

# ANNUAL REPORT 2021–2022



# About our annual report

The Department of Justice and Attorney-General's (DJAG) annual report 2021–22 summarises its financial and corporate performance for 2021–22 and is an integral part of our corporate governance framework. It is a key tool in ensuring we are accountable to stakeholders, Queensland Parliament and the community about our activities.

It has been prepared to meet the needs of stakeholders and DJAG's accountability requirements under the *Financial Accountability Act 2009*.

## View our report online

This annual report is available online at: <https://www.justice.qld.gov.au/publications-policies/reports/annual-report/2021-22-djag-annual-report>

More information on DJAG can be found on the Queensland Government Open Data website: <https://www.data.qld.gov.au/>

Several annual reporting requirements for 2021–22 are addressed by publishing information on the Queensland Government Open Data website. These are:

- consultancies, and
- Queensland language services policy.

An open data overseas travel expenditure report for the 2021–22 reporting year was not required due to no expenditure recorded in overseas travel undertaken by DJAG staff.

For further information, please visit: <https://data.qld.gov.au>

# Acknowledgement of Country

DJAG acknowledges the traditional custodians of the lands across the State of Queensland, and pays our respects to the Elders past, present, and emerging. We value the culture, traditions and contributions that the Aboriginal and Torres Strait Islander people have contributed to our communities, and recognise our collective responsibility as government, communities, and individuals to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander Queenslanders in every aspect of our society. Aboriginal and Torres Strait Islander people are advised that this publication may contain the names and images of deceased people.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 13 QGOV (13 7468) and we will arrange

an interpreter to effectively communicate the report to you.

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September 2022

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Our annual report, including additional information not reported in the published version, is available at <https://www.justice.qld.gov.au/publications-policies/reports/annual-report/2021-22-djag-annual-report>

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# Letter of compliance

23 September 2022

Department of  
**Justice and Attorney-General**

The Honourable Shannon Fentiman MP  
Attorney-General and Minister for Justice  
Minister for Women  
Minister for the Prevention of Domestic and Family Violence  
1 William Street  
BRISBANE QLD 4000

Dear Attorney-General

I am pleased to submit for presentation to Parliament the 2021–22 Annual Report and financial statements for the Department of Justice and Attorney-General.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found in Appendix 9 of this annual report or accessed at [www.justice.qld.gov.au](http://www.justice.qld.gov.au).

Yours sincerely



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

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# Director-General's message

I am very pleased to present the Department of Justice and Attorney-General's (DJAG) annual report for 2021–22.

This annual report celebrates some of our key achievements, provides insight into our important work in serving the Queensland community and demonstrates the continued dedication of our staff and service delivery partners in delivering the responsive and effective administration of justice for another year.

In 2021–22 we have continued to make progress on some of the important initiatives that the Queensland Government and DJAG have committed to delivering. These government commitments not only guide the way that we deliver our services, but they help keep Queenslanders safe and treated fairly amongst the community.

## **Fighting domestic and family violence**

My department is committed to doing everything in its power to address domestic and family violence in Queensland.

On 10 May 2022, the Queensland Government released its response to the independent *Hear her voice: Addressing coercive control and domestic and family violence in Queensland* report, supporting, or supporting in principle, all 89 recommendations alongside a \$363 million funding commitment over four years to implement the recommendations including \$106 million to improve safety for victims attending court.

The work, in collaboration across the Queensland Government to deliver on these report recommendations will help to hold perpetrators to account and to support and protect the most at-risk Queenslanders against the unacceptable intimidation and violence that can be found across our state.

This includes the commitment to continue best practice delivery of specialist DFV courts, through partnering with government agencies and non-government service providers.

## **Protecting consumers**

Keeping our consumers safe in the marketplace is a vital role that the department plays in the community. We provide regulatory and consumer protection services across the liquor, gaming, and general services sectors. We strive to hold businesses to account and consumers protected and to reduce harm and consumer detriment.

This year we have delivered some important projects in this area, including creating the *Fair Trading (Funeral Pricing) Regulation 2022*. This work aims to protect consumers at one of the more vulnerable times in their lives through up-front and transparent price guides to help reduce the risk of financial harm.

