

Office of Industrial Relations
Regulatory Performance
Self-Assessment Report 2023-24

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List of abbreviations

ACCC	Australian Competition and Consumer Commission
Best Practice Review	Best Practice Review of Workplace Health and Safety Queensland ¹
BAU	Business as usual
CMEP	Compliance Monitoring and Enforcement Policy 2018
EESS	Electrical Equipment Safety System
ERAC	Electrical Regulatory Authorities Council
eSAFE	eSAFE subscription services
ESO	Electrical Safety Office
ES	Electrical Safety
GRPM	Good Regulatory Practice Model
HSR	Health and Safety Representative
HWCA	Heads of Workers' Compensation Authorities
HWSA	Heads of Workplace Safety Authorities
ICT	Information and Communication Technologies
ILOTO	International Labour Organisation Technical Officers Network
IPaM	Injury Prevention & Management Program
IR	Industrial Relations
LHL	Labour Hire Licensing
NDIS	National Disability Insurance Scheme
OIR	Office of Industrial Relations
RPF	Regulator Performance Framework
RTI	Right to information
SCO	Standing Committee of Officials
SWA	Safe Work Australia
WCQ	WorkCover Queensland
WCRS	Workers' Compensation Regulatory Services
WfQ	Working for Queensland
WHS	Work Health and Safety
WHSQ	Workplace Health and Safety Queensland
WRMC	Workplace Relations Ministers Council

¹ <https://www.worksafe.qld.gov.au/about/who-we-are/workplace-health-and-safety-queensland/best-practice-review-of-workplace-health-and-safety-queensland>

Introduction

Each year as part of our commitment to good regulatory practice, the Office of Industrial Relations (OIR) completes a self-assessment of regulatory performance against the Queensland Audit Office's Good Regulatory Practice Model² (GRPM) and the Queensland Government's Regulator Performance Framework (RPF)³. This report provides a snapshot of OIR practices to show how we satisfy the GRPM and RPF principles.

About OIR

OIR is a division of the Queensland Department of State Development and Infrastructure and is comprised of four regulators (Figure 1):

- Workplace Health and Safety Queensland (WHSQ)
- Electrical Safety Office (ESO)
- Workers' Compensation Regulatory Services (WCRS)
- Industrial Relations (IR).

The four regulators work towards the goal of achieving healthier, safer, fairer and more productive work environments for Queensland workers, industry and communities.

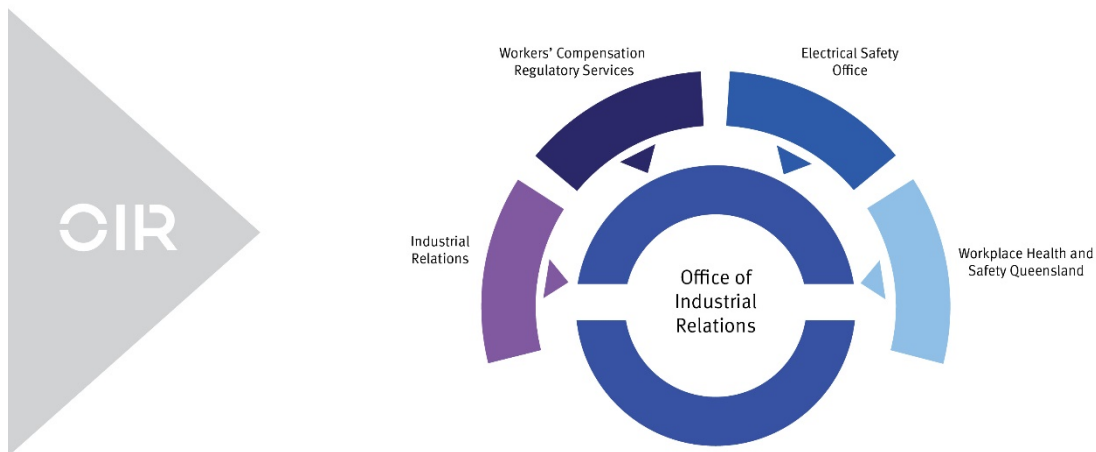


Figure 1: OIR – One office, four regulators

WHSQ enforces the *Work Health and Safety Act 2011* (WHS Act) and *Safety in Recreational Water Activities Act 2011* (SRWA Act) and is responsible for improving Work Health and Safety (WHS) and reducing the risk of work-related fatalities, injuries and diseases.

