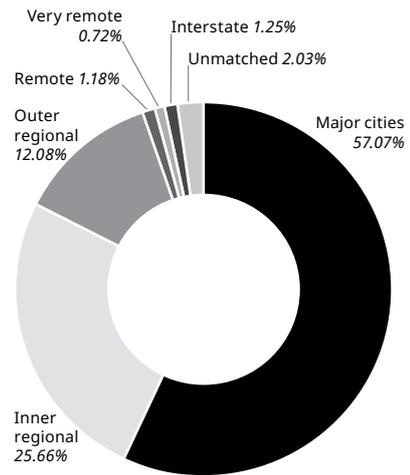


Figure 10. Applications for grants of aid received by location 2024-25

Key disadvantaged group	Criminal law %	Family law %	Civil law %	Total %
<b>Legal advice</b>				
Female	25.93	67.79	52.80	47.88
Aboriginal and Torres Strait Islander peoples	20.18	9.59	10.98	13.81
Regional and remote	16.11	15.06	13.72	14.98
Culturally diverse	10.30	13.89	13.21	12.39
<b>Applications received</b>				
Female	22.54	64.69	59.46	33.47
Aboriginal and Torres Strait Islander peoples	21.72	14.33	19.71	20.34
Regional and remote	13.21	16.10	15.96	13.98
Culturally diverse	5.77	11.31	8.59	6.96
<b>Applications approved</b>				
Female	21.91	63.61	66.24	28.78
Aboriginal and Torres Strait Islander peoples	22.36	16.19	22.06	21.83
Regional and remote	12.28	14.76	14.20	12.63
Culturally diverse	5.31	9.98	5.95	5.75

Table 5. Access by key disadvantaged groups 2024-25

# Objective 2. Progress our vision through collaboration and policy leadership

## Queensland Legal Assistance Forum

The QLAF is a body of organisations that facilitates collaborative service planning, design and delivery by legal assistance service providers. The forum coordinates working groups and forums and also oversees the RLAFs.

The QLAF meets quarterly and comprises:

- ATSILS
- Bar Association of Queensland
- Community Legal Centres Queensland
- Department of Justice
- LawRight
- Legal Aid Queensland
- Queensland Council of Social Service
- QIFVLS
- Queensland Law Society.

Legal Aid Queensland participates in the 4 specialist forums under the QLAF:

- Aboriginal and Torres Strait Islander Legal Assistance Forum – to inform the QLAF when considering issues and policy related to Aboriginal and Torres Strait Islander people in Queensland.
- Mental Health and Disability Legal Assistance Forum – to promote cooperation and collaboration between legal and non-legal service providers, including social, community and health services working with people with mental health issues, intellectual disability or cognitive impairment.
- Children and Families Legal Assistance Forum – to encourage cooperation and collaboration between legal assistance service providers working with families and children and to promote good practice across legal assistance services in delivering legal and related services to families and children.
- CLE Legal Assistance Forum – to promote cooperation and collaboration between legal service providers who are delivering and initiating CLE activities. This allows service providers to share CLE information and resources to avoid duplication and fosters good CLE practice.

## Regional Legal Assistance Forums

There are 12 RLAFs around the state. The RLAFs aim to encourage collaborative and cooperative working relationships between legal sector service providers in each region. By working together service providers have been able to identify emerging legal needs in their communities and help determine which legal service is best placed to meet legal needs and ultimately reduce service delivery gaps.

Membership of the RLAFs includes Legal Aid Queensland, ATSILS, local CLCs, non-legal social support services, community justice groups, Department of Justice representatives, the Department of Families, Seniors, Disability Services and Child Safety, and the Department of Youth Justice and Victim Support.

RLAFs continue to broaden their memberships and collaborations in their regions. For example, several RLAFs have added to their membership representatives from their local social support agencies. There have also been presentations by various local organisations to RLAFs throughout Queensland to increase understanding of services within the area. This has proved beneficial to improving client outcomes with better understanding and collaboration with local agencies.

The CLE Collaboration Fund continues to be a valuable resource for RLAFs and CLCs. The Department of Justice provides the funding and Legal Aid Queensland administers the fund. It is part of our CLE Strategy to encourage and resource collaborative partnerships that extend the reach of our CLE work. For more information about the fund, see page 25.

# Supporting community legal centres

During 2024–25, we continued to act as state program manager for CLCs, monitoring their financial reporting and ensuring service delivery targets are met. We administered service delivery funding on behalf of state and federal governments to 28 organisations throughout Queensland (see Table 6 for more information).

The state government also provided \$422,500 through project funding to the following organisations for various projects, including collaborative legal assistance forum projects:

- Community Legal Centres Queensland – CLASS Transition Project (\$122,500)
- Community Legal Centres Queensland – First Nations Framework Project (\$280,000)
- Prisoners’ Legal Service – North Queensland Regional Legal Assistance Forum Project (\$10,000)
- Legal Aid Queensland Mount Isa – Mount Isa Legal Assistance Forum Project (\$10,000).

In 2024–25, additional state project funding was paid to all funded centres:

- Digital Capacity Grants (total funding pool \$469,756.10)
- CMS Transition Grants (total funding pool \$1,590,000)
- CMS Licensing Grants (total funding pool \$425,000).

In 2021–22, the federal government announced additional funding over 4 years for women’s legal services to increase their capacity to provide legal services to women experiencing, or at risk of experiencing, domestic violence. Three Queensland centres received this funding totalling \$6,617,735 in 2024–25:

- First Nations Women’s Legal Service Qld
- North Queensland Women’s Legal Service
- Women’s Legal Service Queensland.

The federal government also announced additional funding for centres already providing Domestic

Violence Units and Health Justice Partnerships. Two centres received grants totalling \$677,750 in 2024–25:

- North Queensland Women’s Legal Service
- Women’s Legal Service Queensland.

These 2 centres received Domestic Violence Unit and Health Justice Partnership funding totalling \$2,037,000 in 2024–25.

Extra funding was provided to 8 organisations:

- Community Legal Centres Queensland – Support Budget outcomes (\$238,000)
- Community Legal Centres Queensland – CLCQ State Conference sponsorship (\$6,000)
- Environmental Defenders Office – Department of Environment & Science (\$110,000)
- Prisoners’ Legal Service – Youth justice funding (\$84,303)
- Queensland Advocacy for Inclusion – Public Trustee Queensland Clinic (\$184,751)
- Townsville Community Law – Veterans’ Legal Service Pilot (\$187,500)
- Women’s Legal Service – Brisbane Women’s Correctional Centre and Southern Queensland Correctional Centre services (\$40,000)
- Youth Advocacy Centre – Domestic and Family Violence Youth Lawyer (\$145,500)
- Youth Advocacy Centre – Youth justice funding (\$228,000).

In response to the 2022 flood event in Southeast Queensland, the federal government announced Commonwealth flood funding to provide legal services to affected Queenslanders totalling \$1,250,000 in 2024–25. The following centres were recipients of this funding:

- Caxton Legal Centre (\$250,000)
- HUB Community Legal Service (\$250,000)
- LawRight (\$250,000)
- Pine Rivers Community Legal Service (\$250,000)
- Tenants Queensland (\$250,000).

The federal government provided funding totalling \$1,771,800 for Workplace Sexual Harassment legal services in 2024–25. The following centres received this funding:

- Basic Rights Qld (\$237,400)
- Caxton Legal Centre (\$1,059,600)

- Gold Coast Community Legal Centre (\$237,400)
- Mackay Regional Community Legal Centre (\$237,400).

The federal government provided funding totalling \$1,406,700 for legal support for Mental Health Conditions in 2024–25. The following centres received this funding:

- Aged & Disability Advocacy Australia (\$150,000)
- Basic Rights Qld (\$702,000)
- Cairns Community Legal Centre (\$160,000)
- Caxton Legal Centre (\$160,000)
- Pine Rivers Community Legal Service (\$74,700)
- TASC National (\$160,000).

The federal government provided funding totalling \$3,028,000 in 2024–25 to address protection visa backlogs. The following centres received this funding:

- LawRight (\$418,000)
- Refugee and Immigration Legal Service (\$2,610,000).

The state government provided new Workforce Uplift funding to all funded CLCs in 2024–25 totalling \$12,366,000.

The federal government provided new funding for Reduce Pay Disparity to all funded CLCs in 2024–25 totalling \$1,374,000.

## Law and legal service reform

In 2024–25, we continued to respond to policy and legislative reform proposals from state and federal government, commissions of inquiry and industry bodies.

We made the following submissions:

### ***Criminal law and youth justice***

- Submissions on the Making Queensland Safer Bill 2024 and the Making Queensland Safer (Adult Crime, Adult Time) Amendment Bill 2025
- Submission to the Expert Legal Panel on the potential inclusion of additional offences to the Making Queensland Safer legislation
- Submission to the Queensland Law Reform Commission's review of particular criminal defences
- Submission on the Consultation Draft Bill of proposed amendments to the *Evidence Act 1977*
- Consultation to the Queensland Police Service on potential amendments to 'Jack's Law', and submissions on the Police Powers and Responsibilities (Making Jack's Law Permanent) and Other Legislation Amendment Bill 2025
- Submission on the Penalties and Sentences (Sexual Offences) and Other Legislation Amendment Bill 2025
- Feedback to the Supreme Court of Queensland about review of Practice Direction 5 of 2024
- Submission to the Inquiry into the Criminal Justice Legislation (Sexual Violence and Other Matters) Amendment Bill 2024
- Submission to the Department of Justice on the review of the Sexual Assault Counselling Privilege Framework
- Submission to the Department of Justice on the Evaluation of the Queensland Drug and Alcohol Court
- Feedback to Queensland Health about prescribing nurse practitioners for the performance of authorised doctor functions under the *Mental Health Act 2016*

<b>Community legal centre</b>	<b>Federal government funding \$</b>	<b>State government funding \$</b>	<b>Total recurrent funding \$</b>
Aged and Disability Advocacy Australia Ltd	179,340	260,885	440,225
Basic Rights Queensland Inc.	526,463	760,021	1,286,484
Bayside Community Legal Service Inc.	66,935	97,367	164,302
Brisbane North Community Legal Service	134,088	195,057	329,145
Cairns Community Legal Centre Inc.	381,098	554,379	935,477
Caxton Legal Centre Inc.	1,164,196	2,030,243	3,194,439
Central Qld Community Legal Centre Inc.	495,985	721,503	1,217,488
Community Legal Centres Queensland	30,000	554,398	584,398
Environmental Defenders Office Ltd	-	362,422	362,422
First Nations Women's Legal Service Qld	304,101	442,371	746,472
Gold Coast Community Legal Centre & Advice Bureau Inc.	575,415	837,048	1,412,463
HUB Community Legal	483,411	703,209	1,186,620
LawRight	876,986	1,266,154	2,143,140
LGBTI Legal Service Inc.	-	289,249	289,249
Mackay Regional Community Legal Centre Inc.	214,426	311,925	526,351
North Queensland Women's Legal Service Inc.	622,117	904,982	1,527,099
Pine Rivers Community Legal Service	397,678	578,490	976,168
Prisoners' Legal Service Inc.	305,601	438,911	744,512
Queensland Advocacy for Inclusion	301,294	438,287	739,581
Refugee & Immigration Legal Service Inc.	451,080	656,692	1,107,772
Suncoast Community Legal Service Inc.	232,830	338,694	571,524
TASC National Ltd	953,502	1,387,042	2,340,544
Tenants Queensland Inc.	162,563	236,477	399,040
Townsville Community Legal Service Inc.	251,261	365,506	616,767
Wide Bay Burnett Community Legal Service	232,331	337,969	570,300
Women's Legal Service Queensland Inc.	897,958	1,306,242	2,204,200
Youth Advocacy Centre Inc.	215,435	313,387	528,822
YFS Legal	304,167	442,469	746,636
<b>Total</b>	<b>10,760,261</b>	<b>17,131,379</b>	<b>27,891,640</b>

Table 6. Recurrent core funding for CLCs from state and federal governments 2024–25

- Submission to the Queensland Sentencing Advisory Council's review of sentencing for domestic and family violence offences
- Submission to the Queensland Law Reform Commission's review of non-fatal strangulation
- Inspections of:
  - Brisbane Youth Detention Centre
  - Cleveland Youth Detention Centre
  - Capricornia Correctional Centre
  - Numinbah Correctional Centre
  - West Moreton Youth Detention Centre.

