

Chapter 4

Integrated services

Our integrated service delivery is focused on:

- providing services to the people of Queensland that support criminal, civil and community justice outcomes
- working collectively and collaboratively with stakeholders to deliver Government priorities and initiatives
- providing professional, high-quality policy and legal services to the Queensland Government, and
- supporting service delivery through organisational excellence by providing timely, accessible, responsive services that are valued by the community.

Our leaders

David Mackie

Director-General

David was appointed DG of the DJAG on 4 June 2015.

Over his 32 years in the Queensland Public Sector, David has held executive and senior management positions responsible for both the delivery of frontline services and corporate support services.

Having originally joined DJAG in 1990, David's career initially involved a range of roles in the areas of finance, policy and corporate governance, before holding executive positions as the head of corporate services areas within the Anti-Discrimination Commission Queensland (1996–2002), and the Commission for Children and Young People and Child Guardian (2004).

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

David is currently a member (non-judicial) of the National Judicial College of Australia, the Government Champion for Mossman Gorge Indigenous community and the DG Champion of the Queensland Chapter of the National Regulators Community of Practice.

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

Jennifer Lang

Deputy Director-General, Justice Services

Jenny was appointed to the role of DDG of Justice Services in late 2016, having acted in the role since April 2015.

Jenny brings a broad range of skills and experience to this position from a career across both the private and public sectors. She is admitted as a solicitor of the Supreme Court of Queensland and High Court of Australia.

After working as a solicitor in a private legal firm for a number of years, Jenny commenced her career in the Queensland Public Sector, which has included extensive experience in senior and executive management positions in a number of agencies. Jenny has worked in the areas of project and program management, privacy, and policy and legal services.

As DDG, JS, Jenny has executive responsibility for frontline services delivered by a diverse range of business units, including the courts, tribunals and Commissioner for Body Corporate and Community Management, Dispute Resolution Branch, Justices of the Peace Branch, Blue Card Services, and Victim Assist Queensland.

Victoria Thomson

Deputy Director-General, Liquor, Gaming and Fair Trading

As DDG of LGFT, Victoria is responsible for the regulatory policy and strategic direction of product safety, licensing, compliance and enforcement activities to protect market integrity and keep Queenslanders safe.

Victoria has enjoyed nearly 25 years of public service, starting out in the field as a workplace health and safety inspector. Over

the next 15 years, she moved across a range of management positions responsible for frontline services, policy, partnerships and programs for high-risk industries such as construction, electrical, transport and agriculture.

Immediately prior to joining DJAG, Victoria was the Executive Director, Electrical Safety Office where she led the organisation through a period of tremendous change and drove significant policy and operational reform at both state and national level.

Since joining LGFT in late 2019, Victoria has played a pivotal role in building industry collaboration, with success in brokering new partnerships and supporting legislative reform to facilitate greater consumer protections and new ways of doing business.

Victoria is a member on a number of state, and national committees, including the Responsible Gambling Advisory Committee, Australian Casino-Gaming Regulators, Australian Liquor Licensing Authorities Forum and the Consumer Senior Officials Network.

Victoria holds a Bachelor in Behavioural Science and Executive Masters in Public Administration.

Paula Werner

Acting Executive Director, Financial Services, and Chief Financial Officer

Paula was appointed Acting Executive Director, Financial Services, and Chief Financial Officer in November 2021. Paula joined DJAG in 2019 as the Director, Budget and Corporate Governance and has worked within several other Queensland government agencies including Department of Natural Resources Mines and Energy, Department of Energy and Water Supply and Queensland Shared Services.

Paula has over 23 years' experience in financial management within the public sector. Paula has extensive experience across financial and management accounting, including internal and external budgeting, statutory reporting, financial

analysis and reporting, governance, risk and assurance processes.

Paula holds a Bachelor of Business (Accountancy) and is a member of CPA Australia.

Greg Cooper

Crown Solicitor

Greg was appointed Queensland's 22nd Crown Solicitor on 1 November 2008.

Over his four decades in the Queensland Public Sector, Greg has accumulated a wealth of experience practicing in public law, common law and constitutional law. Prior to his current appointment, Greg spent four years as Deputy Crown Solicitor of Crown Law's Litigation Branch.

He has also held positions in the former Solicitor-General's Office and as Legal Counsel to the Parliamentary Committee on Subordinate Legislation and deputised for the Solicitor-General at national meetings of the Standing Committee of Solicitors-General.

In his role as Crown Solicitor, Greg acts as the solicitor on the record for the State and provides independent legal advice to the Cabinet, the Premier, the Attorney-General, Ministers, Directors-General, and departmental officers on matters of significance to the Government.

Greg is also responsible for resolving conflicts of interest in any legal matter being handled by Crown Law and is responsible for setting the professional and ethical standards of the Crown Law office.

Greg holds a Bachelor of Laws.

Leanne Robertson

Assistant Director-General, Strategic Policy and Legal Services

Leanne was appointed Assistant Director-General (ADG), SPLS, in April 2018.

Leanne joined DJAG in 1994 as a Director in the then Policy and Legislation Division, leading a team tasked with a range of issues within the civil law sphere.

Leanne was Acting Executive Director in Strategic Policy, Legal and Executive Services during 2011 and 2012, responsible for oversight of several discrete business units, including Executive Services, Office of General Counsel, and the Legal Services Coordination Unit (LSCU).

Leanne returned to policy and legislation work in 2012, leading a team responsible for delivery of a wide variety of legislation for successive Attorneys-General, before stepping into her current role.