The ESO delivers electrical safety (ES) regulatory services in Queensland under the *Electrical Safety Act 2002* by developing and enforcing ES standards and promoting improved safety performance to support the prevention of death, injury and destruction of property caused by electricity across industry and the community.

² The Queensland Audit Office (QAO) provides a principles-based good practice model for regulators to self-assess against that is based on insights from multiple QAO inquiries into regulatory functions. The QAO GRPM advocates for intelligence-led regulation (i.e. effective use of data and information to inform decision-making for effective, efficient, and economical regulatory outcomes and compliance) and involves a plan-act-report-learn model to guide self-assessment tests of regulatory effectiveness.

³ The RPF requires regulators whose regulatory activities impact business to publicly report their performance against five model practices, with a focus on demonstrating the extent to which the model practices translate into business practices, and outlining plans for future improvements.

WCRS is responsible for the *Workers' Compensation and Rehabilitation Act 2003* and regulates Queensland's workers' compensation scheme, including:

- monitoring the compliance and performance of insurers and other obligation holders under the *Workers' Compensation and Rehabilitation Act 2003*
- legal and medical dispute resolution, such as reviewing insurers' decisions, managing appeals against the Regulator and supporting the efficient administration of the Medical Assessment Tribunal, and
- providing information and education to stakeholders on the scheme.

WCRS works closely with scheme partners and stakeholders to balance the needs of workers and employers to ensure a fair and efficient scheme that better serves industry and enables injured workers to safely return to the workplace after a workplace injury.

IR is responsible for supporting improved productivity and fairness in Queensland workplaces. IR has operational responsibility for these Acts:

- *Building and Construction Industry (Portable Long Service Leave) Act 1991*
- *Child Employment Act 2006*
- *Community Services Industry (Portable Long Service Leave) Act 2020*
- *Contract Cleaning Industry (Portable Long Service Leave) Act 2005*
- *Fair Work (Commonwealth Powers) and Other Provisions Act 2009*
- *Holidays Act 1983*
- *Industrial Relations Act 2016*
- *Labour Hire Licensing Act 2017*
- *Pastoral Workers' Accommodation Act 1980*
- *Private Employment Agents Act 2005*
- *Trading (Allowable Hours) Act 1990*
- *Workers' Accommodation Act 1952.*

Setting and being responsive to priorities and targets

GRPM: Plan to be intelligence-led

Regulators should implement an intelligence-led, risk-based approach to planning their compliance program; design key performance measures; and implement the program control environment.

Good regulatory practices

- *Understand the regulator's role, functions, and objectives*
- *Implement systems and plans that support effective data collection and use*
- *Develop and implement a risk management framework*
- *Develop a compliance and monitoring plan.*

GRPM: Act to ensure compliance

Regulators should execute the plan to improve compliance and provide regulated entities with consistent and timely guidance. The regulator must act where it identifies non-compliance and escalate actions as needed.

Good regulator practices

- *Implement a compliance monitoring and enforcement plan*

RPF Model Practice 1: Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

Principles

- *A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions*
- *Regulations do not unnecessarily impose on regulated entities*
- *Regulatory approaches are updated and informed by intelligence gathering so that effort is focussed towards risk.*

Role, functions and objectives

OIR's role, functions and objectives are clearly stated in the [OIR Strategy 2021-2024](#) available on our website. The functions of each regulator are established in legislation.

WHSQ spotlight

WHSQ has finalised a suite of supporting strategic documents for implementation from October 2024, to show the links between corporate strategy, regulatory functions, and operational priorities:

- [Our Regulatory Approach](#) (for both WHSQ and ESO)
- [WHSQ Priority Plan 2024-2030](#)
- [Worker Consultation, Representation and Participation Strategy 2024-2027](#), and
- [WHS Compliance and Field Services Proactive Compliance Program 2024-2027](#).

Data and intelligence to inform priorities

We review data and intelligence to identify current and emerging risks and regularly examine our priorities in response to developments in our environment. We collect data and intelligence through desktop research into local and national issues and industry trends, data analysis of compliance and enforcement and claims data, and insights from the Work Health and Safety Board and Industry Sector Standing Committees. We seek advice from key industry, community and union representatives to ensure our regulatory activities focus on addressing risk without imposing unjustified burden.

Most of OIR's data is publicly available on the web (see 'Delivering effective interventions and regulatory responses' section) and is also shared with the Minister-appointed Boards and Committees within our legislative framework.