#### **Civil justice**

- Submission to AUSTRAC on the consultation on draft updated guidance to assist customers who do not have standard identification
- Submission to the Treasury Laws (Responsible Buy Now Pay Later and Other Measures) Bill 2024
- Joint submission (with National Legal Aid) to Treasury on Consumer guarantees and supplier indemnification under Australian Consumer Law
- Submission to Treasury on the review of the Compensation Scheme of Last Resort
- Submission to the Inquiry into Financial Services Regulatory Framework in Relation to Financial Abuse
- Submission to the Inquiry into Financial Regulatory Framework and Home Ownership
- Submission on the Respect at Work and Other Matters Amendment Bill 2024
- Submission on the Scams Prevention Framework Bill 2024
- Joint submission (with National Legal Aid) to Treasury on Unfair trading practices.

#### **Domestic and family violence and family law**

- Submission to the Department of Justice on the review of the Sexual Assault Counselling Privilege Framework
- Submission on the Domestic and Family Violence Protection and Other Legislation Amendment Bill 2025
- Submission to the Australian Communications and Media Authority consultation on proposed rules to protect telco consumers experiencing domestic and family violence
- Feedback to the Department of Justice on the draft Domestic and Family Violence Media Guide

- Submission to the public consultation on Enhancing Civil Protections and Remedies for Forced Marriage
- Submission to the Queensland Law Reform Commission's review of non-fatal strangulation.

#### **Other submissions**

- Feedback to the Department of Justice on changes to the *Oaths Act 1867*
- Submissions to the Department of Justice about the review of the Right to Information Regulation 2009 and the Information Privacy Regulation 2009
- Submissions to the Inquiry into volunteering in Queensland
- Submissions to the Department of Justice about the Consultation Draft of the Victims' Right to Review Policy (Office of the Director of Public Prosecutions).

## Stakeholder engagement

### **Legal Aid Queensland Stakeholder Meeting**

The Legal Aid Queensland Stakeholder Meeting provides a regular forum for consultation with the legal profession and for discussing and managing stakeholder concerns. The group comprises nominated representatives from the Queensland Law Society and the Bar Association of Queensland and is chaired by Legal Aid Queensland's CEO.

The group met twice during the year. During these meetings members were consulted on and provided feedback about the:

- DNA historic case review
- Sexual Violence Case Management List Pilot
- Updated Independent Children's Lawyer Guidelines
- Communication and Engagement Strategy for Partner Law Firms 2024–27
- Briefing counsel in Court of Appeal matters
- Legal Aid Private Practitioner 2024 Census.

# Objective 3. Build on our business capability, sustainability and workplace culture

## Our people

### Workforce strategy

The Strategic Workforce Plan 2024–27 supports achieving Legal Aid Queensland’s vision to be a great place to work where our people are respected, valued, safe and supported. It includes 4 areas of focus:

- talent acquisition
- capability and leadership
- new ways of working
- culture.

The plan addresses key challenges associated with psychosocial risk, talent shortages and culture. Initiatives related to recruitment and selection have significantly improved speed of hire.

### Learning and development

We continued to provide our in-house CPD program during 2024–25. Most sessions are open to all staff as well as preferred supplier law firms, CLCs and ATSILS. Our program aims to ensure our lawyers and those that provide legal aid services are up to date with the latest legislation changes and have the opportunity to develop their professional skills and legal knowledge. The program allows legal staff to earn CPD points, which are needed to renew practising certificates each year.

Other development opportunities for staff included:

#### **Conferences and intensives**

- Child protection masterclass
- Civil law conference
- Civil law litigation support officer conference
- Conference organiser conference
- Criminal law duty lawyer conference and training
- Criminal law leadership conference
- Criminal law litigation support officer conference
- Customer service officer conference
- Domestic and family violence duty lawyer training
- Family law intensive
- Family law litigation support officer conference

- Family dispute resolution practitioner and arbitrator panel training
- First Nations staff conference
- Grants conference
- Grants leadership day
- Independent children’s lawyer masterclass
- Independent children’s lawyer certification training
- Regional principal lawyer conference
- Youth practitioner certification training

#### **Cultural competency program**

- Cultural awareness training
- Introductory cultural intelligence
- Advanced cultural awareness training

#### **Psychological wellness training program**

- Managing the psychological impact of working in the legal profession
- Avoiding burnout and increasing resilience
- Responding to threats of harm
- Managing aggressive client behaviour
- Safe workplace culture

#### **Essential skills**

- Computer systems, including in-house systems
- Dealing with difficult calls
- Developing emotional intelligence
- Effective stakeholder management
- Growth mindsets
- Induction training for all new staff
- Influencing and negotiating
- Interpersonal communication
- Lawyers using interpreters
- Library and research
- Minute-taking
- Navigating difficult conversations and people
- Presenting with confidence
- Train the trainer

#### **Leadership pathways program**

- Experienced leaders
- Corporate skills
- New and emerging leaders
- Mentoring program
- Recruitment and selection.

Staff have access to the Study and Research Assistance Scheme and the Certified Agreement training initiatives, which provide funds for higher educational requirements. Staff can also access external training and conferences for individual development needs.

We also provided staff with face-to-face and online e-learning opportunities to familiarise them with our policies and procedures, and to develop their skills and knowledge. We regularly review most in-house training and make improvements where appropriate and in conjunction with the facilitator.

## Attracting and retaining staff

We focus on supporting our staff's wellbeing. We offer various forms of flexible working options, including:

- accessing accrued time leave
- working part time
- job sharing
- remote working
- purchased leave arrangements.

We have implemented strategies to help our staff effectively manage the possible psychological impacts of their work. We are particularly aware our lawyers, grants officers, client information and customer service officers and support staff are routinely involved in work that is confronting and stressful, which puts them at

risk of suffering vicarious trauma. These risks were addressed by arranging workshops on managing the psychological impacts of practising law and managing aggressive client behaviour, and on work to ensure we are a trauma-informed legal practice. We also provided staff with information about support networks and self-help strategies, and access to confidential counselling services.

## Graduate recruitment program

Legal Aid Queensland continued its strong commitment to foster graduate lawyers into Queensland's legal profession. In 2024–25, we continued our 2-year graduate program with 9 graduates in regional centres and Brisbane. The program involves a 6-month placement in criminal law and a 6-month placement in family law (which can potentially include some civil law work). After completing those rotations, graduates are given the opportunity to continue their placement in their preferred stream to further develop their experience, knowledge and skills.

## Workplace composition (full-time equivalents)

As of 30 June 2025, Legal Aid Queensland had 748.63 full-time equivalent (FTE) employees working in 14 centres throughout the state (see Table 7 for more information).

Employment category	FTE	FTE workforce %
Permanent	590.56	78.89
Temporary	144.07	19.24
Contract	14.00	1.87
Casual	0.00	0.00
<b>Total</b>	<b>748.63<sup>1</sup></b>	<b>100.00</b>

Table 7. Actual staff by employment type (by FTE) 2024–25

<sup>1</sup> The total FTE aligns with workforce profile reporting requirements.

## Industrial framework

Legal Aid Queensland employees are engaged under the Legal Aid Queensland Employees Award – State 2015 and State Government Entities Certified Agreement 2019. We also apply particular employment provisions of the *Public Sector Act 2022* through the Legal Aid Queensland Regulation 2023. We undertake consultation on industrial relations matters through an Agency Consultative Committee that includes employee delegates, union organisers and management representatives as members.

## Equal employment opportunity

We are committed to equal employment opportunity (EEO) principles and have successfully implemented these principles across the organisation. Our EEO statistics highlight our commitment to equitable recruitment, selection and promotion policies (see Table 8 for more information). We are committed to creating a diverse and inclusive workplace where all employees feel respected, valued and supported.

Legal Aid Queensland's staff comprises 77.83% women, with 66.67% of leadership positions held by women. We support women in the workplace through equal access to development, promotion and flexible work arrangements.

Gender	Number (headcount)	Total workforce % (calculated on headcount)
Woman	632	77.83
Man	178	21.92
Non-binary	<5 <sup>1</sup>	0.25

Table 8. Gender 2024–25

1. To ensure privacy, where there are less than 5 respondents, specific numbers have been replaced by <5.

Diversity groups	Number (headcount)	Total workforce % (calculated on headcount)
Women	632	77.83
Aboriginal peoples and Torres Strait Islander peoples	39	4.80
People with disability	40	4.93
Culturally and linguistically diverse – speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	28	3.45

Table 9. Diversity target group data 2024–25

	Women (Headcount)	Women as percentage of total leadership cohort % (Calculated on headcount)
Senior Officers (classified and s 122 equivalent combined)	21	72.41
Senior Executive Service and Chief Executives (classified and s 122 equivalent combined)	11	57.89

Table 10. Target group data for women in leadership roles 2024–25

We have supported First Nations employment through a dedicated role in the People, Culture and Capability team and implementing strategies to enhance cultural capability and cultural safety. We increased our representation of First Nations employees through targeted advertising, and by implementing strategies to support attraction and retention of First Nations employees.

We regularly offer all staff 'lunch and learn' sessions to discuss modules within the SBS Inclusion Program, which is focused on encouraging diversity and promoting inclusion at work.

## Measuring staff engagement

We continue to participate in the whole-of-government Working for Queensland Employee Opinion Survey.

Our results in 2024 were very positive compared with the wider Queensland public sector. The survey was completed by 65% of staff, with 73% of respondents reporting high levels of engagement. The results also indicated 80% of staff engaged in flexible work.

The feedback we received from the survey was invaluable in continuing to build on things we do well as an organisation. We will continue to focus on areas for improvement and implement changes in response to the survey feedback.

## Code of conduct

Legal Aid Queensland is covered by a whole-of-government Code of Conduct. The single Code of Conduct reflects ethical values contained in the *Public Sector Ethics Act 1994* and covers the following principles:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The code guides us in managing issues like:

- conflicts of interest
- personal conduct
- commitment to service delivery
- information sharing and relationship building across agencies
- adherence to organisational values and policies
- continuous performance improvement
- appropriate use of official information and resources.

Our Workplace Behaviours Policy also provides standards relating to appropriate workplace behaviour and outlines obligations relating to the Code of Conduct. We manage Code of Conduct breaches in line with the positive performance management principles outlined in the *Public Sector Act 2022* and the Public Service Commission's Discipline Directive.

We provide staff with Code of Conduct and workplace behaviours training when they start work and then annually.

## Early retirement, redundancy and retrenchment

No early retirements, redundancies or retrenchment packages were paid during 2024–25.

# Our systems and processes

## Records and information management

The new *Public Records Act 2023* came into effect in December 2024. The new Act continues our obligations to make and keep full and accurate records of our activities, and to comply with records and information management policies and guidelines issued by the State Archivist.

Our Legal Aid Records System (LARS), which is based on OpenText Content Manager 9, is our primary electronic document and records management system. LARS integrates with other core business systems, which has improved how we manage client records.

In 2024–25, we continued records and information management reforms to improve and support good corporate governance by:

- continuing to review our Retention and Disposal Schedule
- implementing processes to identify records that are subject to the Proactive Protection of Vulnerable Persons Retention Schedules
- consulting with our staff to provide guidance on corporate recordkeeping requirements in relation to the Records Governance Policy
- re-sentencing records in line with the latest General Retention and Disposal Schedule as issued by Queensland State Archives
- supporting the business with new and innovative ways to capture and store records and information.

We continued to progress the transition from paper to digital records by:

- improving existing technology so records and information can be captured when received
- upgrading our digitisation software and associated infrastructure to increase our processing capacity.

We improved our records and information management system's reliability and security by:

- further developing the integration between LARS and our other core business systems, to better use our existing information
- continuing to develop our suite of custom event processor automations to ensure repeated functions are performed consistently.

We continued to implement appropriate disposal activities by:

- further developing our disposal authorisation processes
- reviewing our disposal procedures and implementing appropriate changes in line with best practice.

We have collaborated with other government agencies to share knowledge about best practice records and information management by participating in:

- focus group discussions with agencies such as Queensland State Archives
- professional development opportunities delivered by Records and Information Management Professionals Australasia – the core industry professional body for records and information management.

## Library services

Our library provides comprehensive reference, research and research-training services to our staff. It supports legal service delivery, planning and management through its modern collection, knowledge management and current awareness services and experienced staff.

During the year, we:

- maintained our specialty collections of criminal law, family law and civil law judgments to provide our lawyers with case law tools designed for their needs
- trained staff to effectively use information resources for legal research
- produced 12 case law, 5 legislation and 5 legal news alerting services for legal and corporate teams
- developed legal research training resources for preferred supplier law firms
- upgraded the juvenile comparable sentencing decisions database to provide new search options for finding relevant cases.