Leanne holds a Bachelor of Laws and a Bachelor of Arts.

Dr Kylie Stephen

Assistant Director-General, Office for Women and Violence Prevention

Dr Kylie Stephen was appointed to the role of ADG, OWVP in early 2022 having previously led OWVP in an executive management position in the former Department of Child Safety, Youth and Women since August 2019.

Kylie has extensive experience in senior management positions in policy, program and operational roles across a range of human service portfolios, including community services, child safety, community recovery, and gender equality in both the United Kingdom and Queensland.

Kylie has used her knowledge of community services and change management to lead significant reform agendas and strengthen community and whole-of-government responses to address gendered violence.

Kylie's early career focused on teaching and research in the fields of political science and gender politics.

Kylie holds a Bachelor of Arts (First Class Honours) and a PhD – Government.

Peter Cook

Assistant Director-General, Corporate Services

Peter was appointed ADG, Corporate Services in May 2014. Peter has worked in several departments and commenced with DJAG as a result of the 2007 machinery-of-government changes.

Peter held the position of the department's Executive Director, Financial Services, and Chief Financial Officer.

Prior to commencing with the public sector in 1996, Peter worked in the banking and finance sector.

Peter is a fellow of CPA Australia.

Carl Heaton

Director of Public Prosecutions

Carl was appointed in June 2020 to the statutory position under the Director of Public Prosecutions Act 1984 with powers, functions and responsibilities determined thereunder.

Carl commenced working in an administrative role in the Queensland ODPP in 1989. In his time with the ODPP Carl has been based in Maroochydore, Cairns, and Brisbane and has appeared in almost every centre in the State where the District and Supreme Courts are held.

In his role as Director, Carl regularly appears in all jurisdictional levels of Queensland courts as well as the High Court of Australia. He regularly conducts high profile and complex prosecutions and now has an almost exclusively appellate practice in the Court of Appeal and High Court of Australia as well as attending to many other requirements of his position.

Governance and accountability

Effective governance policies and procedures enable DJAG to provide accessible, responsive, and integrated services to the community.

Our governance provides the frameworks for our objectives and the mechanisms to deliver our services. The collaborative relationships between our service areas govern and drive our outcomes. We deliver integrated services through robust governance arrangements that promote excellence in justice capability.

The Board of Management (BoM) is DJAG's principal policy-setting and decision-making authority, and supports the DG as DJAG's accountable officer, to ensure DJAG implements an appropriate governance framework.

BoM and three sub-committees support the DG in the effective discharge of legislative accountabilities. They also provide opportunities for developing leaders to

promote a performance culture and facilitate relationship building and communication.

Corporate governance arrangements are based on the principles of best practice outlined in the *Public Sector Governance: Better Practice Guide*, the *Australian Public Service Commission Building Better Governance Guide* and by the Australian National Audit Office.

Corporate governance arrangements are the principles, elements and mechanism used by DJAG to support a focus on effective governance through strong leadership, responsible and ethical decision making, management and accountability, and performance improvement.

DJAG leadership and accountability

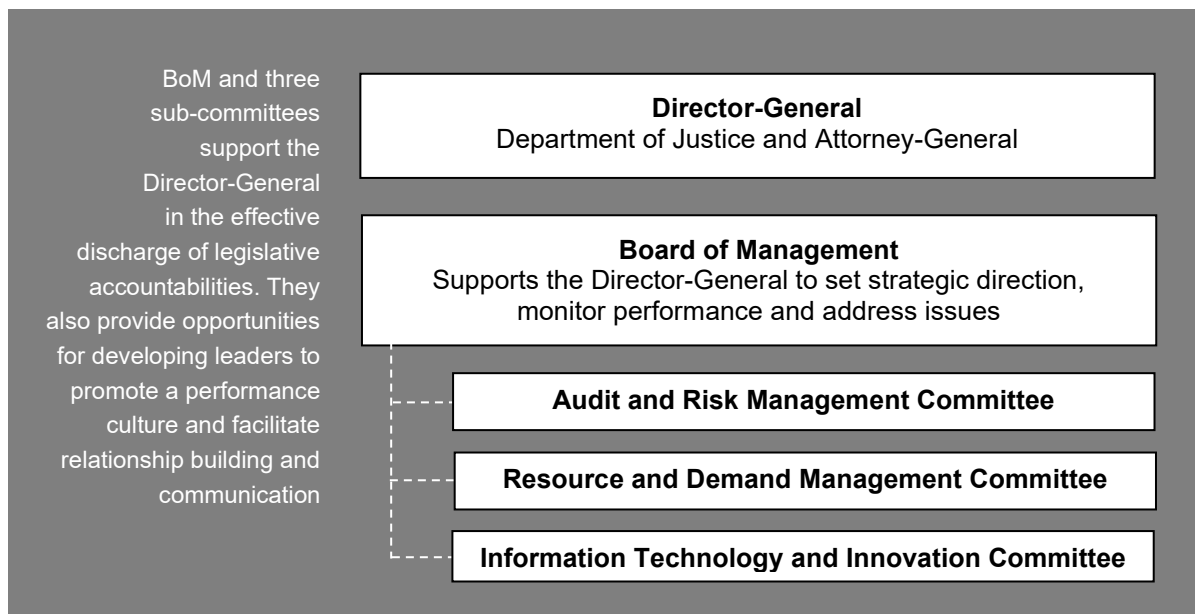


Table 1: BoM as at 30 June 2022

Committee	Members and purpose statement
Board of Management (BoM)	<p>Committee members</p> <ul style="list-style-type: none"> • Director-General (Chair) • Deputy Director-General, Justice Services • Deputy Director-General, Liquor, Gaming and Fair Trading • Assistant Director-General, Office for Women and Violence Prevention • Executive Director, Financial Services, and Chief Financial Officer • Crown Solicitor • Assistant Director-General, Strategic Policy and Legal Services • Assistant Director-General, Corporate Services, and • Director of Public Prosecutions. <p>BoM meets monthly and is the primary governance body for DJAG. As well as decision-making responsibilities, BoM is informed about subcommittee outcomes in order to facilitate effective corporate governance.</p>