WHSQ spotlight

WHSQ generates harm indices and heat maps that compare injuries and trends across industries and regions. There are four categories of heat maps:

1. All business industry
2. Small business industry
3. Occupations
4. Regional industry.

These risk profiles inform our planning and priority-setting initiatives. They are also used in comparisons with other jurisdictions.

WHSQ's priorities and targets are informed from incident and injury trend and forecast data and stakeholder intelligence, and are aligned to the:

- *Australian Work Health and Safety Strategy 2023-2033*,
- *National Return to Work Strategy 2020-2030*,
- *Electrical Safety Plan for Queensland 2023-2027* developed by the Commissioner for Electrical Safety and ES Board.

ESO spotlight

ESO establishes its forward program of proactive compliance and engagement for each financial year by considering and evaluating:

- Reported incidents and complaints
- Industry trends and research data
- High risk areas of work, emerging technologies and the changing industry
- Stakeholder feedback and high priority areas
- Low compliance outcomes identified through compliance activities
- Alignment with goals of the annual Electrical Safety Office Business Plan and five-year Electrical Safety Plan for Queensland.

WCRS spotlight

WCRS conducts workers' compensation claims data analysis and applies actuarial models to monitor and understand drivers for scheme claim trends. This assists to identify areas of high risk and to inform decisions around insurer licensing and targeting of education, and compliance and enforcement and activities. We also monitor trends in other Australian workers' compensation jurisdictions and other schemes such as superannuation and the insurance industry generally to understand the broader operating environment impacts.

IR spotlight

The Labour Hire Licensing Compliance Unit (LHLCU) identifies high risk harms, regions and industries by considering environmental scans, data (including complaints) and intelligence from federal and state agencies such as the Fair Work Ombudsman, Australian Border Force, Australian Taxation Office and WorkCover Queensland. Education, engagement, compliance and enforcement activities are directed towards reducing harms to workers and ensuring a level playing field for compliant labour hire providers.

Proportionate and risk-based approach to compliance, engagement and enforcement

Each regulator has its own compliance and enforcement policy that is customised to its legislated functions. These policies outline how the regulator uses monitoring and enforcement strategies to ensure duty holders comply with laws. These policies are risk-based and routinely monitored to ensure they remain effective.

The [WHSQ and ESO Compliance Monitoring and Enforcement Policy 2018](#)⁴ (CMEP) was developed in response to the *2017 Best Practice Review of Workplace Health and Safety Queensland*⁵ (Best Practice Review). The purpose of the CMEP is to inform duty holders of the regulator's approach to compliance monitoring and enforcement and guide inspectors and their managers in their decision-making and use of enforcement actions. The CMEP is consistent with the National Compliance and Enforcement Policy⁶ agreed nationally by WHS ministers to support model WHS laws.

WCRS' compliance and monitoring approach is outlined in the [Workers' Compensation and Rehabilitation Compliance and Enforcement Policy](#). The Compliance and Enforcement Policy details the appropriate compliance and enforcement tool based on the circumstances of the breach, general criteria to guide enforcement decision-making, and specific criteria for the use of each compliance tool (e.g. advice or guidance, notices, prosecutions, licence implications for self-insurers, publication of enforcement actions and outcomes). The related [Workers' Compensation Regulator – Prosecutions Policy](#) supports the Compliance and Enforcement Policy by providing general information about the WCRS approach to prosecutions for offences committed by persons against the *Workers Compensation and Rehabilitation Act 2003* (Qld). Further, the [Self-Insurer Performance and Compliance Framework](#) is used to monitor self-insurer performance and assess whether they are fit and proper and complying with their licence conditions and obligations.

IR applies its [compliance and enforcement policy](#) and [specific compliance and enforcement policy for labour hire licensing](#) to guide case resolutions and conduct of investigations and legal proceedings. The policies also cover escalated compliance strategies through dispute resolution, wage recovery conference hearings, formal investigations, and institution of legal proceedings and issuing of infringement notices to assist in deterring non-compliance.