We are committed to making sure the products being sold to Queenslanders are safe and will not pose an undue risk of causing harm. In 2021–22 our Office of Fair Trading conducted 1,113 product safety compliance spot checks, inspecting 12,802 product lines during the statewide consumer product safety program.

## The year ahead

Looking ahead for 2022–23, we have reset a clear vision and strategic direction through the development of a new strategic plan for 2022–2026. The plan will ensure we are able to responsively adapt to the needs of our clients, provide quality, timely and accessible services and truly make a difference for Queenslanders.

Some of the department's key priorities and initiatives for 2022–23 are:

- implementing the response to the Women's Safety and Justice Taskforce *Hear her voice – Report one - Addressing coercive control and domestic and family violence in Queensland* recommendations as well as consideration of the future recommendations resulting from *Hear her voice - Report two - Women and girls' experiences across the criminal justice system*
- progressing amendments to the *Building Units and Group Titles Act 1980* and the *Mixed Use Development Act 1993* to improve protections for vulnerable residents of complex developments
- continually assess the suitability of gambling industry participants, including casinos, and the integrity of their products
- continuing to work with the Responsible Gambling Advisory Committee to deliver actions under the Gambling Harm Minimisation Plan for Queensland 2021–25, and
- continuing to implement initiatives to reduce rates of Aboriginal and Torres Strait Islanders in incarceration under the *National Agreement on Closing the Gap*.

## A responsive, high performing organisation

Our dedicated and able staff, volunteers and service delivery partners are the backbone of this department, and we could not deliver any of these vital services without their enthusiasm and passionate pursuit of justice.

Maintaining our reputation for service and performance will continue to be our shared challenge into the future as we embrace new technology, innovation and the opportunities these offer.

I would like to thank our dedicated staff for their professionalism and commitment throughout the year, as well as the many organisations that support the department's efforts in delivering high quality services to the community.

I would also like to acknowledge the vital role played by JPs and court volunteers, who serve the justice system in an honorary capacity. Thank you for your important contribution.

I encourage you to read the performance chapters in this annual report to know more about the department's achievements, future directions, and the way we live and demonstrate our values.



David Mackie  
**Director-General**

# Summary of financial performance

The financial amounts summarised below reflect DJAG's controlled operations (excluding administered activities) as presented in the 2021–22 audited financial statements. For the 2021–22 financial year, DJAG achieved an operating surplus of \$8.5 million.

## Revenue

Total revenue for 2021–22 was \$848.8 million. Appropriation funding is the department's main source of revenue comprising 86% of total revenue.

### 2021–22 revenue sources

Revenue category	2020–21 Actual \$M	2021–22 Actual \$M	Variance \$M
Appropriation Revenue	619.6	727.2	107.6
User charges and fees	104.9	107.7	2.8
Grants and contributions	13.4	13.4	-0.1
Other revenue	0.7	0.5	-0.2
<b>Total</b>	<b>738.6</b>	<b>848.8</b>	<b>110.2</b>

Year-on-year the increase in appropriation revenue of \$107.6 million is primarily due to the full year impact of the functions of the Office for Women and Violence Prevention that transferred from the former Department of Child Safety, Youth and Women as a result of machinery-of-government changes, effective from 12 November 2020.

Additionally, DJAG received increased appropriation to strengthen timely access to justice for Queenslanders through the rollout of critical frontline Domestic and Family Violence Services, to address COVID-19 related demand, to meet enterprise bargaining salary rate increases, and indexation for out-sourced service delivery payments.

## Expenditure

Total expenditure for 2021–22 was \$840.4 million. Employee expenses (47%) and supplies and services (42%) are DJAG's main categories of expenditure.

### 2021–22 expenditure – how our funds were spent

Expenditure category	2020–21 Actual \$M	2021–22 Actual \$M	Variance \$M
Employee expenses	377.2	398.6	21.3
Supplies and services	272.2	356.5	84.2
Grants and subsidies	4.6	3.7	-0.8
Depreciation and amortisation	75.6	79.6	4.0
Asset impairment losses	0.0	0.0	0.0
Other expenses	1.2	1.9	0.8
<b>Total</b>	<b>730.9</b>	<b>840.4</b>	<b>109.5</b>

Year-on-year, the increase in employee expenses of \$21.3 million is primarily due to enterprise bargaining salary rate increases, and the increase in supplies and services of \$84.2 million is primarily due to the full year impact of the machinery-of-government changes for Office for Women and Violence Prevention, strengthening timely access to justice for Queenslanders through the rollout of critical frontline Domestic and Family Violence Services, and indexation for frontline outsourced service delivery payments supporting women's advancement and violence prevention programs.