Key in-house legal information resources are available to preferred suppliers, CLCs and ATSILS to help them provide high quality legal services to clients.

## Reducing environmental impact

During 2024–25, we took significant measures to minimise our environmental footprint and promote sustainability. While we have shown progress in many areas, we have seen increases in water use over the last 2 years. This is primarily due to removing the rainwater tanks from the basement of 44 Herschel St in late 2023 to meet compliance standards and accommodate fleet vehicles.

However, we remain committed to addressing this challenge and exploring alternative solutions to reduce water consumption.

We showed our commitment to environmental stewardship by:

- decreasing energy use at our head office building at 44 Herschel Street Brisbane by 5% (see Figure 12 for more information)
- increasing the number of energy-efficient vehicles in our fleet and implementing a system that can track vehicle emissions
- engaging a social enterprise to handle our e-waste sustainably with all proceeds helping in their social objectives
- using ‘sustainability’ as a criterion when assessing major procurement initiatives
- upgrading our videoconferencing facilities to reduce transport-related carbon emissions, energy use and associated costs
- engaging specialists to develop and implement a Waste Management Strategy
- installing sensor taps in the bathrooms at 44 Herschel Street to save water by limiting how long taps run and preventing them from being left on
- continuously seeking opportunities to further minimise our water and energy consumption
- maintaining the high efficiency water chiller for the air-conditioning system at 44 Herschel Street Brisbane to drive efficiencies and control over air-conditioning through the building.

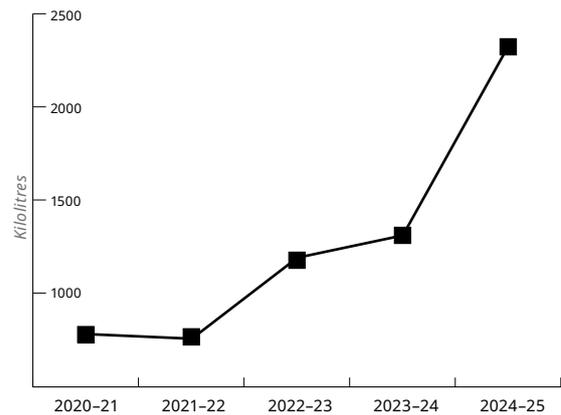


Figure 11. Herschel St, Brisbane office water consumption

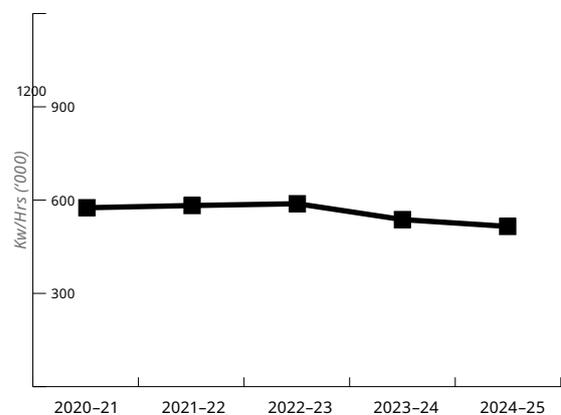


Figure 12. Herschel St, Brisbane office energy consumption

## Information Communication and Technology program

During 2024–25, we continued delivering the Information Communication and Technology (ICT) 2023–26 Strategic Plan’s goals. We also started several business improvement projects related to establishing a robust infrastructure, improving mobility and implementing modern technologies.

The ICT Strategic Plan 2023–26 outlines the key areas in which we will focus planning, investment and delivery:

- enhanced client engagement
- an efficient and collaborative workplace
- improved cyber resilience
- improved business systems and infrastructure.

During the year, we:

- completed our laptop rollout, so all staff have a mobile device to support hybrid work and business continuity in crisis events
- rolled out a secure file sharing platform to reduce reliance on email for sharing sensitive information
- delivered client kiosks to enable clients in regional offices to print and submit documents to us
- upgraded our phone system and transitioned support to Information Technology (IT) Services
- began rolling out new videoconferencing devices to meeting rooms to improve efficiency and collaboration in virtual and hybrid meetings
- began work on our 2-year information security roadmap
- completed updates to our legal case management system, Visualfiles, and added functionality to support Civil Justice Services teams
- reviewed, updated and submitted a business case for replacing our legacy systems LAQ Office and Grants Online
- completed rolling out Windows 11 to all computers
- supported updates and improvements to business systems, including E-diaries, establishment and new starter forms and Grants Online
- supported facilities applications for building and fleet management
- progressed work on the new Learning Management System, migrated contact centre solution and improvements to the document scanning system to support staff and operational efficiency
- delivered new and updated document templates to align with evolving legal practice needs

- completed critical annual IT infrastructure activities, including security patching, cyber security uplift, network link upgrades, hardware refresh, disaster recovery testing, and system updates to maintain a secure and resilient environment
- began to digitise our internal forms to streamline processes and gain efficiencies.

# Objective 4. Contribute to the administration of justice

## Working with government and justice system stakeholders

We supported government policy development and the justice system's efficient management by collaborating with our colleagues in government and the wider justice system.

This involved participating in the:

- Aboriginal and Torres Strait Islander Legal Assistance Forum
- Australian Bankers Association Consumer Outcomes Group
- Australian Banking Association First Nations Community of Practice
- Australian Financial Complaints Authority Consumer Advisory Panel and Consumer Advocates Liaison Meeting
- Australian Prudential Regulation Authority Consumer Forum
- Australian Securities and Investments Commission (ASIC) Consumer Insurance Forum
- ASIC Consumer Regulator Forum
- ASIC Regional Liaison Committee
- Bar Association of Queensland Committees
- Banking Code Compliance Committee's Small Business and Agri Business Advisory Panel
- Brisbane Child Protection Court Stakeholder Group
- Cairns Regional Legal Assistance Forum
- Caxton Legal Service First Nations Working Group
- Central Queensland Family Law Pathways Network Steering Committee
- Chief Justice's meetings with Queensland Courts and the legal profession
- Childrens Court Committees for Youth Justice and Child Protection
- Children and Families Legal Assistance Forum
- Childrens Court Stakeholder Meetings
- Commonwealth Disaster Legal Assistance Group
- CLE Legal Assistance Forum
- Counselling Notes Protect Stakeholder Group
- Court Link Stakeholder Meetings
- Criminal Procedure Review Stakeholder Feedback Forums and Working Group
- District Court Stakeholder Meetings
- Domestic and Family Violence Community of Practice
- Domestic and Family Violence Specialist Court Working Groups
- Domestic Violence Stakeholders Meetings and Working Groups
- Expert Evidence Panel Steering Committee
- Fast Track Sentencing Pilot Steering Committee and Working Groups
- Federal Circuit and Family Court of Australia Stakeholder Group
- Forensic Services Queensland Advisory Council
- Gold Coast Regional Legal Assistance Forum
- Insurance Council of Australia Consumer Liaison Forum
- Ipswich/Inala Regional Legal Assistance Forum
- Logan Regional Legal Assistance Forum
- Mackay Regional Legal Assistance Forum
- Magistrates Courts Stakeholder Meetings
- Mental Health and Disability Legal Assistance Forum
- Mental Health Court Stakeholder Meetings
- Mental Health Review Tribunal Stakeholder Meetings
- Moreton Bay Regional Legal Assistance Forum
- Mount Isa Regional Legal Assistance Forum
- Murri Court Stakeholder Meetings
- National Family Violence Working Group
- National Legal Aid Working Groups and Networks
- NDIS Advocates Working Groups and Networks
- North Queensland Regional Legal Assistance Forum
- Prisoners' Legal Service Management Committee
- Queensland Courts Forensic Working Group
- Queensland Disaster Legal Assistance Working Group
- Queensland Drug and Alcohol Court Reference Group
- Queensland Human Rights Commission Human Rights Advocates Group
- Queensland Law Reform Commission consultations
- Queensland Sentencing Advisory Council

- Rockhampton Regional Legal Assistance Forum
- Sexual Violence Case Management List Pilot Steering Committee and Working Groups
- South West Queensland Regional Legal Assistance Forum
- Southport District Court Stakeholder Committee
- Specialist Court, Referral and Support Services Steering Group
- Specialist Domestic and Family Violence Court Operational Group
- Streamlining Criminal Justice Committee and Working Groups
- Sunshine Coast Regional Legal Assistance Forum
- Video Recorded Evidence Pilot Stakeholder Meetings
- Wide Bay Burnett (Bundaberg) Regional Legal Assistance Forum
- Women Lawyers Association of Queensland Criminal Law Sub-Committee
- Women Lawyers Association of Queensland Management Committee (Northern region chair).

We participated in the following Queensland Law Society policy committees:

- Access to Justice/Pro Bono Law
- Banking and Finance
- Children's Law
- Competition and Consumer Law
- Criminal Law
- Domestic and Family Violence
- Elder Law
- Family Law
- Future Leaders.

We also worked on issues affecting First Nations clients with:

- ATSILS
- Caxton Legal Centre
- Central Queensland University
- Community justice groups
- Community Legal Centres Queensland
- First Nations groups throughout Queensland
- First Nations Women's Legal Services Qld Inc
- Griffith University
- Institute for Urban Indigenous Health

- James Cook University
- LawRight
- Prisoners' Legal Service
- QHRC
- QIFVLS
- QLAF
- Queensland Law Society
- Queensland University of Technology
- YFS Legal.

## Duty lawyer services across Queensland Courts

We are committed to providing frontline legal services to metropolitan, rural, regional and remote areas of Queensland. We have 14 offices throughout the state and partner with a statewide network of preferred supplier firms, ATSILS and CLCs that contribute to supporting Queensland's legal and justice system. Many preferred supplier firms and CLCs help Legal Aid Queensland deliver duty lawyer services in courts across Queensland (see Figure 13 for more information).

## Supporting our service delivery partners

In addition to our experienced in-house practice, we rely heavily on our network of preferred supplier law firms, barristers and specialist report providers to ensure the coverage and continuity of legal assistance services across the state. Without the support of our service delivery partners, we would be unable to adequately service the legal needs of financially disadvantaged Queenslanders.

From 1 August 2024, we increased fees paid to preferred suppliers and barristers undertaking state law matters by about 4.9% and Commonwealth law matters by about 6.8%. We also increased disbursements for items such as reports, giving evidence, service, travel and accommodation across state and some Commonwealth matters. We increased duty lawyer payments by about 4.9% and legal advice payments by about 5.06%. We look forward to working with the government to ensure Legal Aid Queensland remains appropriately resourced so our service delivery partners will continue to do this important work, particularly in regional, rural and remote areas where we have no office location.

Throughout the year, we also continued to support our preferred suppliers by:

- participating in District Law Association conferences and events across Queensland
- inviting them to attend CPD events covering a wide range of professional, practice and procedure areas
- inviting them to participate in criminal law duty lawyer training, domestic and family violence duty lawyer training and youth justice practitioner certification
- providing access to key legal information resources via our library to help them provide high quality legal services to clients
- publishing regular e-newsletters to communicate key information.

## Open data

Data about the Queensland Language Services Policy is available on the Queensland Government Open Data portal. There is no data to report for 2024–25 about overseas travel, consultancies or Charter of Victims' Rights complaints. To access more information, government data and the Annual Report 2024–25 Open Data, visit [data.qld.gov.au](https://data.qld.gov.au).



# Financial statements



## Financial Statements For the year ended 30 June 2025

**LEGAL AID QUEENSLAND**  
**Financial Statements**  
**For the year ended 30 June 2025**

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**General Information**

These financial statements cover Legal Aid Queensland (LAQ) for the 2024-25 financial year. LAQ is established under the *Legal Aid Queensland Act 1997* and is a statutory authority managed by its own board and funded by the Queensland and Commonwealth Governments through agreements, to enhance access to justice by providing legal assistance to Queensland residents who are financially disadvantaged.

For financial reporting purposes, LAQ is a statutory body in terms of the *Financial Accountability Act 2009* and is subsequently consolidated into the Report on State Finances of the Queensland Government.

The head office and principal place of business of LAQ is:  
44 Herschel Street, Brisbane, Qld, 4000.

For information in relation to the LAQ's financial statements, please call (07) 3182 5182, or visit the LAQ's website at [www.legalaid.qld.gov.au](http://www.legalaid.qld.gov.au).