⁴ <https://www.worksafe.qld.gov.au/about/publication-scheme/our-policies/office-of-industrial-relations-policies/compliance-monitoring-and-enforcement-policy>

⁵ <https://www.worksafe.qld.gov.au/about/who-we-are/workplace-health-and-safety-queensland/best-practice-review-of-workplace-health-and-safety-queensland>

⁶ <https://www.safeworkaustralia.gov.au/law-and-regulation/model-whs-laws#national-compliance-and-enforcement>

Activity snapshot

Self-assessment area	OIR key activity	2023-24 highlights	2024-25 focus
Clear purpose	OIR Strategy and business-level plans	<p>Each directorate has in place business-level plans aligned to the OIR Strategy. These plans identify an annual forward work plan and are supported with risk-based reporting. Examples include:</p> <ul style="list-style-type: none"> • policy and legislative frameworks • compliance and engagement initiatives • targeted regulatory services (e.g. Industry Prevention Management Program (IPaM), Enforceable Undertakings (EUs), coronial liaison, licensing, dispute resolution, public sector bargaining, labour hire licensing program) • grant administration • corporate services (finance, procurement, privacy and right to information, organisational culture, human resources, ethics, staff capability, information and communication technologies (ICT)). 	Refresh business-level plans for clear purpose and direction.
Data collection systems	ICT systems	<p>WHSQ and ESO continued its 'Service Delivery Transformation Project' to revitalise the regulatory ICT architecture and data governance to support a modern and mobile field-based inspectorate. This involves five separate projects that together deliver:</p> <ol style="list-style-type: none"> 1. WHS/ES inspection and case management including a mobile application and streamlined business processes 2. A secure identity solution for provision of electrical licences and streamlined business processes 3. Investigations case management including a mobile application and streamlined business processes 4. A modern platform and delivery of compliance and licensing reporting 5. A secure repository for compliance and licensing documentation. <p>IR's 'Labour Hire Licensing (LHL) application process' completed in Microsoft Dynamics 365. The application process is now part of the business requirements for labour hire licence applications and links to an online customer portal and live licensing register. This enhancement streamlined information collection processes (reducing manual tasks), expanded the risk assessment of applications received, and</p>	Continue work to deliver the 'Service Delivery Transformation Project'.

		<p>continued to meet timeline targets regarding licence applications (i.e. that 90% of all applications received would be determined within 28 days in accordance with legislative requirements). It ensures that labour hire providers and users are able to comply with their obligations by checking licensing status on the live register.</p> <p>Under the <i>Workers' Compensation and Rehabilitation Act 2003</i>, workers' compensation insurers are required to regularly provide data to support the discharge of the workers' compensation regulator's functions, and has information sharing arrangements with Resources Safety and Health Queensland on occupational dust injuries.</p>	
<p>Data and intelligence-informed priorities</p>	<p>Updates to regulatory approaches in response to intelligence and to focus on risk</p>	<p>Amended the <i>Industrial Relations Act 2016 (Queensland)</i> through the <i>Criminal Code (Decriminalising Sex Work) and Other Legislation Amendment Act 2024</i> to prevent discrimination of sex workers for sex work activity.</p> <p>Responses to the 2022 Review of Queensland's <i>Work Health and Safety Act 2011</i> and the national 2018 Review of the Model Work Health and Safety Laws (Boland Review) implemented through the <i>Work Health and Safety and Other Legislation Amendment Act 2024</i> (WHSOLA Act). The WHSOLA Act amendments focused on ensuring the effectiveness of the Act in achieving its objectives, including encouraging the uptake of health and safety representatives (HSRs) in the workplace.</p> <p>The <i>Work Health and Safety (Quad Bikes) Amendment Regulation 2024</i> commenced on 21 March 2024 and introduced mandatory safety measures for quad bike operators in the workplace. The amendments addressed industry concerns and coronial recommendations citing the importance of helmets for safety, restricting children from operating adult-sized quad bikes, and limiting passenger carriage to designated vehicles.</p> <p>Following on from the introduction of the <i>Managing respirable crystalline silica dust exposure in construction and manufacturing of construction elements Code of Practice 2022</i> on 1 May 2023, WHSQ has delivered a proactive communication campaign to support a ban on the use of engineered stone from 1 July 2024. The</p>	<p>Continue to monitor legislative amendments for adverse unintended consequences as business as usual (BAU) legislative change process.</p> <p>Continue to monitor Act review recommendations implemented by government, including responses to the WHS and ES Act Reviews.</p> <p>Administer the ban on engineered stone through legislative amendments and supporting compliance and enforcement activities.</p> <p>Consideration of the remaining recommendations arising from the 2023 review of the operation of the Queensland scheme and the best way to implement these moving forward. This includes ongoing</p>