The BoM’s responsibilities include:

- strategic planning, policy setting, risk management and resource allocation
- performance management and reporting
- effective and efficient service delivery
- ensuring we are responsive to changing community needs and Government priorities
- coordinating with other Government agencies for seamless service delivery, and
- reviewing, monitoring and directing our governance committees.

Table 2: Audit and Risk Management Committee as at 30 June 2022

Committee	Members and purpose statement
Audit and Risk Management Committee (ARMC)	<p>Committee members</p> <ul style="list-style-type: none"> • Chair (external) – Len Scanlan • Member (external) – Lisa Dalton • Executive Director, Office of Regulatory Policy, Liquor, Gaming and Fair Trading, and • Executive Director, Supreme, District and Land Courts, Queensland Courts Service. <p>Observers:</p> <ul style="list-style-type: none"> • Representatives from Corporate Services, Internal Audit and Queensland Audit Office. <p>The ARMC is directly responsible to and supports the Director-General in the effective discharge of legislative accountabilities in the <i>Financial Accountability Act 2009</i> and the Financial and Performance Management Standard 2019. The ARMC operates under an approved Terms of Reference, and in accordance with legislative requirements, has due regard to <i>Queensland Treasury's Audit Committee Guidelines: Improving Accountability and Performance</i>.</p> <p>In 2021–22, the ARMC met on five occasions – four general meetings, and one special meeting to review DJAG's financial statements. The External Chair received remuneration totalling \$24,497 during the 2021–22 financial year. The External member received remuneration totalling \$5,125 during the 2021–22 financial year. No other ARMC Standing Members or Observers received, nor were entitled to receive, any financial remuneration for their participation.</p> <p>Key activities during 2021–22:</p> <ul style="list-style-type: none"> • reviewed and endorsed the interim strategic and annual audit plan for approval by the Director-General • reviewed performance of the internal audit function against the annual audit plan • reviewed the content of internal audit reports • monitored progress of the implementation of internal and external audit recommendations • considered findings from the external reviewer's five-yearly quality assurance report over the internal audit function. • endorsed the 2020-21 financial statements for approval by the Director-General • reviewed and considered quarterly Risk Reports (including fraud risk) tabled at Committee, and • reviewed reports from Ethical Standards, Financial Services, and People and Engagement.

Table 3: Resource and Demand Management Committee as at 30 June 2022

The Resource and Demand Management Committee (RDMC) was established by the BoM as part of DJAG’s governance framework. The RDMC’s oversight includes a focus on financial and non-financial corporate resources, including our people, information technology, and external communications data.

Committee	Members and purpose statement
Resource and Demand Management Committee (RDMC)	<p>Committee members</p> <ul style="list-style-type: none"> • Director-General (Chair) • Deputy Director-General, Justice Services (Deputy Chair) • Deputy Director-General, Liquor, Gaming and Fair Trading • Assistant Director-General, Corporate Services • Assistant Director-General, Strategic Policy and Legal Services • Assistant Director-General, Office for Women and Violence Prevention • Executive Director, Crown Law • Executive Manager, Office of Director of Public Prosecutions • Executive Director, Financial Services, and Chief Financial Officer, and • Executive Director, Information Technology Services. <p>The purpose of RDMC is to ensure the approval and monitoring of the departmental budget process by:</p> <ul style="list-style-type: none"> • ensuring our budget aligns to our strategic objectives and the whole-of-government objectives • monitoring and reporting our financial and non-financial performance against departmental priorities and approved budgets, and • undertaking analytical reviews of our financial and non-financial resource allocation. <p>RDMC meets monthly (or as required) and provides monthly reports to BoM. The Committee’s Terms of Reference set out its authority and responsibility for effective functioning.</p> <p>Key activities during 2021–22:</p> <ul style="list-style-type: none"> • oversight of funding allocations, budget adjustments, and appropriate resource allocation to support our strategic direction and Government priorities • oversight and monitoring of non-financial resources, including our people and information technology • monitored financial performance and capital expenditure against budget allocations on a monthly basis, and • monitored actual FTE positions against the approved budget FTE positions in accordance with Public Service Commission reporting guidelines.

Table 4: Information Technology and Innovation Committee as at 30 June 2022

The Information Technology (ITIC) governance committee was established by the BoM as part of its governance framework and in accordance with *Information Standard 2: ICT resources strategic planning policy 2017 (IS2)*.