**LEGAL AID QUEENSLAND**  
**Statement of Comprehensive Income**  
**For the year ended 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Income</b>			
<b>Revenue</b>			
Grants and other contributions	A1	239,546	223,733
User charges		1,031	1,147
Interest		7,194	6,600
Other revenue		99	33
<b>Total revenue</b>		<b>247,870</b>	<b>231,513</b>
<b>Gains on disposal/revaluation of assets</b>			
Gain on revaluation of assets	B4	1,593	231
Gain on lease adjustment		-	64
Gain on disposal of property, plant and equipment		15	29
Fair value gain on investments	A2	1,021	-
<b>Total income</b>		<b>250,499</b>	<b>231,837</b>
<b>Expenses</b>			
Supplies and services	A3-1	131,998	108,098
Employee expenses	A3-2	105,267	93,300
Depreciation and amortisation	A3-3	4,749	4,328
Finance/borrowing costs		844	1,072
Impairment losses		177	83
Other expenses	A3-4	968	489
<b>Total expenses</b>		<b>244,003</b>	<b>207,370</b>
<b>Operating result</b>		<b>6,496</b>	<b>24,467</b>
<b>Other comprehensive income</b>			
<u>Items that will not be reclassified to operating result:</u>			
Increase in asset revaluation surplus	B8	500	1,359
<b>Total other comprehensive income</b>		<b>500</b>	<b>1,359</b>
<b>Total comprehensive income</b>		<b>6,996</b>	<b>25,826</b>

*The accompanying notes form part of these financial statements.*

**LEGAL AID QUEENSLAND**  
**Statement of Financial Position**  
**As at 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Current assets</b>			
Cash and cash equivalents	B1	107,166	119,690
Receivables	B2	1,907	2,498
Other current assets		1,895	1,976
<b>Total current assets</b>		<b>110,968</b>	<b>124,164</b>
<b>Non-current assets</b>			
Other financial assets	B3	25,963	-
Property, plant and equipment	B4	37,396	35,759
Right-of-use assets	B5	20,245	23,593
<b>Total non-current assets</b>		<b>83,604</b>	<b>59,352</b>
<b>Total assets</b>		<b>194,572</b>	<b>183,516</b>
<b>Current liabilities</b>			
Trade creditors		2,498	3,600
Accrued employee benefits	B6	10,380	9,071
Provision for grants of aid	B7	36,055	30,193
Lease liabilities	B5	4,338	3,740
Grants payable to community legal centres	E4	1,319	3,013
Unearned grants revenue		1,514	122
<b>Total current liabilities</b>		<b>56,104</b>	<b>49,739</b>
<b>Non-current liabilities</b>			
Provision for grants of aid	B7	7,058	6,064
Lease liabilities	B5	19,225	22,531
Make good provision		237	230
<b>Total non-current liabilities</b>		<b>26,520</b>	<b>28,825</b>
<b>Total liabilities</b>		<b>82,624</b>	<b>78,564</b>
<b>Net assets</b>		<b>111,948</b>	<b>104,952</b>
<b>Equity</b>			
Accumulated surplus		87,248	80,752
Asset revaluation surplus	B8	24,700	24,200
<b>Total equity</b>		<b>111,948</b>	<b>104,952</b>

*The accompanying notes form part of these financial statements.*

**LEGAL AID QUEENSLAND**  
**Statement of Changes in Equity**  
**For the year ended 30 June 2025**

	Accumulated surplus \$'000	Asset revaluation surplus \$'000	Total Equity \$'000
Balance as at 1 July 2023	56,285	22,841	79,126
Operating result	24,467	-	24,467
<i>Other comprehensive income</i>			
Increase/(decrease) in asset revaluation reserve	-	1,359	1,359
<b>Total comprehensive income for the year</b>	<b>24,467</b>	<b>1,359</b>	<b>25,826</b>
<b>Balance as at 30 June 2024</b>	<b>80,752</b>	<b>24,200</b>	<b>104,952</b>
Balance as at 1 July 2024	80,752	24,200	104,952
Operating result	6,496	-	6,496
<i>Other comprehensive income</i>			
Increase/(decrease) in asset revaluation reserve	-	500	500
<b>Total comprehensive income for the year</b>	<b>6,496</b>	<b>500</b>	<b>6,996</b>
<b>Balance as at 30 June 2025</b>	<b>87,248</b>	<b>24,700</b>	<b>111,948</b>

*The accompanying notes form part of these financial statements.*

**LEGAL AID QUEENSLAND**  
**Statement of Cash Flows**  
**For the year ended 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Cash flows from operating activities</b>			
<b>Inflows</b>			
Grants and other contributions		240,385	221,826
User charges		1,076	1,050
GST input tax credit from ATO		19,259	16,041
Interest receipts		7,194	6,600
Other		99	33
<b>Outflows</b>			
Supplies and services		(145,487)	(124,997)
Employee expenses		(104,006)	(92,658)
Finance/Borrowing costs		(837)	(969)
GST remitted to ATO		(659)	(801)
Other		(910)	(436)
<b>Net cash provided by operating activities</b>	CF-1	<b>16,114</b>	<b>25,689</b>
<b>Cash flows from investing activities</b>			
<b>Inflows</b>			
Proceeds from sale of plant and equipment		98	146
<b>Outflows</b>			
Payments for plant and equipment		(785)	(3,914)
Payments for other financial assets		(25,000)	-
<b>Net cash used in investing activities</b>		<b>(25,687)</b>	<b>(3,768)</b>
<b>Cash flows from financing activities</b>			
<b>Outflows</b>			
Lease payments		(2,951)	(2,566)
<b>Net cash used in financing activities</b>	CF-2	<b>(2,951)</b>	<b>(2,566)</b>
<b>Net increase in cash and cash equivalents</b>		<b>(12,524)</b>	<b>19,355</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>119,690</b>	<b>100,335</b>
<b>Cash and cash equivalents at end of financial year</b>	B1	<b>107,166</b>	<b>119,690</b>

*The accompanying notes form part of these financial statements.*

**LEGAL AID QUEENSLAND**  
**Statement of Cash Flows**  
For the year ended 30 June 2025

NOTES TO THE STATEMENT OF CASH FLOWS	2025 \$'000	2024 \$'000
<b>CF-1 Reconciliation of operating surplus to net cash provided by operating activities</b>		
Operating surplus	6,496	24,467
Depreciation and amortisation expense	4,749	4,328
Gain on revaluation of assets	(1,593)	(231)
Gain on lease adjustment	-	(64)
Gain on investments	(1,021)	-
Net loss/(gain) on disposal of property, plant and equipment	(15)	24
Impairment losses on trade receivables	177	83
Make goods adjustment	7	(36)
Other	(119)	-
<i>Changes in assets and liabilities:</i>		
(Increase)/decrease in receivables	591	(463)
(Increase)/decrease in other current assets	81	(914)
Increase/(decrease) in trade creditors	(1,102)	(1,932)
Increase/(decrease) in accrued employee benefits	1,309	649
Increase/(decrease) in provision for grants of aid	6,856	1,836
Increase/(decrease) in grants payable to community legal centres	(1,694)	(1,135)
Increase/(decrease) in unearned grants revenue	1,392	(923)
<b>Net cash provided by operating activities</b>	<b>16,114</b>	<b>25,689</b>
<b>CF-2 Changes in Liabilities arising from Financing Activities</b>	<b>2025</b>	<b>2024</b>
<b>Lease liabilities</b>	<b>\$'000</b>	<b>\$'000</b>
Opening balance as at 1 July	26,271	17,923
Financing cash flows	(2,951)	(2,566)
New leases/renewals	260	8,814
Lease adjustments	(12)	1,821
Other Charges:		
Interest expense	832	1,248
Interest payments (presented as operating cash flows)	(837)	(969)
<b>Total lease liabilities</b>	<b>23,563</b>	<b>26,271</b>

**LEGAL AID QUEENSLAND**  
**Notes to Financial Statements**  
**For the year ended 30 June 2025**

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**Objectives of the Legal Aid Queensland (LAQ)**

LAQ's objectives are determined by the *Legal Aid Queensland Act 1997 (Qld)*, which are:

- To provide quality and cost-effective legal services to our clients
- Progress our vision through collaboration and policy leadership
- Build on our business capability, sustainability and workplace culture
- Contribute to the administration of justice

**Statement of compliance**

LAQ has prepared these financial statements in compliance with section 39 of the *Financial and Performance Management Standard 2019* and section 60.10 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

These financial statements are general purpose financial statements, and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements are prepared having regard to Queensland Treasury's Minimum Reporting Requirements for the year ended 30 June 2025, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, LAQ has applied those requirements applicable to not-for-profit entities, as LAQ is a not-for-profit statutory body.

**Basis of Measurement**

Historical cost is used as the measurement basis in this financial report except for the following:

- Financial assets at fair value through profit and loss;
- Land and buildings are measured at fair value; and
- Provisions expected to be settled 12 or more months after reporting date which are measured at their present value.

**Presentation matters**

*Currency and rounding*

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

*Comparatives*

Comparative information reflects the audited 2023-24 financial statements. No comparative information has been restated.

*Current/Non-Current Classification*

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes. Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the LAQ does not have the right at the end of the reporting period to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as non-current.

**Authorisation of financial statements for issue**

The financial statements are authorised for issue by the Board Chair and Chief Finance Officer at the date of signing the Management Certificate.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**NOTES ABOUT OUR FINANCIAL PERFORMANCE**

**A1 REVENUE**

**Grants and other contributions**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Revenue from contracts with customers</b>		
Expensive Commonwealth Criminal Cases Fund (ECCCF)	637	1,455
Mental Health Review Tribunal (MHRT)	3,652	3,302
Court Assistance - Domestic Family Violence Program	600	479
	4,889	5,236
<b>Other grants and contributions</b>		
Commonwealth grants	77,586	75,262
State Government grants	157,071	143,235
	234,657	218,497
<b>Total grants and other contributions</b>	<b>239,546</b>	<b>223,733</b>

**Accounting policy - Revenue recognition**

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the LAQ to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred as unearned revenue and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the monies. The agreements are for the provision of services rather than a specific number of services that can be measured and determined.

**Disclosure – Revenue from contracts with customers**

The following table provides information about the nature and timing of the satisfaction of performance obligations, significant payment terms, and revenue recognition for the grants that are contracts with customers.

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**A1 REVENUE (continued)**

**Grants and other contributions (continued)**

**Disclosure – Revenue from contracts with customers (continued)**

Type of good or services	Nature and timing of satisfaction of performance obligations, including significant payment terms	Revenue recognition policies
Mental Health Review Tribunal (MHRT)	LAQ is required to assist MHRT to meet its statutory obligations under section 740(3) of the <i>Mental Health Act 2016</i> in relation to specific types of hearings outlined in the agreement.	Revenue is recognised as legal representation is provided to eligible clients. Where services have been provided above the corresponding advance quarterly payment, LAQ raises invoices to account for the increased service provision.

**Disclosure – Other grants and contribution**

LAQ receives State Government funding to provide legal services for State matters and Commonwealth Government funding via the State Government, to provide the legal services designated in the National Legal Assistance Partnership 2020-25 (NLAP).

LAQ's services include community legal education, information and referral, legal advice and legal task services. The services are provided across a range of areas of law including crime, family, child protection, child support, domestic and family violence, social security, consumer protection, employment and anti-discrimination. This work contributes to the Government's objectives of delivering quality front-line services and building safe, caring and connected communities.

**A2 FAIR VALUE GAIN ON INVESTMENTS**

LAQ investments in Long Term Diversified Fund with Queensland Investment Corporation (QIC) are valued at the unit prices provided by QIC as at 30 June 2025. The fair value gains and losses are recognised in the Statement of Comprehensive Income.

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**A3 EXPENSES**

**A3-1 Supplies and services**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Outsourced services</b>		
Legal representation	103,415	83,942
Duty lawyer services	6,441	5,878
Other	222	232
	110,078	90,052
<b>Corporate overheads</b>		
Communications and transport	2,051	1,877
Information technology	2,716	2,055
Office accommodation and related expenses	4,655	4,204
Professional services and temporary staff	9,909	7,596
Other	2,589	2,314
	21,920	18,046
<b>Total</b>	<b>131,998</b>	<b>108,098</b>

**Accounting policy – Legal representation**

Legal representation is mainly payments for services provided by private practitioners, including solicitors, barristers as well as for disbursements incurred. Expenditure is recognised when applications for legal services are approved (See Note B7).