## Assets

As at 30 June 2022, DJAG held total assets of \$1.3 billion. This reflects the department's significant investment in property, plant and equipment of \$1.2 billion that is primarily related to courthouses located across Queensland.

Capital acquisitions for 2021–22 were \$19.5 million to complete minor capital works in courthouses and leasehold improvement projects, expansion and upgrade of existing audio-visual capacity in the justice system, and enhanced Information and Communication Technology (ICT) system capabilities.

Projects ongoing in 2022–23 include implementation of the Government response to recommendations from the Women's Safety and Justice Taskforce report, *Hear her voice* (Report one), completion of ICT system projects, and continuing the expansion and upgrade of existing audio-visual capacity in the justice system.

## Chief Financial Officer Assurance Statement

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Financial Officer has provided the Director-General (DG) with a statement, conforming with section 54 of the *Financial and Performance Management Standard 2019*, and attesting that DJAG's financial internal controls are operating efficiently, effectively and economically.

The statement indicated no deficiencies or breakdowns in internal controls that would impact adversely on the department's financial governance or financial statements for the year.



# About us

## Our vision

***Justice for all through safe, fair and responsible communities***

## Our purpose

Our purpose is to provide services to the community, which is supported and enabled by our capability to achieve our vision: *justice for all through, safe, fair and responsible communities*.

Our service commitment is supported by *Our Charter* and the Queensland Government public service values.

## Our role

DJAG is responsible for administering justice in Queensland.

DJAG also provides regulatory and consumer protection services, reducing the risk of harm from liquor and gambling, supporting business, community and not-for-profit organisations, and reducing the rate of domestic, family and sexual violence.

DJAG operates under the *Administrative Arrangements Order (No.2) 2021*.

DJAG discharges its statutory obligations under 209 Acts. Progress in achieving these obligations is documented throughout this annual report, and where further information is available externally, links to the relevant websites are included.

## Our charter—providing justice for all through safe, fair and responsible communities

Our charter is designed to provide direction for all our staff in how we do our work and deliver services.

In essence, our charter describes unifying themes and common principles to:

- focus on community outcomes
- guide our efforts to deliver DJAG strategies, plans and services and to support government objectives, and
- outline how we should act as individuals and as a collective to serve the public.

Our charter supports our strategic plan by focusing on strengthening the internal capability of our staff and strengthening collaborative relationships across all service areas.

Our charter principles and service commitments also support the Queensland Public Service Values.

## Our strategic objectives

We aim to deliver our vision through the following strategic objectives:

- safe communities
- fair communities
- responsible communities, and
- integrated services.

Each year we focus on priorities and initiatives which support us to meet our strategic objectives. Performance information against our strategic objectives is presented in detail within the performance chapters (chapters 1–4) of this annual report.

## Our achievements that contribute to Queensland's safe, fair and responsible communities

Through delivery of our strategic objectives, we effectively contribute to the Queensland Government's objectives for the community—Unite and Recover. We are delivering a justice system that provides a foundation of safe, fair and responsible communities, and legislative reform that enables long-term economic and community recovery.

During 2021–22, our key strategies and initiatives included:

- enhancing service delivery enhancements and access to justice services for vulnerable and disadvantaged Queenslanders such as victims of crime, adults with impaired capacity, children in need of protection, people with disability, and people over-represented in the justice system
- enabling people to recognise, prevent and respond effectively to domestic, family and sexual violence, and ensure the way we work supports people who have experienced violence and holds those responsible to account
- leading and facilitating projects to support, promote and protect women's rights, interests, leadership and well-being in the community
- delivering legislative reform including:
  - the *Evidence and Other Legislation Amendment Act 2021*,
  - introduction of the Inspector and Detention Services Bill 2021, and
  - the *Justice and Other Legislation Amendment Act 2021*.
- establishing the Program Management Office to oversee and guide implementation of the Government responses to *Hear her voice – Report one - Addressing coercive control and domestic and family violence in Queensland*, and *Hear her voice - Report two - Women and girls' experiences across the criminal justice system*
- minimising harm caused by alcohol misuse and gambling across Queensland communities, and
- ensuring that there are appropriate diversion and intervention programs to support defendants in the criminal justice system to address the underlying causes of offending.