Committee	Members and purpose statement
Information Technology and Innovation Committee (ITIC)	<p>Committee members</p> <ul style="list-style-type: none"> • Assistant Director-General, Corporate Services (Chair) • Deputy Director-General, Justice Services • Assistant Director-General, Strategic Policy and Legal Services • Assistant Director-General, Office for Women and Violence Prevention • Deputy Director-General, Liquor, Gaming and Fair Trading • Director of Public Prosecutions, and • a representative nominated by the Judicial Information Technology Users Group. <p>Observers:</p> <ul style="list-style-type: none"> • Executive Director, Information Technology Services, and • Executive Director, Financial Services, and Chief Financial Officer. <p>ITIC met five times during 2021–22 and dealt with other items out of session.</p> <p>ITIC’s Terms of Reference set out its authority and responsibility for effective functioning. ITIC’s purpose is to oversee and monitor the ICT portfolio and innovation pipeline, practices and priorities and ensure requirements are met through effective business-centric solutions.</p> <p>Key activities during 2021–22:</p> <ul style="list-style-type: none"> • provided oversight of key ICT programs and projects, to ensure their continued alignment to the department’s strategies and standards • reviewed and endorsed multiple ICT policies and plans • performed the role as DJAG’s Information Security Steering Committee for the Information Security Management System (ISMS), including approving the 2021 IS18 annual return and related documentation • endorsed the department’s refreshed ICT Strategy, and • assumed governance over the target IT Operating Model.

Risk management framework

The *Financial Accountability Act 2009* requires all accountable officers and statutory bodies to establish and maintain appropriate systems of internal control and risk management.

The DJAG risk management policy and framework, based on the international risk management standard *ISO 31000:2018* and Queensland Treasury's *A guide to risk management*, ensure risks are managed consistently across the department and are minimised through a robust system of internal controls. The framework encompasses threats and opportunities, reflecting the potential for either of these to impact positively or negatively on DJAG's strategic priorities and pursuit to deliver justice for all through safe, fair and responsible communities.

DJAG is committed to ensuring effective risk management, with a focus on enhancing the ability to monitor, report and address risks, in order to improve community outcomes and achieve the strategic objectives.

During 2021–22, DJAG:

- delivered enterprise risk workshops to key representatives for all areas of DJAG, providing training and guidance material to assist staff in the management of risk
- embedded enhanced risk management processes developed last year into business-as-usual processes ensuring they are consistently used and applied in support of DJAG's risk profile
- leveraged the increased capabilities provided by the new risk management processes to further our risk maturity by developing a new risk management system to enable efficient practices and provide group risk system capability for risk register visibility and reporting and refining the risk reports to provide concise information which highlight exceptions and enables senior management to focus on issues that require attention, and
- actively monitored DJAG's highest risk initiatives contained within the Enterprise risk control action plan reported to the ARMC and the BoM.

Internal Audit

Internal Audit is a key component of our corporate governance, providing independent assurance and advisory services to the DG and the ARMC. These services use a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance activities within DJAG.

Internal Audit operates under the powers pursuant to section 61 of the *Financial Accountability Act 2009* and according to its approved charter, which incorporates the *International Standards for the Professional Practice of Internal Auditing*.

The ARMC monitors the internal audit function to ensure it operates ethically and professionally. The independence of Internal Audit is ensured by reporting directly to the DG, together with a subsidiary reporting relationship to the ARMC. The program of work undertaken by the Internal Audit Unit was detailed in the *2021–22 Interim Audit Plan* (Interim Audit Plan). The Interim Audit Plan was developed in consultation with key stakeholders and considered our strategic and operational risks and priorities. The Interim Audit Plan was endorsed by the ARMC and approved by the DG.

Output 1

Delivery of annual and strategic audit plans, and monitoring and improving financial accountability, internal control processes, and business practices within DJAG.

2021–22 performance achievements:

- developed a risk-based annual plan of audits approved by the DG
- completed various risk-based audits across the department including an

information management review, benchmarking review, review of an existing statutory fund, and conduct of various leave and timesheet reviews

- provided advice and assistance on key projects and initiatives, and
- monitored and reported on the implementation of audit recommendations to the ARMC.

Output 2

Review of the effectiveness of internal controls in mitigating risks.

2021–22 performance achievements:

- conducted risk analysis as part of the annual audit planning and audit processes
- supported management by providing advice on various corporate governance, fraud prevention, and risk management issues, including assessing the impacts of COVID-19 on the internal control environment
- utilised Computer Assisted Audit Techniques to analyse data extracted from key financial systems, and
- progressed transition to cloud-computing audit software.

Our workforce

During 2021 we continued to build on the work outlined in the *Strategic Workforce Plan 2021-25*.

Strategic workforce planning

Our DJAG *Strategic Workforce Plan 2021–25* has afforded DJAG the opportunity to collaboratively identify commonalities across the business and plan for the ongoing challenges facing us moving into a complex future.

We have continued to implement workforce strategies around the Queensland Public Service *Strategic Levers*:

- *Leadership and capability*: Grow and develop new and emerging capabilities in personalised ways, future-proof and leverage internal talent, and foster new and innovative approaches to leadership development.
- *Culture*: Foster inclusiveness to harness diverse perspectives for innovative solutions, reward our people to think and behave differently and promote wellbeing and resilience for enhanced performance.
- *New ways of working*: Enable innovation with flexible, mobile and agile teams, collaborate and partner across government, industry and community to deliver co-designed solutions to complex problems.

- *Talent acquisition*: Attract, engage and retain people who align with our purpose to drive exceptional services, with a strong, differentiated, employee value proposition and contemporary talent-management practices.

Performance indicators will continue to be used to monitor and evaluate the plan. As per business planning cycles the next formal review of the Strategic Workforce Plan is due in early 2023.