**Accounting policy – Office accommodation**

Payments for non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework arise from non-lease arrangements with the Department of Housing and Public Works, who has substantive substitution rights over the assets used within the scheme. Payments are expensed as incurred and categorised within corporate overheads, as part of office accommodation. LAQ has one of these arrangements at a cost of \$316,671 (2024: \$302,169)

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**A3 EXPENSES (continued)**

**A3-2 Employee expenses**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Employee benefits</b>		
Wages and salaries	86,383	76,516
Employer superannuation contributions	10,834	9,809
Long service leave levy	2,202	1,911
Termination benefits	361	146
<b>Employee related expenses</b>		
Payroll tax	5,351	4,782
Workers' compensation premium	136	136
<b>Total</b>	<b>105,267</b>	<b>93,300</b>

	<b>2025</b>	<b>2024</b>
Full time equivalent employees	749	713

**Accounting policy – Wages and salaries**

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. As LAQ expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

**Accounting policy – Sick leave**

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

**Accounting policy – Long service leave**

Under the Queensland Government's long service leave scheme, a levy is made on LAQ to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**A3 EXPENSES (continued)**

**A3-2 Employee expenses (continued)**

**Accounting policy – Annual leave**

Refer to Note B6 for detail of the annual leave accounting policy.

**Accounting policy – Superannuation**

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

*Defined Contribution Plans*

Contributions are made to eligible complying superannuation funds based on the rates specified in the LAQ Employee Award or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

*Defined Benefit Plan*

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by LAQ at the specified rate following completion of the employee's service each pay period. LAQ's obligations are limited to those contributions paid.

Key management personnel and remuneration disclosure are detailed in Note E1.

**A3-3 Depreciation and amortisation**

	2025	2024
	\$'000	\$'000
Depreciation – building (Note B4)	93	90
Depreciation – plant and equipment (Note B4)	1,067	750
Amortisation – intangibles	-	11
Depreciation – right-of-use assets (Note B5)	3,589	3,477
<b>Total</b>	<b>4,749</b>	<b>4,328</b>

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**A3 EXPENSES (continued)**

**A3-4 Other expenses**

	2025	2024
	\$'000	\$'000
Insurance premiums – other	255	201
Insurance premiums – professional	72	69
Queensland Audit Office – external audit fees	90	86
Grants to legal centres	358	64
Special payments to employee	193	15
Special payments – out of court settlement	-	1
Loss on asset disposals	-	53
<b>Total</b>	<b>968</b>	<b>489</b>

**Audit fees**

Total external audit fees quoted by the Queensland Audit Office relating to the 2024-25 financial statements are \$89,850 (2024: \$85,650). There are no non-audit services included in this amount.

**Special Payments**

Special payments represent ex gratia expenditure and other expenditure that LAQ is not contractually or legally obligated to make to other parties. Special payments during 2024-25 include a one-off termination payment including superannuation of \$182,672 and legal fee reimbursement of \$9,900 to a former employee.

**Accounting policy – Insurance premiums**

LAQ's non-current physical assets and other risks are insured through the insurance broker, Marsh Pty Ltd and various underwriters with premiums being paid following an annual market scan and risk assessment basis.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**NOTES ABOUT OUR FINANCIAL POSITION**

**B1 CASH AND CASH EQUIVALENTS**

	2025	2024
	\$'000	\$'000
Imprest accounts	1	3
Cash at bank	1,056	821
Queensland Treasury Corporation Cash Fund	106,109	118,866
<b>Total</b>	<b>107,166</b>	<b>119,690</b>

**Accounting policy – Cash and cash equivalents**

For the purpose of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June. It also includes liquid investment deposits on call with the Queensland Treasury Corporation Cash Fund that are convertible readily to cash on hand at LAQ's option and are subject to a low risk of changes in value.

**B2 RECEIVABLES**

	2025	2024
	\$'000	\$'000
<b>Current</b>		
Trade debtors	878	920
Less: Allowance for impairment loss	(464)	(330)
	414	590
Sundry debtors	56	81
Grant receivable	171	690
GST receivable	1,251	1,138
GST payable	15	(1)
<b>Total</b>	<b>1,907</b>	<b>2,498</b>

**Accounting policy - Receivables**

Trade debtors are recognised at the nominal amounts due at the time-of-service delivery. Settlement due date is within 30 days from invoice date. However, they are often negotiated with each customer, having regard to the individual's financial circumstances and the security held by LAQ. Other debtors generally arise from transactions outside the usual operating activities of the organisation. No interest is charged, and no security is obtained for these debts.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

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**B2 RECEIVABLES (continued)**

**Impairment of receivables**

**Accounting policy – Impairment of receivables**

The loss allowance for trade debtors reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information. The organisation's other debtors are mainly from Queensland Government agencies or Australian Government agencies. No loss allowance is recorded for these receivables on the basis of materiality.

Where the organisation has no reasonable expectation of recovering an amount owed by a debtor, the debt is written-off by directly reducing the receivable against the loss allowance. This occurs when the debt is past due and the customer is no longer contactable. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss. Those customers who have debts written off are restricted from getting future aid except with the approval of management; otherwise payment of previous debt is required.

**Disclosure – Credit risk exposure of receivables**

The maximum exposure to credit risk at balance date for trade debtors is the gross carrying amount of those assets inclusive of any provisions for impairment. LAQ's exposure to credit risk is influenced by the individual characteristics of each customer.

The organisation limits its exposure to credit risk from trade receivables by taking collateral in the form of mortgages representing charges over real property. Of the \$413,633 (2024: \$590,358) recorded in trade debtors net of allowance for impairment loss, \$350,632 (2024: \$350,394) or 84.8% (2024: 59.4%) is secured by mortgages and caveats, reducing the exposure to credit risk to the organisation.

The organisation uses a provision matrix to measure the expected credit losses on trade receivables. Loss rates are calculated separately for groupings of customers with similar loss patterns. In monitoring customer credit risk, customers are grouped according to their credit characteristics, including whether they are secured or unsecured and whether they are in a payment plan.

The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions during the last 7 years preceding 30 June 2025 for each group. The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes in macroeconomic indicators that affect the future recovery of those receivables. For LAQ, the unemployment rate is determined to be the most relevant forward-looking indicator for two of the four groups of receivables. There is an impairment loss of \$177,188 (2024: \$83,596) for the current year, this being primarily related to a number of aged contributions unable to be recovered due to clients no longer being contactable.

LEGAL AID QUEENSLAND  
Notes to the Financial Statements  
for the year ended 30 June 2025

**B2 RECEIVABLES (continued)**

**Impairment of receivables**

Set out below is the credit risk exposure on the organisation's trade and other debtors broken down by customer groupings.

	2025			2024		
	Gross receivables \$'000	Loss rate %	Expected credit losses \$'000	Gross receivables \$'000	Loss rate %	Expected credit losses \$'000
<b>Current trade receivables</b>						
Unsecured trade receivables	126	7	9	330	6	20
Secured caveat	77	57	44	77	57	44
Secured mortgage	274	26	71	273	26	71
Debt recovery	85	28	24	66	32	21
Doubtful	316	100	316	174	100	174
<b>Total current trade receivables</b>	<b>878</b>		<b>464</b>	<b>920</b>		<b>330</b>
<b>Non-current trade receivables</b>						
Doubtful	469	100	469	617	100	617
<b>Total non-current trade receivables</b>	<b>469</b>		<b>469</b>	<b>617</b>		<b>617</b>

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**B3 OTHER FINANCIAL ASSETS**

	2025	2024
	\$'000	\$'000
<b>Non-current</b>		
QIC Long-term Diversified Fund	25,963	-
<b>Total</b>	<b>25,963</b>	<b>-</b>

**Accounting policies – Other financial assets**

LAQ recognises its financial assets on the date they become party to the contractual agreement and is derecognised when the right to receive cash flows from the investments have expired.

In accordance with AASB9 *Financial Instruments*, financial assets are categorised into one of three measurement bases – Amortised Cost, Fair Value through Other Comprehensive Income or Fair Value through Profit or Loss.

Classification and Measurement

A financial asset held at fair value through profit or loss (FVPL) is held within a business model that acquired financial assets principally for the purpose of selling or if it is an equity investment. LAQ's investments in financial assets held at FVPL are limited to products managed by QIC Limited.

The QIC Long-term Diversified Fund is valued at the unit price provided by QIC as at 30 June 2025. Any change in the fair value of a financial asset classified and measured at FVPL is recognised in the profit or loss.

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**B4 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION EXPENSE**

**Property, plant and equipment – balances and reconciliation of carrying amount**

	2025	2024
	\$'000	\$'000
<b>Land</b>		
At fair value	26,000	25,500
<b>Building</b>		
At fair value	5,500	4,000
<b>Total Land and Buildings</b>	<b>31,500</b>	<b>29,500</b>
<b>Plant and equipment</b>		
At cost	12,779	11,987
Less accumulated depreciation	(7,156)	(6,201)
Less accumulated impairment losses	(73)	(73)
<b>Total Plant and equipment</b>	<b>5,550</b>	<b>5,713</b>
Work in progress	346	546
<b>Total</b>	<b>37,396</b>	<b>35,759</b>

*Land and Building*

Land and building were comprehensively revalued at \$31.5 million as at 30 June 2025 by Marsh Valuation Services, an independent professional valuer, on a fair value basis using the market approach as the valuation technique in accordance with the requirements of the Australian Accounting Standard AASB 13 *Fair Value Measurement* and Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector.

As the land and building is currently owner occupied, the market value calculations were based on recent rental evidence for similar properties, in term of size, quality, provision of amenities, location and condition, recent sales of similar properties and a capitalisation rate based on analysed sales. The resulting valuation is categorised into level 2 of the fair value hierarchy. Rents in Brisbane CBD have seen continuous growth over 2025 as constrained supply and increasing demand drove vacancy rates down to 9.8% and face rents up. The notional gross rent has increased by 6.45% leading into 30 June 2025 (\$620/m<sup>2</sup> to \$660/m<sup>2</sup>), therefore the fair value increment of the property is predominantly attributable to the building.

LEGAL AID QUEENSLAND  
Notes to the Financial Statements  
for the year ended 30 June 2025

**B4 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION EXPENSE (continued)**  
**Property, plant and equipment – balances and reconciliation of carrying amount (continued)**

*Represented by movements in carrying amount:*

	Land		Building		Plant and equipment		Work in progress		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Carrying amount at 1 July	25,500	24,141	4,000	3,859	5,713	2,909	546	352	35,759	31,261
Acquisitions	-	-	-	-	-	-	785	3,914	785	3,914
Disposals	-	-	-	-	(81)	(166)	-	-	(81)	(166)
Transfers between classes	-	-	-	-	985	3,720	(985)	(3,720)	-	-
Net revaluation increment/(decrement) in asset revaluation surplus	500	1,359	-	-	-	-	-	-	500	1,359
Net revaluation Increment/(decrements) in operating surplus	-	-	1,593	231	-	-	-	-	1,593	231
Depreciation	-	-	(93)	(90)	(1,067)	(750)	-	-	(1,160)	(840)
<b>Carrying amount at 30 June</b>	<b>26,000</b>	<b>25,500</b>	<b>5,500</b>	<b>4,000</b>	<b>5,550</b>	<b>5,713</b>	<b>346</b>	<b>546</b>	<b>37,396</b>	<b>35,759</b>

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**B4 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION EXPENSE (continued)**

**Accounting policies – Property, plant and equipment**

Recognition

Items of property, plant and equipment with a historical cost equal to or exceeding the following thresholds in the year of acquisition are recognised as property, plant and equipment in the following classes:

Land	\$1
Buildings	\$10,000
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition. Expenditure on property, plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for LAQ. Subsequent expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of that asset. Maintenance expenditure that merely restores original service potential is expensed.

Cost of acquisition

Property, plant and equipment acquisitions are initially recognised at cost determined as the value of consideration exchanged for the asset, plus associated costs directly attributable to the acquisition and all other costs incurred in getting the asset installed and ready for use.

Measurement using historical cost

Property, plant and equipment acquisitions are initially recognised at cost. Plant and equipment are measured at historical cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. The carrying amounts are not materially different from their fair value.

Measurement using fair value

Land and buildings are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses where applicable.