		<p>campaign commenced in October 2023 and involved making businesses aware of the impending ban to help them prepare for its commencement. The ban is in response to the compelling medical evidence that engineered stone is resulting in more serious and rapidly progressive health risks for workers, including accelerated development of the potentially fatal disease.</p> <p>WHSQ released five new or updated codes of practice to assist duty holders meet minimum health and safety standards:</p> <ul style="list-style-type: none"> • <i>Amusement devices code of practice 2023</i> for health and safety risks of amusement devices at major amusement parks, school fetes and regional shows. • <i>Construction and operation of solar farms code of practice 2024</i> for work health and safety and electrical safety duties during the design, construction, commissioning, operation, maintenance and end of life management of solar farms. • <i>Managing respirable dust hazards in coal-fired power stations code of practice 2023</i> to replace the now expired 2018 code on this topic with revised content to clarify terminology (must and should), technical corrections for revised workplace exposure standards, and add a sample reporting form as an appendix. • The <i>Abrasive blasting code of practice 2021</i> was updated to reflect changes to the definition of hazardous chemical made to the <i>Work Health and Safety Regulation 2011</i> in line with changes to the national model WHS Regulation and national model abrasive blasting code of practice. • <i>The Concrete pumping code of practice 2019</i> was varied to correct a technical error and restore consistency with the <i>Work Health and Safety Regulation 2011</i>. <p>The <i>Electrical Safety and Other Legislation Amendment Bill 2024</i> (ESOLA Bill) was introduced to parliament in May 2024 to ensure Queensland’s electrical safety laws keep pace with new and emerging technologies. The Bill gives effect to legislative outcomes of the Government Response and Decision Paper published in January 2024 and informed by consultation, in response to the 2023 Electrical Safety Act Review.</p>	<p>education and awareness activities to support all stakeholders to understand the recent changes to workers’ compensation laws.</p> <p>Monitor the outcomes of the 2024-25 National Return to Work Survey to inform priorities for workers’ compensation scheme education aimed at improving rehabilitation and return to work outcomes across Queensland.</p>
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<p>Proportionate and risk-based compliance, engagement and enforcement</p>	<p>Monitoring for effectiveness and adjustments to minimise unnecessary burden</p>	<p>Compliance and enforcement activity was reported quarterly to the WHS Board and ES Board for independent review and advice.</p> <p>Independent evaluation of WHSQ and ESO CMEP undertaken to assess whether the policy delivers on its intended purpose and provides clarity to stakeholders on how inspectors and their managers make decisions about compliance monitoring and enforcement.</p> <p>Advice and direction provided to inspectors to ensure consistency in compliance and enforcement.</p> <p>IR routine internal monitoring and reporting of performance trends analysis to inform internal decisions and strategy development.</p> <p>WCRS continued to develop a single regulatory framework that recognises all scheme duty holders and scheme insurers (including WorkCover Queensland and self-insured employers) to ensure consistent engagement and regulation.</p>	<p>Continue BAU monitoring of all compliance and enforcement policies and performance by each regulator for emerging risks.</p> <p>Implement recommendations from the evaluation of WHSQ and ESO CMEP to ensure it remains fit-for-purpose in balancing intent with practical application.</p> <p>Continue to review compliance monitoring and enforcement activity.</p> <p>Continue to provide inspector guidance for consistency in compliance and enforcement.</p>

			<p>Continue compliance and enforcement activity for all scheme insurers.</p> <p>Continue to deliver a targeted audit campaign of all workers' compensation scheme insurers focussed on rehabilitation and return to work plans.</p> <p>Consideration of the remaining recommendations arising from the 2023 review of the operation of the Queensland scheme and the best way to implement these moving forward. This includes ongoing education and awareness activities to support all stakeholders to understand the recent changes to workers' compensation laws.</p>
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Designing strategic interventions

RPF Model Practice 2: Consult and engage meaningfully with stakeholders

Principles

- *Formal and informal consultation mechanisms are in place to allow for the full range of stakeholder input and Government decision-making circumstances*
- *Engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities*
- *Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework.*

Stakeholder engagement, cooperation and collaboration

We have a strong focus on stakeholder engagement when designing interventions. This helps us to understand what prevents duty holders from complying with laws and how we can encourage change. We liaise with workers, employers, their representatives and the community to understand industry and business structures and check our regulatory activities are fit-for-purpose. To promote trust with our stakeholders, we engage in discussions on issues and trends and collaborate to come up with solutions. Through this activity, we confirm acceptable minimum standards, raise awareness of these standards and identify how we can support duty holders to comply with laws (e.g. education, compliance monitoring and enforcement). We use client satisfaction surveys to assess the efficiency and effectiveness of our services.