Table 5 – DJAG’s 2021–22 Workforce statistics

	FTE
Total FTE for Department of Justice and Attorney-General ¹	3,506

1. MOHRI FTE data for fortnight ending 17 June 2022.

Gender ²	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Woman	2,705	70%
Man	1,157	29.9%
Non-binary	<5	0.1%
Diversity Groups	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Women	2,705	70%
Aboriginal Peoples and Torres Strait Islander Peoples	76	2%
People with disability	132	3.4%
Culturally and Linguistically Diverse – Born overseas	109	2.8%
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)	75	1.9%
	Number (Headcount)	Percentage of total Leadership Cohort (Calculated on headcount)
Women in Leadership Roles ²	155	57.2%

2. To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by <5.

3. Women in Leadership Roles are considered those positions that are Senior Officer and equivalent and above.

Our workforce contribution to the pandemic response

As outlined throughout this report, DJAG employees continued to make a contribution to the ongoing public service response to the COVID-19 pandemic by delivering essential services and developing solutions in response to the changing external environment.

These activities again built on the department’s contribution to cross-government efforts in response to the earlier stages of the pandemic.

Staff performed diverse work within DJAG to help respond to the ongoing need, including:

- working with industry associations and other government agencies to assist licensees to manage each stage of COVID-19 restrictions and safety measures
- continuing DJAG’s partnership with QH, QPS and other agencies to implement the Home Quarantine Compliance service. The system used mobile technology and GPS for close contacts and interstate arrivals as an alternative to hotel quarantine while border restrictions were progressively eased
- the appointment of more than 90 OLGR compliance officers as emergency officers under the *Public Health Act 2005* and involvement in monitoring

compliance with QH directions at licensed and unlicensed venues, and

- deployment of DJAG Ready Reserve members to assist cross-government COVID-19 responses, including providing support at fever clubs and three vaccine hub operations.

DJAG coordinated a central reporting process during key phases of the pandemic, to advise the State Disaster Coordination Centre of service impacts. When appropriate, the department also convened a working group of senior leaders to support the communication of the COVID-19 response and management to statutory bodies across the Justice portfolio.

The department will continue to support the government's response to the pandemic in 2022–23.

Workforce engagement and performance

The Working for Queensland Survey (WfQ) is an annual survey which measures Queensland Public Sector employee perceptions of their work, manager, team, and organisation. The results of the WfQ survey are used to drive positive workplace change across the organisation.

We measure our staff engagement through WfQ, in order to create meaningful leadership and management development programs. In total, 2,965 DJAG employees (80% response rate) took the time to respond to the annual survey.

Our results across all factors of the survey remained steady when compared to previous years, with very minor variances. The results indicated that we have very positive perceptions of our workgroups and immediate managers, resulting in a strong sense of job empowerment.

We are continuing actions to manage and improve key employee engagement focus areas, while consolidating the improvements seen in previous surveys.

Inclusion and diversity

DJAG is committed to building an inclusive organisation where everyone is valued for their diversity of thought and experience, and where equal opportunities exist for women, Aboriginal people and Torres Strait Islander people, people from multicultural backgrounds and people with disabilities. By building a sense of equity and belonging for all DJAG staff, we are creating an environment where our people can maximise their potential which will enable us to respond to the needs of the community and meet the challenges of the future.

Our approach to inclusion and diversity is also informed by special interest working groups championed by staff from across the department and from all levels. These include:

- DJAG First Nations Working Group
- DJAG Women's Network
- DJAG Women's Working Group
- Just Pride Working Group, and
- DJAG First Nations Staff Network.

Expressions of interest to form an Accessibility Network have been received with the group launching in 2022–23.

The *DJAG Inclusion and Diversity Strategy* is due to be reviewed at the end of 2022 and will include equity as a third pillar.

The *2022-2026 DJAG Inclusion, Diversity and Equity Strategy* will continue to build on and mature our approach to celebrating diversity of thought and experience at all levels and areas of influence across the department.

Leadership and management development program outcomes

DJAG continued to build its leadership and management capability throughout 2021–22. The development needs of managers during this period continued to focus on building people management skills for individual and

team performance and delivering outcomes in a challenging work environment.

The Connect Managers webinar series, which was introduced in 2020 in response to COVID-19, continued to be a popular and efficient way to deliver information and learning to time-challenged managers and leaders with 19 webinars delivered throughout 2021–22.

After its successful launch last year, the DJAG virtual mentoring program also returned in 2021–22. The popularity of the program saw a near 100% increase in mentoring pairs.

An addition to the program for 2021–22 incorporated a significant focus on inclusive, strengths-based leadership and in particular supported people living with disability and First Nations people to participate.

Online training continued to be an important, cost-effective and COVID-safe way to build capability, with new programs released throughout the year, including new information privacy training and an interactive highly acclaimed domestic and family violence prevention product *Bystander awareness training*.

Domestic and family violence workplace response

As a workplace, DJAG remains committed to ending domestic and family violence and we support this by continuing to develop staff awareness and knowledge of DFV.

DJAG is in its fifth year as a White Ribbon Accredited workplace, and we continue to take active steps to end DFV. Capability to provide ongoing support for employees affected by DFV is fostered by mandating training for all employees on how to recognise and respond to signs of domestic and family violence, including how to support their colleagues and refer to internal resources and external services.

Further accessible online training is offered to explore the gendered drivers of DFV and how to respond as active bystanders when disrespectful and problematic behaviours are witnessed in the workplace, home or community.

DJAG continues to coordinate the Navita peer support network to provide an alternative first point of contact to assist and support colleagues experiencing DFV. DJAG also continues to participate in and fundraise for the annual Darkness to Daylight event

Industrial and employee relations

DJAG continues to ensure our employment and industrial relations policies, practices and processes reflect and support the Government's employment security and union engagement policies.