Revaluations using independent professional valuer or internal expert appraisals are undertaken at least once every five years. However, if a particular asset class experiences significant and volatile changes in fair value, that class is subject to specific appraisal in the reporting period, where practicable, regardless of the timing of the last specific appraisal. This is arranged by Financial Services after consultation with senior management.

The fair values reported by LAQ are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs (as defined in Note C1-1). A revaluation adjustment is recorded when the difference between the carrying amount and the fair value of an asset is material.

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. LAQ ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**B4 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION EXPENSE (continued)**

**Accounting policies – Property, plant and equipment (continued)**

Any revaluation increment arising on the revaluation of an asset is recognised in other comprehensive income and credited to the asset revaluation reserve of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation reserve relating to that class.

For assets revalued using a market or income-based valuation approached, accumulated depreciation and accumulated impairment losses are eliminated against the gross amount of the asset prior to restating for the revaluation. This is generally referred to as the 'net method'.

Depreciation of property, plant and equipment

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to LAQ. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the asset's remaining useful life. Improvements to leasehold property are amortised progressively over their estimated useful lives to LAQ or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

For each class of depreciable asset the following depreciation rates are used:

<b>Asset class</b>	<b>Useful life</b>
Building at fair value/cost	65 years
Plant and equipment:	
▪ Leasehold improvements	1 – 25 years
▪ Computer equipment	3 – 7 years
▪ Motor vehicles	4 – 7 years
▪ Other equipment	4 – 10 years

Impairment of non-current assets

All plant and equipment and intangible assets are assessed annually for indicators of impairment. If an indicator of possible impairment exists, LAQ determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. Impairment losses are recognised immediately in the Statement of Comprehensive income.

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**B5 LEASES**

**Leases as Lessee**

**Right-of-use assets**

	2025 \$'000	2024 \$'000
<b>Office accommodation</b>		
Opening balance at 1 July	23,593	16,231
Additions	269	8,847
Depreciation charge	(3,589)	(3,477)
Other adjustments	(28)	1,992
<b>Closing balance at 30 June</b>	<b>20,245</b>	<b>23,593</b>

**Lease Liabilities**

	2025 \$'000	2024 \$'000
<b>Current</b>		
Lease Liabilities	4,338	3,740
<b>Non-current</b>		
Lease Liabilities	19,225	22,531
<b>Total</b>	<b>23,563</b>	<b>26,271</b>

**Accounting policies**

**Right-of-use assets**

Right-of-use assets are initially recognised at cost comprising the following:

- The amount of initial measurement of the lease liability;
- Lease payments made at or before the commencement date, less any lease incentives received;
- Initial direct costs incurred; and
- The initial estimate of restoration costs.

Right-of-use assets are subsequently depreciated over the lease term and be subject to impairment testing on an annual basis.

The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indices/rates or a change in lease term.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

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**B5 LEASES (continued)**

**Accounting policies (continued)**

**Right-of-use assets (continued)**

LAQ has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses on a straight-line basis over the lease term. An asset is considered low value where it is expected to cost less than \$10,000 when new.

Where a contract contains both lease and non-lease components such as asset maintenance services, the organisation allocates the contractual payments to each component on the basis of their stand-alone prices.

**Lease liabilities**

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that the organisation is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable; and
- Variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date.

When measuring the lease liability, LAQ uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the organisation's leases. To determine the incremental borrowing rate, LAQ uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Subsequent to initial recognition, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. market rent review), or a change in the lease term.

**Disclosures – Leases as lessee**

(i) Office accommodation

The Department of Housing and Public Works (DHPW) provides LAQ with access to an office accommodation. This arrangement is categorised as procurement of services rather than as leases because DHPW has substantive substitution rights over the asset. The related service expenses are included in Note A3-1.

LAQ has 22 commercial leases for Brisbane office accommodation and 13 regional offices, with 2 – 10 year lease terms which are recognised on the balance sheet. 16 leases providing a right of renewal while 6 must be renegotiated at the end of the lease terms.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**B5 LEASES (continued)**

**Leases as Lessee (continued)**

**Disclosures – Leases as lessee (continued)**

(ii) Amounts recognised in profit or loss

The amounts recognised in the statement of comprehensive income relating to leases where LAQ is a lessee are shown below:

	2025	2024
	\$'000	\$'000
Interest expense on lease liabilities	832	1,248
Depreciation of right-of-use assets	3,589	3,477
(iii) Total cash outflow for leases	3,788	3,535

**B6 ACCRUED EMPLOYEE BENEFITS**

	2025	2024
	\$'000	\$'000
<b>Current</b>		
Annual leave	9,028	8,099
Long service leave levy payable	593	584
Wages outstanding	759	388
<b>Total</b>	<b>10,380</b>	<b>9,071</b>

**Accounting policy – Accrued employee benefits**

Annual leave is classified and measured as other long term employee benefits as the organisation does not expect to wholly settle all such liabilities within 12 months following the reporting date. However, it is presented as a current liability as the organisation does not have an unconditional right to defer payment for at least 12 months after the end of the reporting period. For annual leave liability where it is not expected to be wholly settled within 12 months of the end of the reporting period, it is measured at the present value of the expected future payments to be made to the employees, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity. The portion of annual leave not expected to be wholly settled within the 12 months following the reporting date is \$2,160,093 (2024: \$1,904,483).

No provision for long service leave is recognised in the organisation's financial statements as the liability is held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
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**B7 PROVISION FOR GRANTS OF AID**

	2025 \$'000	2024 \$'000
<b>Current</b>		
Grants of aid outstanding	36,055	30,193
<b>Non-current</b>		
Grants of aid outstanding	7,058	6,064
	<u>43,113</u>	<u>36,257</u>
<b>Movement</b>		
Balance as at 1 July	36,257	34,421
Additional provision recognised	115,413	105,624
Discount on estimated utilisation of grants of aid	(3,588)	(3,399)
Discount on estimated cancellation of grants of aid	(10,741)	(8,463)
Discount on present value	(531)	(600)
Reduction in provision as a result of payments, write-back and cancellation of grants	(93,697)	(91,326)
<b>Balance as at 30 June</b>	<u>43,113</u>	<u>36,257</u>

**Accounting policy – Provision for grants of aid**

Provision is made for the supply of legal services. The provision for grants of aid represents anticipated payments, net of cost of recoveries, on current legal matters assigned to private legal practices. The provision increases as expenditure accrues, when applications for legal services are approved. The provision decreases as practitioners' tax invoices are rendered for services provided.

*Key Estimate and Judgement:* Monthly adjustments to the provision are based on historical grants cancellation and utilisation data. The historical data form the pattern to be applied to the outstanding grants of aid, based on their age and file characteristics. Where the settlement of the obligation is expected after twelve or more months, the obligation is discounted to the present value using an appropriate discount rate.

Discount relating to estimated utilisation of grants of aid is based on prior year history of actual payments to preferred suppliers compared to the maximum grant of aid approved. Overall write-back factor used in 2025 is 6.19% (2024: 6.98%).

Discount relating to cancellation of grants of aid is based on prior year history of actual grants of aid cancelled, taking into account the age of the grant of aid before being cancelled. Overall cancellation factor used in 2025 is 19.75% (2024: 18.67%).

Where the settlement of obligation is expected after twelve or more months, the obligation is discounted to the present value using yields on Fixed Rate Commonwealth Government bonds of similar maturity. The average discount rate used to calculate the present value of non-current provision in 2025 is 3.28% (2024: 4.12%).

**LEGAL AID QUEENSLAND**  
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**B8 EQUITY**

**Asset revaluation surplus by asset class**

The revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value.

	2025		2024	
	\$'000 Land	\$'000 Total	\$'000 Land	\$'000 Total
Balance as at 1 July	24,200	24,200	22,841	22,841
Revaluation increments	500	500	1,359	1,359
<b>Balance as at 30 June</b>	<b>24,700</b>	<b>24,700</b>	<b>24,200</b>	<b>24,200</b>

**NOTES ABOUT RISK AND OTHER ACCOUNTING UNCERTAINTIES**

**C1 FAIR VALUE MEASUREMENT**

**C1-1 Accounting policies and basis for fair value measurement**

What is fair value?

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the organisation include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use, which is its current use unless the asset is classified as held-for-sale under AASB 5 or it becomes highly probable that the asset will be used for an alternative purpose.

Fair value measurement hierarchy

LAQ does not recognise any financial liabilities at fair value. All assets and liabilities of the organisation for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;

**LEGAL AID QUEENSLAND**  
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**C1 FAIR VALUE MEASUREMENT (continued)**

**C1-1 Accounting policies and basis for fair value measurement (continued)**

*Fair value measurement hierarchy (continued)*

Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and  
 Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

The organisation’s valuations of assets are eligible for categorisation into level 2 of the fair value hierarchy (refer to Note B4). There were no transfers of assets between fair value hierarchy levels during the period.

**C2 FINANCIAL RISK DISCLOSURES**

**C2-1 Financial instrument categories**

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the organisation becomes party to the contractual provisions of the financial instrument. LAQ has the following categories of financial assets and financial liabilities:

Category	Note	2025 \$'000	2024 \$'000
<b>Financial assets</b>			
Cash and cash equivalents	B1	107,166	119,690
Receivables at amortised cost	B2	1,907	2,498
Other financial assets – FVPL	B3	25,963	-
<b>Total financial assets</b>		<b>135,036</b>	<b>122,188</b>
<b>Financial liabilities</b>			
Trade creditors at amortised cost		2,498	3,600
Lease liabilities at amortised cost	B5	23,563	26,271
<b>Total financial liabilities</b>		<b>26,061</b>	<b>29,871</b>

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

**C2-2 Financial risk management**

LAQ’s activities expose it to a variety of financial risks – credit risk, liquidity risk and market risk. All financial risk management is implemented in accordance with state government and LAQ internal policies. Primary responsibility for the management of financial risks rests with LAQ Board with oversight and monitoring by the Audit and Risk Management Committee.

*Credit risk management practices and exposure*

Credit risk exposure refers to the situation where the organisation may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation and arises principally from LAQ’s receivables from customers. Credit risk exposure relating to receivables is disclosed in Note B2.

**LEGAL AID QUEENSLAND**  
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**C2 FINANCIAL RISK DISCLOSURES (continued)**

**C2-2 Financial risk management (continued)**

*Credit risk management practices and exposure (continued)*

No credit enhancements relate to the financial assets held by LAQ. No significant concentration of credit risks has been identified, as exposure is spread over a large number of counterparties and customers. Exposure to credit risk is monitored on a regular basis.

LAQ considers receivables from other Queensland Government agencies and Australian Government agencies to have low credit risk. Financial assets that are over 30 days past due have significant increase in credit risk, and the loss allowance for such assets is always measured at lifetime expected credit losses. The organisation typically considers a financial asset to be in default when it becomes 90 days past due.

Liquidity risk

Liquidity risk refers to the situation where the organisation may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

There is a surplus of \$54,863,135 (2024: \$74,423,196) in net current assets to meet the obligations of current liabilities. Accordingly, the liquidity risk is considered to be low.

The following tables sets out the liquidity risk of financial liabilities held by LAQ. They represent the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the statement of financial position that are based on discounted cash flows.

Financial liabilities	2025 Contractual maturity					2024 Contractual maturity				
	Carrying amount	Total contractual cashflows	< 1 year	1-5 years	> 5 years	Carrying amount	Total contractual cashflows	< 1 year	1-5 years	> 5 years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade creditors	2,498	2,498	2,498	-	-	3,600	3,600	3,600	-	-
Lease liabilities	23,563	28,209	4,392	13,023	10,794	26,271	31,672	3,788	14,035	13,849
<b>Total</b>	<b>26,061</b>	<b>30,707</b>	<b>6,890</b>	<b>13,023</b>	<b>10,794</b>	<b>29,871</b>	<b>35,272</b>	<b>7,388</b>	<b>14,035</b>	<b>13,849</b>

**Market risk**

Market risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate and other price risk.

LAQ does not trade in foreign currency and is not materially exposed to commodity price changes. LAQ is exposed to interest rate risk through its leases, cash deposited in interest bearing accounts and holdings of financial assets.

**LEGAL AID QUEENSLAND**  
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**C3 COMMITMENTS**

**Capital expenditure commitments**

Capital expenditure commitment for technology refurbishments, buildings fit-out and motor vehicles (inclusive of non-recoverable GST input tax credits), contracted for at reporting date but not recognised in the accounts is payable as follows:

	2025	2024
	\$'000	\$'000
Payments due within one year	56	160

**C4 EVENTS AFTER THE BALANCE SHEET DATE**

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of LAQ, the results of those operations or the state of affairs of LAQ in future financial years.