Formal consultation mechanisms

We are members of various high-level national consultative bodies for policy and regulatory issues. These bodies focus on making recommendations for consistent operational policy across jurisdictions. Examples include representation on:

- Safe Work Australia (SWA) comprising Commonwealth, state and territory regulators as well as industry partners.
- Heads of Workplace Safety Authorities (HWSA) comprising Commonwealth, state and territory WHS regulators and SWA and sub-groups including the HWSA NDIS working Group, HWSA Small Business Network and HWSA Inspector Forum.
- Heads of Workers' Compensation Authorities (HWCA) comprising Commonwealth, state and territory workers' compensation regulators and SWA.
- The Electrical Regulatory Authorities Council (ERAC) comprising representation of all electrical safety regulators in Australia and New Zealand.
- The Electrical Equipment Safety System (EESS) Standing Committee of Officials (SCO) representing Ministerial appointed senior officers of participating jurisdictions of the EESS.
- The Workplace Relations Ministers Council (WRMC) as the peak body for Commonwealth and state and territory ministers to discuss issues of national significance (including wage theft, health and safety).
- The International Labour Organisation Technical Officers Network (ILOTO) for the Commonwealth and states to review and report on relevant labour issues relating to ILO conventions (including minimum wages, conditions of employment, and child employment).
- The Australian Taxation Office's Phoenix Taskforce comprised of Commonwealth, state and territory agencies to detect, deter and disrupt illegal phoenixing activities.

We establish formal steering groups to advise on the development and review of all Queensland industry codes of practice. Policy development around legislative change and significant policy initiatives includes consultation with relevant industry and worker representatives for practical implementation advice. We actively engage with Minister-appointed committees within our legislation for feedback on proposed policy and legislation, campaigns, assessment tools and

compliance and enforcement monitoring programs. We have collaborative relationships with Commonwealth, state and local agencies to enable data sharing and intelligence (as permitted by legislation), and conduct joint field engagements, education, compliance and enforcement activities.

Informal consultation mechanisms

We use informal consultation such as industry networks to discuss current and emerging issues, including technical elements and supply chain implications. These informal channels also provide us with feedback to assist the design of campaigns, assessment tools and programs (e.g. manufacturing, transport and logistics, health and community services, and construction networks).

Activity snapshot

Self-assessment area	OIR key activity	2023-24 highlights	2024-25 focus
Stakeholder engagement, cooperation and collaboration	SWA	<p>Contributed to 6 SWA meetings, including extraordinary, silica-specific, and regular meetings, a strategic planning session and additional out-of-session considerations to progress initiatives. These meetings involved responding to the <i>Decision Regulatory Impact Statement: Prohibition on the Use of Engineered Stone</i> and actions to improve the work health and safety of workers involved in the processing of crystalline silica substances, standardising workplace exposure standards, and the publication of the <i>Australian WHS Strategy 2023-2033: Baseline report</i>, WHS awareness campaigns, and other WHS and Workers' Compensation publications.</p> <p>Contributed to SWA's Strategic Issues Group for WHS and Strategic Issues Group for Workers' Compensation (3 meetings each) to provide advice to SWA and participate in forums to share data, evidence and research and workshop gig worker protections and implementation of actions for the national return to work strategy.</p> <p>Contributed to 4 SWA Communications Reference Groups to share communication activities, education and awareness-raising campaigns and findings of communication research, resulting in collaborative jurisdictional research and national campaigns (e.g. engineered stone ban and silica communication, National Safe Work Month, workplace sexual harassment, World Day for Safety and Health at Work and Workers' Memorial Day).</p> <p>Chaired and contributed to 3 meetings of the Interagency Asbestos Group (IAG) to work collaboratively with other Queensland government agencies that have a role in regulating asbestos. The IAG provides for the coordination and strategic oversight of asbestos issues and incident response.</p> <p>Contributed to 2 meetings of the Asbestos and Silica Safety and Eradication Council (ASSEC), which provides advice to the Asbestos and Silica Safety and Eradication Agency (ASSEA) and the Commonwealth Minister for Employment and Workplace Relations about asbestos and silica safety matters, including on the National Strategic Plans for Asbestos and Silica Management and Awareness.</p>	<p>Continue to partner and collaborate with SWA and its subgroups.</p> <p>Continue to contribute to the IAG and ASSEC.</p> <p>Continue to support and consult with the Consultative Committee.</p>