The department works actively with the relevant unions to ensure the effective and efficient management of employment and industrial relations matters. This includes engaging with unions and staff on matters that may impact the workforce including but not limited to organisational change and the review or introduction of policies and practices.

The Department's Agency Consultative Committee meetings with the industrial unions occur four times a year to raise, manage and engage on any industrial issues impacting, or which may impact our workforce.

In March 2022, DJAG implemented the *Mandatory Vaccination Requirements Policy* and as part of this process, undertook extensive consultation with management, staff and industrial unions.

DJAG has continued to engage with industrial unions and staff on matters relating to this policy and responding to COVID-19.

Early retirement, redundancy and retrenchment

During 2021–22, no DJAG employees received early retirement, redundancy or retrenchment packages.

Health, safety and wellbeing

DJAG has a strong commitment to the health, safety, and wellbeing of our people. DJAG is committed to positive Health, Safety and Wellbeing outcomes.

During 2021–22, DJAG has delivered a number of improvement activities to enhance the departments' workplace health and safety outcomes. These have included:

- the completion of a Vicarious Trauma Project, and implementation of recommendations
- a pilot of the #DJAGBeWell program across the department
- commencement of a Complex Rehabilitation Case Management project, and
- support and development of the Trained Safety Advisor network.

2021 NAIDOC Week Flag Raising Ceremony

NAIDOC Week provides us with a valuable opportunity to celebrate Aboriginal and Torres Strait Island cultures by building bridges between non-Indigenous Australians and Aboriginal and Torres Strait Islander communities.

NAIDOC Week is traditionally celebrated in July every year. However, due to COVID-19, DJAG hosted the annual NAIDOC flag raising ceremony on 6 October 2021. The ceremony was held outside the Courts precinct in George Street, Brisbane and attended by the Attorney-General, DG, Elders, Respected Persons, and members of the judiciary. It included a Welcome to Country by Shannon Ruska of Tribal Experiences, Torres Strait Islander dances by Wagga Torres Strait Island Dance Company and performances from Indigenous singer and songwriter Eleea.

The 2021 theme was 'Heal Country'. It recognised that Country is inherent to the identity of Aboriginal and Torres Strait Islander peoples and called for stronger measures to recognise, protect, and maintain all aspects of Aboriginal and Torres Strait Islander culture and heritage for all Australians.

We were honoured with the presence of two guest speakers at the flag raising ceremony:

- Dr Jackie Huggins, a Bidjara/Pitjara and Birri Gubba Juru woman from Queensland, a historian, author, and activist for the rights of Indigenous Australians and Co-Chair of the Treaty Advancement Committee, and
- Mr Francis Nona, a proud Badulaig Torres Strait Islander man from Badu Island, an Indigenous Pathways Lecturer who uses the power of education as a tool to close the gap between Indigenous and non-Indigenous Australians.

Integrated services through digital transformation

A digital-first service delivery approach will provide the public and our sector partners with an optimised digital experience of our services. Business application modernisation will uplift the capabilities of our enterprise and divisional business applications to enable new levels of service delivery.

Information and Communications Strategy and Enterprise-Wide Projects

DJAG's *Information and Communications Technology Strategy 2021–26* (ICT strategy) sets the vision for our ICT.

It recognises that ICT is a foundation element of providing integrated services to our business areas and aligns with *Our Charter* to deliver accessible and timely services.

The 2021 refresh of the ICT strategy shows progress made against our ICT capabilities and reflects current strategic priorities for the agency.

The *ICT Strategy Implementation Program* (ISIP) was established in 2019 to deliver some foundational ICT capabilities.

In 2021, ISIP proved the enterprise case management platform acquired in 2020 by building and rolling out a new solution for managing juror participation in the justice system.

The platform was also used to develop a solution for managing civil matters in Courts and Tribunals.

This QCase solution will be adopted throughout the state in 2022–23.

Information systems and recordkeeping

Information is a critical asset that enables us to deliver our services effectively, efficiently, and consistently.

We comply with the *Public Records Act 2002*, keeping complete and accurate records of our activities.

Information management is governed by the *Public Records Act 2002, Recordkeeping (IS40)* and *Retention and Disposal of Public Records (IS31)* Information Standards, as well as whole-of-government recordkeeping policies and guidelines issued by the Queensland State Archivist.

We manage our records proactively and responsively to:

- document our decision-making and actions
- mitigate our exposure to risk, and
- safeguard our departmental history and knowledge.

We maintain paper-based records, and an electronic document and records management system to manage and secure our administrative and core business records effectively, both regionally and centrally.

We support and continue to contribute to the proactive publication of information through the Queensland Government Open Data Portal.

DJAG's Information Technology Services (ITS) branch provides advice, guidance, technical support, and security management of the recordkeeping and enterprise-wide information systems. The services provided by ITS support the confidentiality, integrity and availability of business information contained within our information systems.

We will continue improving our information systems and recordkeeping through contemporary practices, as well as enhancing education and awareness materials on the topics of information management, including information security, and records management.

Future data and information management enhancements will enable secure access to and exchange of information in order to support a more seamless customer experience, promote and enable "born-digital, stay digital" approaches, streamlined business processes, better decision making and reporting.

Open data

DJAG is committed to releasing government data to optimise its use and reuse for the benefit of the community to develop innovative solutions for the improvement of public services. DJAG supports and affirms its practices align with the principles contained in the *Queensland Government open data policy statement*.

Open data is non-sensitive data that is freely available, easily discovered and accessed, published in ways and with licence that allows easy reuse by anyone, anywhere, at any time.