## **Our strategic challenges**

### **Service demand pressures**

Developing evidence-informed strategies to meet the increasing demand for our services will also assist with predicting service growth areas.

### **Meeting community expectations**

Engaging with the community about our role in the justice system further builds community understanding and drives service enhancements.

### **Information security**

Protecting our information and assets is essential to building community confidence and preventing cyber-crime.

### **Digital disruption**

Embracing new technology enables us to provide enhanced services and ensure the reliability, security and resilience of our ICT systems.

## **Our opportunities**

- Empowering our staff with skills and resources increases capability and capacity to meet community needs and expectations.
- Digital transformation provides an opportunity to provide innovative and collaborative ICT strategies that are customer-centric and meet current and future demand.
- Evaluating the impact of legislative reform continuously improves the effectiveness of policies and initiatives.
- Enabling strategies and approaches to help prevent people from experiencing violence, abuse and neglect.

# Our service areas

We have four service areas each focusing on delivering on our strategic objectives.

## Justice Services

Justice Services contributes to safe, fair, and responsible communities by providing the community with fair, timely and accessible justice services through courts, tribunals, coronial, justice of the peace, and civil and criminal mediation services.

By protecting the rights and interests of vulnerable adults and children through court services and appropriate community protection and oversight, it upholds the rights of Queenslanders and ensures they are treated fairly and justly.

Births, deaths and marriages registration services protect access to individual legal and social rights through validated identity documents.

## Legal and Prosecutions

Legal and Prosecutions encompasses Crown Law, the Office of the Director of Public Prosecutions (ODPP), and the Office of the Director of Child Protection Litigation (ODCPL).

Crown Law provides legal services to the Queensland Government under a fee-for-service business model, exemplifying model litigant principles. In addition, Crown Law develops and provides practical training workshops, briefings and manuals, tailored to the specific needs of Queensland Government agencies.

The ODPP is an independent authority responsible for the prosecution, on behalf of the state, of people charged with criminal offences in the High Court of Australia, Court of Appeal, Supreme Court of Queensland, District Court of Queensland, Childrens Court of Queensland, Magistrates Court (limited), and represents the state in matters before the Mental Health Court.

In addition to its criminal law prosecution function, the ODPP conducts the legal work on behalf of the Crime and Corruption Commission (CCC) as the 'solicitor on the record' for confiscations proceedings under the *Criminal Proceeds Confiscation Act 2002*.

The Director of Child Protection Litigation (DCPL) is an independent statutory officer within the DJAG portfolio.

The role of the DCPL is to decide, whether or not, an application for a child protection order should be made for a child and the type of order that should be sought. If an application for a child protection order is made, the DCPL is responsible for conducting the legal proceeding in the Childrens Court.

## **Liquor, Gaming and Fair Trading**

Liquor, Gaming and Fair Trading (LGFT) provides regulatory and consumer protection services across the liquor, gaming, and general services sectors.

It encourages marketplace and industry integrity, fosters business and consumer confidence, and implements initiatives that reduce the risk of harm and consumer detriment.

LGFT seeks to deliver a system of regulation which supports industry development and economic recovery, without compromising community safety.

## **Office for Women and Violence Prevention**

The Office for Women and Violence Prevention (OWVP) supports women and girls to participate fully in the social, economic, and cultural opportunities that Queensland offers, and to achieve their full potential.

OWVP delivers services and support that victims of crime and their children need, to be free of violence and ensure that perpetrators are held to account for their actions and given opportunity to change their behaviour.

OWVP commission and manage specialist domestic, family and sexual violence services to improve the safety of women and their children and ensure effective return on the government's investment to improve the outcomes for Queenslanders.

OWVP drives reform to strengthen community and whole-of-government responses to gendered violence by changing community attitudes and behaviours, integrating service responses and strengthening justice system responses.

# Organisational chart

As at 30 June 2022