**C5 FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE**

At the date of authorisation of the financial statements, the expected impacts of new or amended Australian Accounting Standards with future commencement dates relevant to LAQ are set out below:

**AASB 18 Presentation and Disclosure in Financial Statements**

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for LAQ. This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows.

The AASB is aware that there are issues that need to be clarified in applying AASB 18's new requirements to not-for-profit entities so it expects to conduct outreach with not-for-profit and public sector entities to address these issues and expects that modifications to AASB 18 for application by these entities could take the form of guidance, exemptions and alternative requirements.

LAQ will assess the expected impacts of AASB 18 after the AASB has decided on the modifications applicable to not-for-profit public sector entities. AASB 18's changes will only affect presentation and disclosure; it will not affect the recognition or measurement of any reported amounts.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to LAQ or have no material impact on LAQ.

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**NOTES ON OUR PERFORMANCE COMPARED TO BUDGET**

**D1 BUDGETARY REPORTING DISCLOSURES**

This section discloses the organisation's original published budgeted figures for 2024-25 compared to actual results, with explanations of major variances in respect of the organisation's Statement of Comprehensive Income, Statement of Financial Position and Statement of Cash Flows.

**D2 BUDGET TO ACTUAL COMPARISON – STATEMENT OF COMPREHENSIVE INCOME**

	Variance Notes	Original Budget 2025 \$'000	Actual Result 2025 \$'000	Variance 2025 \$'000
<b>Income Revenue</b>				
Grants and other contributions	V1	294,618	239,546	(55,072)
User charges		1,350	1,031	(319)
Interest		6,292	7,194	902
Other revenue		138	99	(39)
<b>Total revenue</b>		<b>302,398</b>	<b>247,870</b>	<b>(54,528)</b>
<b>Gains on disposal/revaluation of assets</b>				
Gain on revaluation of assets	V2	-	1,593	1,593
Fair value gain on investment	V3	-	1,021	1,021
Gain on disposal of property, plant and equipment		-	15	15
<b>Total income</b>		<b>302,398</b>	<b>250,499</b>	<b>(51,899)</b>
<b>Expenses</b>				
Supplies and services		131,345	131,998	(653)
Employee expenses		106,609	105,267	1,342
Grants to legal centres	V1	59,827	358	59,469
Depreciation and amortisation		4,000	4,749	(749)
Finance/borrowing costs		325	844	(519)
Impairment losses		85	177	(92)
Other expenses		207	610	(403)
<b>Total expenses</b>		<b>302,398</b>	<b>244,003</b>	<b>58,395</b>
<b>Operating result</b>		<b>-</b>	<b>6,496</b>	<b>6,496</b>
<b>Other comprehensive income</b>				
<u>Items that will not be reclassified to operating result:</u>				
Increase in asset revaluation surplus		-	500	500
<b>Total other comprehensive income</b>		<b>-</b>	<b>500</b>	<b>500</b>
<b>Total comprehensive income</b>		<b>-</b>	<b>6,996</b>	<b>6,996</b>

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
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**D3 BUDGET TO ACTUAL COMPARISON – STATEMENT OF FINANCIAL POSITION**

	Variance Notes	Original Budget 2025 \$'000	Actual Result 2025 \$'000	Variance 2025 \$'000
<b>Current assets</b>				
Cash and cash equivalents		106,466	107,166	700
Receivables		2,383	1,907	(476)
Other	V4	699	1,895	1,196
<b>Total current assets</b>		<b>109,548</b>	<b>110,968</b>	<b>1,420</b>
<b>Non-current assets</b>				
Other financial Assets	V5	-	25,963	25,963
Property, plant and equipment	V6	31,185	37,396	6,211
Right-of-use assets	V7	11,685	20,245	8,560
<b>Total non-current assets</b>		<b>42,870</b>	<b>83,604</b>	<b>40,734</b>
<b>Total assets</b>		<b>152,418</b>	<b>194,572</b>	<b>42,154</b>
<b>Current liabilities</b>				
Trade creditor	V8	10,343	2,498	7,845
Accrued employee benefits	V9	8,369	10,380	(2,011)
Provision for grants of aid	V10	28,076	36,055	(7,979)
Lease liabilities	V7	2,567	4,338	(1,771)
Grant payable to community legal centre (CLC)	V11	-	1,319	(1,319)
Unearned grant revenue	V12	(955)	1,514	(2,469)
<b>Total current liabilities</b>		<b>48,400</b>	<b>56,104</b>	<b>(7,704)</b>
<b>Non-current liabilities</b>				
Accrued employee benefits		23	-	23
Provision for grants of aid		7,183	7,058	125
Lease liabilities	V7	12,187	19,225	(7,038)
Make good provision		-	237	(237)
<b>Total non-current liabilities</b>		<b>19,393</b>	<b>26,520</b>	<b>(7,127)</b>
<b>Total liabilities</b>		<b>67,793</b>	<b>82,624</b>	<b>(14,831)</b>
<b>Net assets</b>		<b>84,625</b>	<b>111,948</b>	<b>27,323</b>
<b>Equity</b>				
Accumulated surplus		61,783	87,248	25,465
Asset revaluation surplus		22,842	24,700	1,858
<b>Total equity</b>		<b>84,625</b>	<b>111,948</b>	<b>27,323</b>

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**D4 BUDGET TO ACTUAL COMPARISON – STATEMENT OF CASH FLOWS**

	Variance Notes	Original Budget 2025 \$'000	Actual Result 2025 \$'000	Variance 2025 \$'000
<b>Cash flows from operating activities</b>				
<b>Inflows</b>				
Grants and other contributions	V1	294,618	240,385	(54,233)
User charges		1,265	1,076	(189)
GST input tax credit from ATO	V13	10,773	19,259	8,486
Other		6,292	7,293	1,001
<b>Outflows</b>				
Supplies and services		(131,267)	(145,487)	(14,220)
Employee expenses		(106,486)	(104,006)	2,480
Grants to community legal centres (CLC)	V1	(59,827)	(358)	59,469
Borrowing costs		(325)	(837)	(512)
GST remitted to ATO	V13	(10,600)	(659)	9,941
Other		44	(552)	(596)
<b>Net cash provided by operating activities</b>		<b>4,487</b>	<b>16,114</b>	<b>11,627</b>
<b>Cash flows from investing activities</b>				
<b>Inflows</b>				
Proceeds from sale of plant and equipment		66	98	32
<b>Outflows</b>				
Payments for investments	V5	-	(25,000)	(25,000)
Payments for plant and equipment		(1,500)	(785)	715
<b>Net cash used in investing activities</b>		<b>(1,434)</b>	<b>(25,687)</b>	<b>(24,253)</b>
<b>Cash flows from financing activities</b>				
<b>Outflows</b>				
Finance lease payments		(2,584)	(2,951)	(367)
<b>Net cash used in financing activities</b>		<b>(2,584)</b>	<b>(2,951)</b>	<b>(367)</b>
<b>Net increase in cash and cash equivalents</b>		<b>469</b>	<b>(12,524)</b>	<b>(12,993)</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>105,997</b>	<b>119,690</b>	<b>13,693</b>
<b>Cash and cash equivalents at end of financial year</b>		<b>106,466</b>	<b>107,166</b>	<b>700</b>

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**D5 BUDGET TO ACTUAL COMPARISON – EXPLANATION OF MAJOR VARIANCES**

**Explanation of major variances – Statement of Comprehensive Income**

V1	Grants and other contributions	The original budgeted grant revenue included grants received to be passed on to community legal centres of \$59.827M not recognised in LAQ's income statement but reported on a whole of government basis and through Service Delivery Statements (budget). This is offset with the following movements in funding received and returned during the year: <ul style="list-style-type: none"> <li>▪ Additional funding for Family Violence and Cross Examination Scheme \$4.575M</li> <li>▪ One-off indexation supplementation from Commonwealth \$2.194M</li> <li>▪ Additional funding for Making Queensland Safer Laws \$0.766M</li> <li>▪ Returned unused funding in relation to s210 of the Evidence Act 1977 \$2.880M</li> </ul>
V2	Gain on revaluation of assets	The revaluation increment is associated with the increase in building's value as a result of an independent asset revaluation as at 30 June 2025. The revenue item represents the reversal of prior year revaluation decrement recorded as expense in the Statement of Comprehensive Income.
V3	Fair value gain on investment	Gain arising from changes in the fair value of the \$25.0M investments with QIC Long Term Diversified Fund.

**Explanation of major variance – Statement of Financial Position**

V4	Other current asset	Increase in other current assets primarily due to increase in prepaid software licenses.
V5	Other financial assets	LAQ invested in QIC Long Term Diversified Fund in January 2025.
V6	Property, plant and equipment (PPE)	The increase in PPE is due to under estimation of PPE cost as well as revaluation increment for land and building of \$2.0 million.
V7	Right-of-use assets Lease liabilities	The increase in right-of-use assets and lease liabilities is due to LAQ exercised option period for four existing leases for office accommodation in the financial year.
V8	Trade creditor	Trade creditor is lower than budgeted largely due to timing of payments made to creditors.
V9	Accrued employee benefits	The increase is due to timing of payroll cycle with one day salary in June 2025 yet to be paid and higher annual leave liability recorded.
V10	Provision for grants of aid	The increase in provision for grants of aid is due to growing demand of legal services and fee increases.
V11	Grants payable to CLC	Remaining grant payable to CLC is due to timing of distribution.
V12	Unearned grant revenue	Unearned grant revenue related to Expensive Commonwealth Criminal Cases which delivery of services fluctuate based on demand.

**Explanation of major variance – Statement of Cash flows**

V13	GST Input tax credit from ATO and GST remitted to ATO	The variances are due to higher GST refund from the ATO and the timing of refund received.
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**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
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**OTHER INFORMATION**

**E1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES**

The LAQ's responsible Minister is identified as part of the LAQ's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence.

The following details for non-Ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the organisation during 2024-25. Further information on these positions can be found in the body of the Annual Report under the sections relating to Board Members and Executive Leadership Team (ELT).

<b>Position</b>	<b>Position Responsibility</b>
Board of Directors	Provide leadership and the overall strategic direction for LAQ, including the development of the strategic plan and major goals and strategies, in conjunction with the senior management team.
Chief Executive Officer	Lead the functions and strategic direction of LAQ to achieve efficiency, sustainability and the delivery of high-quality legal services.
Senior Executive Director, Legal Practice	Provide leadership and expert advice on Legal matters to deliver on Legal Aid Queensland's strategic objectives to maintain a centre of excellence and ensure the delivery of high quality and cost-effective legal services.
Senior Executive Director, Corporate Services	Lead the delivery of corporate services and provide strategic direction and expert advice to Legal Aid Queensland Board, Chief Executive Officer and Executive Leadership Team.
Senior Executive Director, Client and Partner Services	Provide leadership and develop Legal Aid Queensland's business partnerships strategy, planning and drive the growth in preferred suppliers and partners.

LEGAL AID QUEENSLAND  
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**E1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)**

**KMP Remuneration Policies**

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The organisation does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

The remuneration received, or due and receivable by board members from LAQ is in connection with the management of the organisation and is approved by Cabinet in accordance with the Remuneration Procedures for part-time Chairs and members of Queensland Government bodies. Remuneration includes annual fees and sub-committee fees, and contributions to members' superannuation.

Remuneration policy for the organisation's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Sector Act 2022* and as approved by the LAQ Board in 2024-25. Individual remuneration and other terms of employment (including motor vehicle entitlements) are specified in employment contracts. No KMP remuneration packages provide for performance or bonus payments.

Remuneration expenses for KMP comprise the following components:

- *Short term employee expenses* include salaries, and allowances including monetary vehicle allowance earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position.
- *Long term employee expenses* include amounts expensed in respect of annual leave and long service leave entitlements earned.
- *Post employment expenses* include amounts expensed in respect of employer superannuation obligations.
- *Termination benefits* are not provided for within individual contracts of employment. Contracts of employments provide only for notice periods or payment in lieu of notice on termination regardless of the reason for termination.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**E1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)**

**Remuneration of Board Members**

For the 2024-25 year, the Board remuneration increased in accordance with Level 3 of Governance category of the *Remuneration Procedures for Part-Time Chairs and Members of Queensland Government bodies*.