For the 2021–22 year, DJAG published 86 datasets accessible through the Queensland Government Open Data Portal.

The datasets cover a wide range of subject groupings providing transparency of government services, community services, public safety, financial, and social services data, amongst others.

Our commitment to open data is also supported by our *Open Data Strategy 2022–2026* which lists:

- data collected by DJAG
- timetables for its release, and
- standards for data management.

The DJAG Open Data Strategy 2022–2026 is accessible via <https://www.publications.qld.gov.au/dataset/open-data-strategy-justice-and-attorney-general>.

No Card, No Start system enhancements

On 31 August 2020, the Queensland Government's election commitment to introduce a No Card, No Start scheme was implemented. These laws mean that people cannot work or volunteer in child-related work until a working with children check assessment has been completed and a blue card has been issued.

To support the commencement of the No Card, No Start laws, a modernised application process was released allowing people to apply for and renew their blue cards online. Additionally, an online organisation portal was launched which allows organisations to electronically manage their blue card applications and obtain real-time blue card status for their linked employees and volunteers.

In 2021–22, 90% of all applications made to Blue Card Services were submitted online.

Most individuals who apply online, where no criminal history or other information is known about the person, receive a blue card quickly.

In 2021–22, these individuals received a card in an average of two business days, which is faster than the five business days target recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse.

Additionally, over 10,000 child-related organisations are now registered to manage their blue card obligations via the online portal, resulting in reduced administrative burden for organisations and increased compliance with the blue card system.

In addition to online services, Blue Card Services has continued to implement several targeted strategies to assist with processing applications which return police information including establishing dedicated teams to assist with triaging applications and supporting Aboriginal and Torres Strait Islander applicants; simplifying communication materials; and reviewing the decision-making tool to ensure it aligns with current research and best practice principles when assessing risk.

In 2022–23, Blue Card Services will continue to explore options to improve processing times for applications which return police or other relevant information.

Providing high quality legal services to government

Whole-of-government legal services panel

The current whole-of-government legal services panel commenced on 1 June 2020. The panel is a standing offer arrangement between the State of Queensland and 32 legal practices (suppliers) selected to provide legal services and/or legal resources to government departments and other entities (customers) across 14 categories of law and one service area of legal resourcing (i.e. secondments).

The panel is made up of large, medium and small law practices and provides for localised delivery and specialised services where demand and capability exist.

The 32 suppliers are aligned with the Queensland Procurement Policy and government objectives:

- 10 (31%) are small to medium enterprises (up to 200 staff), five (16%) are classified as small businesses (up to 20 staff)
- two (6%) identify as Aboriginal and Torres Strait Islander businesses
- 31 of the 32 suppliers have an office in Queensland, and
- 34% of suppliers have a Queensland office outside Brisbane.

The initial term of the panel is due to end on 31 May 2024, with a further two-year extension option available.

The panel is administered by DJAG's LSCU and provides value for money through reduced tendering and procurement costs and efficient processes, providing competitive maximum rates, facilitating alternative fee arrangements in appropriate circumstances and helping to advance the government's economic, environmental and social objectives.

Crown Law is a significant provider of legal services to the Queensland Government. Crown Law must provide legal services as outlined in the tied work guidelines. For untied work, Government departments may choose to engage Crown Law, a panel legal practice or barrister. The Public Trustee may also be used for property law matters.

Whole-of-Government Policy for Engaging Barristers

The whole-of-government policy for barristers undertaking legal work for Queensland Government departments commenced on 1 January 2015.

Barristers who complete an expression of interest (EOI) must nominate their government rate under the EOI to be able to carry out Government work.

There is a cap of \$300 per hour and \$3,000 per day for junior barristers, and a cap of \$500 per hour and \$5,000 per day for senior barristers, with all rates being exclusive of GST.

DJAG manages the whole-of-government policy for barristers undertaking legal work for Queensland Government departments and the government list of barristers who have completed an EOI.

The Queensland Government adopted the Law Council of Australia's (LCA) Equitable Briefing Policy in March 2019. The government supports the progression of women barristers by increasing the number of briefs going to women barristers and the value of briefs paid to women barristers by government.

Under the policy, the targets are that women are to be briefed in at least 30% of all briefs and receive at least 30% of the value of all briefs by 2020. The LCA reviewed the policy in 2022 keeping the current target thresholds

In 2021–22, Queensland Government departments did not meet the LCA targets with women barristers receiving 756 or 26% of the 2,908 briefs sent to barristers and \$6.97 million or 29.79% of the \$23.4 million in fees paid to barristers.

However, 109 out of the 319 or 34.17% of barristers briefed by Queensland Government departments were women.

[Please note there was an error in the reported figures for 2020–21. The number of briefs received by women barristers was 814 or 26.33% of the 3,091 briefs].

Integrated services through robust governance practices

Public Sector Ethics

Public sector employees are bound by the *Public Service Act 2008*, the *Public Sector Ethics Act 1994*, and the Code of Conduct for the Queensland Public Service (Code of Conduct).

Four ethical principles contained in the *Public Sector Ethics Act 1994* are embedded in the Code of Conduct:

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

DJAG has an ESU, which is responsible for the development and implementation of a DJAG ethics awareness strategy. It also provides advice, education and training on ethical issues, including the Code of Conduct and DJAG's *Workplace Policy*. The ESU advises on ethical dilemmas, conflicts of interest, other employment, and provides general advice on ethical issues.

The ESU is also responsible for the investigation and reporting of misconduct and corrupt conduct, liaison with the CCC, and public interest disclosure protection. The objective of the ESU is to support our culture of integrity and accountability.