		<p>Supported the effective operation of the Consultative Committee (a lived experience committee of those who have experienced grief and loss through fatal and other serious work-related incidents).</p> <p>Consulted with the Consultative Committee on the Electrical Safety and Other Legislation Amendment Bill 2024 and the Queensland Work Health and Safety and Other Legislation Amendment Bill 2023.</p> <p>Supported the Consultative Committee in its engagement in other processes including the Work Health and Safety Prosecutor’s Review of Industrial Manslaughter Provisions in Queensland and SWA’s work on potential options to improve the coverage and operation of the incident notification provision in the <i>Work Health and Safety Act 2011</i> and on what more can be done to support workers and families following a workplace fatality or serious injury.</p> <p>Hosted, with the Consultative Committee, the Workers’ Memorial Day Breakfast to honour those who lost their lives in a work-related fatality.</p>	
HWSA	<p>Contributed to 4 HWSA meetings to collaborate with WHS regulators across Australia and New Zealand to promote and implement best practice in WHS policy and legislation and education and enforcement.</p> <p>Contributed to HWSA Small Business Community of Practice meetings to promote and implement best practice in small business across Australia.</p>	Continue to partner and collaborate with HWSA and its subgroups.	
HWCA	Contributed to bi-annual meetings to collaborate across jurisdictions who regulate and administer workers’ compensation in Australia and New Zealand and to promote and implement best practice in workers’ compensation policy and legislation, regulation and scheme administration.	Continue to partner and collaborate with HWCA.	
It Pays to Care	Participated in <i>It Pays to Care</i> initiatives aimed at bringing evidence to improve scheme delivery in relation to return to work outcomes and fair and efficient workers compensation schemes.	Continue to partner and collaborate with return to work specialist Dr Mary Wyatt to deliver evidenced based better practice strategies designed to improve scheme	

			delivery and return to work outcomes.
	ERAC and SCO	<p>Contributed to 2 ERAC meetings to collaborate with Australian and New Zealand electrical regulators for consistent interpretation of electrical standards and operational policy across jurisdictions, focusing on installations and inspections, equipment safety, licensing and supply networks.</p> <p>Contributed to 4 SCO meetings for the coordination of day-to-day administration and operation of the Electrical Equipment Safety System in partnership with West Australian, Victorian and Tasmanian electrical jurisdictions.</p>	Continue to partner and collaborate with ERAC and SCO for consistent jurisdictional interpretation and application of electrical standards.
	WRMC and ILOTO	<p>Contributed to 4 WRMC meeting to collaborate with the Commonwealth and states/territories for workplace relations matters including wage theft.</p> <p>Contributed to three ILOTO meetings by collaborating with regulators across Australia to ensure minimum standards in the ILO convention are observed. As part of this, the Commonwealth has ratified C138 minimum age convention, and C190 the convention regarding violence and harassment in the workplace.</p>	Continue contributions to WRMC and ILOTO for jurisdictional collaboration to address risks in relation to workplace relations matters.
	Australian Taxation Office's Phoenix Taskforce	Contributed to 2 Phoenix Taskforce meetings and 3 Labour Hire Forums held each year to share compliance information to inform the licence management of relevant entities.	Continue contributions to the Phoenix Taskforce to detect, deter and disrupt illegal phoenixing activity.
	Legislative framework	<p>Consulted with relevant unions, industry associations and technical experts regularly for:</p> <ul style="list-style-type: none"> • amendments to the <i>Work Health and Safety Act 2011</i>, <i>Work Health and Safety Regulation 2011</i>, <i>Electrical Safety Act 2002</i>, <i>Workers' Compensation and Rehabilitation Act 2003</i> and <i>Safety in Recreational Water Activities Act 2011</i>. • development of the <i>Amusement devices code of practice 2023</i> and <i>Construction and operation of solar farms code of practice 2024</i> and technical BAU reviews of codes of practice to maintain currency. <p>WCRS continued to consult with its Stakeholder Reference Group on a number of initiatives arising from the 2023 review of the operation of the workers' compensation scheme such as the reasonable management action factsheet and the establishment of a standalone speciality medical assessment tribunal for the assessment of psychological injuries.</p>	<p>Continue stakeholder consultation to inform legislative framework and education initiatives to improve understanding of legislative and licence obligations.</p> <p>Continue to consult with stakeholders in relation to the implementation of accepted recommendations of the 2023 five-year workers' compensation scheme review and remake of the <i>Workers'</i></p>