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Paul de Jersey (Board Chair appointed since 14 February 2025)	9,292	-
Matilda Alexander (appointed since 24 August 2024)	11,150	-
Spencer Browne (appointed since 24 August 2021)	10,787	9,736
Avelina Tarrago (appointed since 5 May 2023)	13,261	10,987
Michael Anstee (appointed since 5 May 2023)	13,571	10,987
Margaret McMurdo (Board Chair until 14 February 2025)	13,697	8,950
Sandra Deane (member until 24 August 2024)	1,590	9,498
	<b>73,348</b>	<b>50,158</b>

Note: Board remuneration varies due to positions held by some board members on board sub-committees.

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**E1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)**

**KMP Remuneration Expenses**

The following disclosures focus on the expenses incurred by LAQ that is attributable to non-Ministerial KMP during the respective reporting periods. Therefore, the amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income. They also include the remuneration of other personnel who have acted in the positions during the year.

*1 July 2024 – 30 June 2025*

Position	Short Term Employee Expenses \$'000	Long Term Employee Expenses \$'000	Post Employment Expenses \$'000	Total Expenses \$'000
Chief Executive Officer	258	34	37	329
Senior Executive Director, Legal Practice (formerly known as Senior Director, Legal Practice)	249	34	35	318
Senior Executive Director, Corporate Services (formerly known as Senior Director, Business Support) <i>Acting from 8 July 2024 – 23 August 2024 and permanently appointed 6 January 2025</i>	135	16	17	168
Acting Senior Executive Director, Corporate Services (formerly known as Senior Director, Business Support) <i>Acting from 26 August 2024 – 3 January 2025</i>	79	10	11	100
Senior Executive Director, Client and Partner Services <i>Commenced 26 August 2024</i>	197	28	27	252
<b>Total remuneration</b>	<b>918</b>	<b>122</b>	<b>127</b>	<b>1,167</b>

Note: The Executive Leadership Team (ELT) was established following the LAQ organisation re-structure in July 2024. The ELT replaces the previous Executive Management Team and therefore not comparable with the 2024 composition as presented on the following page.

LEGAL AID QUEENSLAND  
Notes to the Financial Statements  
For the year ended 30 June 2025

**E1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)**

**KMP Remuneration Expenses (continued)**

1 July 2023 – 30 June 2024

Position	Short Term Employee Expenses \$'000	Long Term Employee Expenses \$'000	Post Employment Expenses \$'000	Total Expenses \$'000
Chief Executive Officer	248	28	35	311
Senior Director, Legal Practice	212	24	43	279
Public Defender Counsel	47	5	6	58
• Officer acting from 2 April 2024 – 30 June 2024	161	17	22	200
• Incumbent resigned on 1 April 2024				
Director Family Law and Civil Justice Services	216	24	32	272
Director Criminal Law Services	184	23	29	236
Senior Director, Business Support	209	26	34	269
Acting Director Grants	174	14	25	213
Director Information and Advice	158	17	26	201
Chief Finance Officer	189	21	27	237
Manager Communications and Community Legal Education	148	23	21	192
<b>Total remuneration</b>	<b>1,946</b>	<b>222</b>	<b>300</b>	<b>2,468</b>

**LEGAL AID QUEENSLAND**  
Notes to the Financial Statements  
For the year ended 30 June 2025

**E2 RELATED PARTY TRANSACTIONS**

**Transaction with KMP**

No KMP related party transactions were identified from the declarations completed or reviews performed.

**Transactions with other Queensland Government controlled entities**

LAQ's primary ongoing sources of funding from Government for its services are grant revenue (Note A1) provided in cash via the Department of Justice Queensland.

**E3 MONIES HELD IN TRUST**

	2025 \$'000	2024 \$'000
<i>Summary of cash flows</i>		
Balance as at 1 July	24	497
Receipts	1,020	1,069
Payments	(841)	(1,545)
Transfer to user charges	(61)	3
<b>Balance as at 30 June</b>	<b>142</b>	<b>24</b>

**Accounting policy – Monies held in trust**

LAQ hold monies received from clients and held in trust until finalisation of their legal matters. As LAQ performs only a custodial role in respect of these transactions, the account balances are not recognised in the financial statements but are disclosed in the note above for the information of users.

**E4 GRANTS PAYABLE TO COMMUNITY LEGAL CENTRES**

During the year LAQ received monies from both state and commonwealth governments that are passed on to the community legal centres. As the organisation performs only a custodial role in respect of these transactions and balances, they are not recognised in the Statement of Comprehensive Income but are disclosed in these notes for the information of users. The balance as at 30 June represents advance monies from state government that have yet to be passed on to the community legal centres, and the portion of Sundry Grants and Translation Funds which was unspent during the year and to be carried forward. The Sundry Grants and Translation Funds are to be used for agreed purposes for the community legal centres such as payments for counselling and translation services.

	2025 \$'000	2024 \$'000
<b>Current</b>		
Grants Payable	1,319	3,013

**LEGAL AID QUEENSLAND**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

**E4 GRANTS PAYABLE TO COMMUNITY LEGAL CENTRES (continued)**

	2025 \$'000	2024 \$'000
<b>Movement</b>		
Balance as at 1 July	3,013	4,148
Receipts	62,693	42,709
Payments	(64,387)	(43,844)
<b>Balance as at 30 June</b>	<b>1,319</b>	<b>3,013</b>

**E5 FIRST YEAR APPLICATION OF NEW ACCOUNTING STANDARDS OR CHANGE IN POLICY**

No new accounting standards or interpretations that apply to the LAQ for the first time in 2024-25 had any material impact on the financial statements. No Australian Accounting Standards have been early adopted for 2024-25.

**E6 TAXATION**

The activities of LAQ are exempt from Commonwealth taxation except for Goods and Services Tax (GST) and Fringe Benefits Tax (FBT). Input tax credits receivable and GST payable from/to the Australian Taxation Office are recognised and accrued (refer to Note B2).

**E7 CLIMATE RISK DISCLOSURE**

Whole of Government climate-related reporting

The State of Queensland, as the ultimate parent of LAQ, provides information and resources on climate related strategies and actions accessible at <https://www.treasury.qld.gov.au/policies-and-programs/climate/>

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QST also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>

LAQ accounting estimates and judgements

LAQ considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgments identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risk impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting LAQ.

LAQ continues to monitor the emergence of material climate-related risks that may impact the financial statements of LAQ, including directives from Government or Queensland Treasury.

# Legal Aid Queensland management certificate

LEGAL AID QUEENSLAND  
Management Certificate  
For the year ended 30 June 2025

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act and section 60.15 of the *Australian Charities and Not-for-profits Commission Regulations 2022*, we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Legal Aid Queensland for the year ended 30 June 2025 and of the financial position of Legal Aid Queensland at the end of that year; and
- (c) there are reasonable grounds to believe that Legal Aid Queensland is able to pay all of its debts, as and when they become due and payable; and
- (d) the financial statements and notes satisfy the requirement of the *Australian Charities and Not-for-profits Commission Act 2012*.

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



The Hon Paul de Jersey AC CVO KC  
Board Chair

15 August 2025



Grant Tanham-Kelly FCPA MBUS  
Chief Finance Officer

15 August 2025

# Independent Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

To the Board of Legal Aid Queensland

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Legal Aid Queensland.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2025, and its financial performance for the year then ended; and
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulations 2022 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of material accounting policies, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including independence standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of the entity for the financial report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulations 2022 and Australian Accounting Standards, and for such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Board is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.



#### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of my auditor's report.

#### **Report on other legal and regulatory requirements**

##### **Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

##### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.

Lisa Fraser  
as delegate of the Auditor-General

20 August 2025

Queensland Audit Office  
Brisbane

# Acronyms and abbreviations

<b>AASB</b>	Australian Accounting Standards Board
<b>AHRC</b>	Australian Human Rights Commission
<b>ARRs</b>	Annual report requirements for Queensland Government agencies
<b>ART</b>	Administrative Review Tribunal
<b>ASIC</b>	Australian Securities and Investment Commission
<b>ATO</b>	Australian Taxation Office
<b>ATSILS</b>	Aboriginal and Torres Strait Islander Legal Service
<b>CCLO</b>	Chief Corporate Legal Officer
<b>CEO</b>	Chief executive officer
<b>CFO</b>	Chief finance officer
<b>CGO</b>	Chief governance officer
<b>CLC</b>	Community legal centre
<b>CLE</b>	Community legal education
<b>CPD</b>	Continuing professional development
<b>CPO</b>	Chief people officer
<b>DNA</b>	Deoxyribonucleic acid
<b>DPSOA</b>	<i>Dangerous Prisoners (Sexual Offenders) Act 2003</i>
<b>EEO</b>	Equal employment opportunity
<b>FBT</b>	Fringe Benefits Tax
<b>FAA</b>	<i>Financial Accountability Act 2009</i>
<b>FPMS</b>	<i>Financial and Performance Management Standard 2019</i>

<b>FTE</b>	Full-time equivalent
<b>GST</b>	Goods and Services Tax
<b>IASB</b>	International Accounting Standards Board
<b>ICT</b>	Information Communication and Technology
<b>IT</b>	Information technology
<b>LARS</b>	Legal Aid Records System
<b>LGBTI</b>	Lesbian Gay Bisexual Trans Intersex
<b>MHRT</b>	Mental Health Review Tribunal
<b>MP</b>	Member of Parliament
<b>NDIA</b>	National Disability Insurance Agency
<b>NDIS</b>	National Disability Insurance Scheme
<b>NLAP</b>	National Legal Assistance Partnership
<b>OESR</b>	Office of Economic and Statistical Research
<b>QCAT</b>	Queensland Civil and Administrative Tribunal
<b>QHRC</b>	Queensland Human Rights Commission
<b>QIFVLS</b>	Queensland Indigenous Family Violence Legal Service
<b>QLAF</b>	Queensland Legal Assistance Forum
<b>RAILS</b>	Refugee and Immigration Legal Service
<b>RLAF</b>	Regional Legal Assistance Forum
<b>SVS</b>	State Valuation Services

# Appendix

## Compliance checklist

	Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</li> </ul>	ARRs – section 7	2
	<ul style="list-style-type: none"> <li>Table of contents</li> <li>Glossary</li> </ul>	ARRs – section 9.1	1 106
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 9.2	1
Accessibility	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	1
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	<i>Copyright Act 1968</i> ARRs – section 9.4	1
	<ul style="list-style-type: none"> <li>Information licensing</li> </ul>	<i>QGEA – Information Licensing</i> ARRs – section 9.5	n/a
General information	<ul style="list-style-type: none"> <li>Introductory information</li> </ul>	ARRs – section 10	3-6, 21
Non-financial performance	<ul style="list-style-type: none"> <li>Government's objectives for the community and whole-of-government plans/specific initiatives</li> <li>Agency objectives and performance indicators</li> <li>Agency service areas and service standards</li> </ul>	ARRs – section 11.1 ARRs – section 11.2 ARRs – section 11.3	17 17, 24, 46, 51, 58 22-23
Financial performance	<ul style="list-style-type: none"> <li>Summary of financial performance</li> </ul>	ARRs – section 12.1	18-20

	Summary of requirement	Basis for requirement	Annual report reference
Governance – management and structure	• Organisational structure	ARRs – section 13.1	16
	• Executive management	ARRs – section 13.2	12
	• Government bodies (statutory bodies and other entities)	ARRs – section 13.3	8-10
	• Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	54
	• Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	15
	• Queensland public service values	ARRs – section 13.6	5
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	11
	• Audit committee	ARRs – section 14.2	11
	• Internal audit	ARRs – section 14.3	40-41
	• External scrutiny	ARRs – section 14.4	15
	• Information systems and recordkeeping	ARRs – section 14.5	54-55
	• Information Security attestation	ARRs – section 14.6	n/a
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	51
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i>	54
		ARRs – section 15.2	

	<b>Summary of requirement</b>	<b>Basis for requirement</b>	<b>Annual report reference</b>
Open data	• Statement advising publication of information	ARRs – section 16	60
	• Consultancies	ARRs – section 31.1	n/a
	• Overseas travel	ARRs – section 31.2	n/a
	• Queensland Language Services Policy	ARRs – section 31.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	• Charter of Victims' Rights	<i>VCSVRB Act 2024</i> ARRs – section 31.3	n/a
Financial statements		FAA – section 62	
	• Certification of financial statements	FPMS – sections 38, 39 and 46 ARRs – section 17.1	103
		FAA – section 62	
	• Independent Auditor's Report	FPMS – section 46 ARRs – section 17.2	104



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