Procedures and practices

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

- human resource management policies, practices and procedures, as well as Workplace Ethics training, and
- business area plans that support the objectives of the strategic plan. In turn, staff performance effectiveness plans align with business area plans, the Strategic Plan, the ethics principles in the *Public Sector Ethics Act 1994*, and the Code of Conduct.

Considerable effort continues to be invested in aligning the integrity and accountability processes of our diverse business areas to embed the Queensland Public Service culture and values and improve our justice capability.

Education and training

During 2021–22 the ESU ensured that DJAG complied with section 12K of the *Public Sector Ethics Act 1994*, by conducting face-to-face training in Workplace Ethics for new and existing employees.

DJAG held 28 Workplace Ethics training sessions, delivered in person across Queensland or via interactive video stream, attended by 673 staff.

Additionally, there were four *Tools of the Trade* training sessions, dedicated to further strengthening the ethical decision making knowledge and skills of managers and supervisors, attended by 39 supervisors and managers.

The face-to-face Workplace Ethics training is supplemented by online refresher training available to all staff, and this was completed by 2,238 staff during 2021–22 (compared to 2,526 during 2020–21).

[Please note there was an error in the reported figures for 2020–21 for online refresher training, with the figure of 2,526 above reflecting the correction].

A further 16 ethics training sessions relating to specific areas of risk were delivered to staff during 2021–22.

The ESU is strongly committed to delivering regular training sessions to all business areas and regions. These education and training initiatives and related ethics advisory services provided by the ESU have, over time, improved accountability and understanding by staff of their obligations under the Code of Conduct and the *DJAG Workplace Policy*.

Internal and external scrutiny

Information security attestation

During the mandatory annual Information security reporting process, the DG attested to the appropriateness of the information security risk management within DJAG to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the Department information security risk position.

Queensland Audit Office reports

Throughout 2021–22, the QAO conducted performance management system audits and whole-of-government audits.

There were no specific audits in relation to DJAG services or deliverables.

Queensland Ombudsman reports

In 2021–22, there were no reports handed down by the Queensland Ombudsman relating to DJAG services or deliverables.

Queensland Coroner recommendations

Responding to coronial recommendations is important, as it informs coroners, families of the deceased, and the community of the measures the government is taking to prevent similar deaths in the future.

Since 2008, DJAG has been reporting on the Queensland Government's progress in responding to recommendations made at coronial inquests that are directed to government. Government responses and twice-yearly updates are published on the Coroners Court website next to the Coroner's findings. Through this process, the community is kept informed of the government's progress in implementing recommendations until these are delivered (or a decision is made not to support the recommendation).

In 2021–22, DJAG reported on one recommendation handed down in 2018–19.

Further information on coronial recommendations is available on our website at

<https://www.justice.qld.gov.au/justice-services/legal-services-coordination-unit/queensland-government-response-to-coronial-recommendations>

Complaints management

We value all constructive feedback, including complaints. Feedback is an effective source of information, and an important tool for business and staff development. We use client feedback to identify areas for organisational improvement, which assists us in continually developing and delivering the integrated services we provide to the community.

We comply with section 219A of the *Public Service Act 2008*, requiring all Queensland Government departments to implement an effective complaints management system that complies with any Australian Standard concerning the handling of customer complaints.

Our client complaint management policy and procedures have been developed according to:

- the *Public Service Act 2008*, Guidelines for complaint management in organisations—AS/NZS 10002:2014, and
- the Queensland Ombudsman's *Guide to Developing Effective Complaints Management Policies and Procedures* (2006).

DJAG's *Client complaint management policy* outlines how DJAG manages and responds to client complaints. DJAG's *Client complaints annual report* is published by 30 September each year.

All DJAG staff are required to complete mandatory client complaint training.

DJAG's client complaint management policy and annual report is available on our website at <https://www.justice.qld.gov.au/about-us/contact/compliments-complaints>.

Human rights complaints management and reporting

When assessing human rights complaints, we have an opportunity to reflect on whether a relevant operation or policy adequately protects and promotes the human rights of those impacted by the operations and policies.

We capture our human rights complaints and report from the following complaints management frameworks:

- client complaints management (CCM) framework
- DJAG employee complaints management framework
- ESU complaints, and
- right to information and privacy (RTI&P) complaints.

Table 7: DJAG Human rights complaints 2021–22

DJAG CCM complaints	DJAG employee complaints	DJAG ESU complaints	DJAG RTI&P complaints
<p>20 human rights client complaints.</p> <p><i>Outcomes:</i></p> <ul style="list-style-type: none"> • 2 finalised with further action • 12 finalised with no further action, and • 6 in progress. 	<p>No human rights employee complaints were received in 2021–22.</p>	<p>No human rights complaints were received by the Ethical Standards Unit in 2021–22.</p>	<p>1 complaint assessed to contain human rights components.</p> <p><i>Outcome:</i></p> <p>The complaint was finalised with no further action.</p>

Looking forward – our focus for 2022–23

During 2022–23, DJAG will:

- deliver high priority business solutions, by building on foundational capabilities and leveraging whole-of-government solutions, wherever possible
- using the *2022-2026 DJAG Inclusion, Diversity and Equity Strategy*, continue to build on and mature our approach to celebrating diversity of thought and experience at all levels and areas of influence across the department
- continue to deliver learning and development programs to our staff across the state
- provide support services for those experiencing DFV and continue to work with government to sustain best practice in DFV prevention, and
- continue to lead initiatives in leadership and capability, culture and improved ways of work.