	<p>Industry networks</p>	<p>WHSQ specialists in hazardous chemicals and manifest quantity workplaces attended quarterly meetings of the Brisbane Port Security, Safety and Mutual Aid Group to provide resources to address knowledge gaps, resolve concerns, and support changes and recommendations to address systemic issues.</p> <p>WHSQ staff contributed to the Australian Amusement, Leisure and Recreation Association Inc. (AALARA) Effective and Educational Members Forum which promotes and safeguards the interests of members, including business owners and operators and industry professionals.</p> <p>Five regular bi-monthly networking meetings held between WHSQ and the HSR Support Service to address any issues affecting trained and elected HSRs. Formal meetings also held bi-annually to review the HSR Support Service bi-annual report (required under the terms of the service agreement governing the HSR Support Service grant funding).</p> <p>WHSQ led industry network meetings to discuss and promote safety, exchange advice, information and resources:</p> <ul style="list-style-type: none"> • 4 Manufacturing industry network meetings • 4 Transport and logistics industry network meetings • 1 Healthcare and social assistance national regulators network meeting which was re-established this year. <p>Other WHSQ activity included contributions to the Elevating Work Platform Association of Australia, Showmens' Guild Think Tank, Master Builders Queensland, HWSA Engineering State Advisory Group, Skin Cancer Prevention Queensland Collaborative, Queensland Public Sector Work Health Network, Demolition and Asbestos Industry Association, Interagency Asbestos Group and Imported Material Asbestos Working Group.</p> <p>ESO coordinated 2 meetings with multiple government agencies with a shared responsibility for the effective regulation and safety of consumers to share information regarding</p>	<p><i>Compensation and Rehabilitation Regulation 2014.</i></p> <p>Continue industry network meetings for information exchange and insights.</p>
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		<p>incidents, examinations of electrical equipment and emerging technologies including discussion on fires involving rechargeable scooters containing Lithium-ion batteries.</p> <p>ESO contributed to quarterly meetings with the Australian Competition and Consumer Commission (ACCC) about consumer product recalls to coordinate responses to current recalls.</p> <p>As a standing guest on the State Bushfire Committee led by the Queensland Fire Department, ESO attended one meeting during 2023-2024, focusing on the risks that electricity poses to bushfire initiation.</p> <p>ESO continued membership on several Technical Advisory Groups and committees hosted by Powering Skills Organisation (PSO), a Jobs and Skills Council provider for the Australian Government overseeing the development and maintenance of national training packages. The ESO's representation at regular meetings helped ensure any changes to a unit of competency or qualification remained compatible with Queensland's electrical licensing framework. Other key ESO industry engagement to profile Queensland's electrical licensing framework included meetings with the Australian Industry Group (AiGroup), Consumer Electronics Suppliers Association (CESA), Lighting Council Australia, and Before You Dig Australia (BYDA).</p> <p>IR contributed to 4 quarterly meetings of state IR regulators involving Queensland, Western Australia, New South Wales, Victoria and Australian Capital Territory, to share information on compliance and audit issues).</p>	
	<p>Client satisfaction survey outcomes</p>	<p>OIR's regulators continued high client satisfaction targets in client satisfaction surveys, achieving 89% overall client satisfaction with regulatory compliance services (target 90%).</p>	<p>Continue client satisfaction surveys to assess the efficiency and effectiveness of our services.</p> <p>Continued focus on options for WCRS to assess efficiency and effectiveness of services.</p>

Delivering effective interventions and regulatory responses

Model Practice 3: Provide appropriate information and support to assist compliance

Principles

- *Clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience*
- *Advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance*
- *Where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden particular stakeholders (e.g. small business) or require specialist advice.*

Clear, timely and tailored guidance and support

We consider duty holder attitudes and behaviours, and how advice and guidance can help them to understand and comply with laws. We provide this through a range of activities, including:

- OIR and Business Queensland websites that include an online enquiry form and telephone call centre 1300 362 128
- our consultation mechanisms (see earlier 'Designing strategic interventions' section)
- newsletters, e-bulletins and incident and safety alerts with comprehensive information on how to prevent similar incidents and support early and safe return to work
- social media channels including Facebook and LinkedIn
- education and awareness events (including the annual Work Well awards), conferences and information sessions
- responding directly when advice or information is sought including through our information hotlines, and
- industry network forums (see previous section).

We administer six websites to communicate compliance information and the work of our regulators, including worksafe.qld.gov.au, asbestos.qld.gov.au, labourhire.qld.gov.au, electricalsafety.qld.gov.au, owhsp.qld.gov.au, and oir.qld.gov.au. The main website at worksafe.qld.gov.au is a combined site for injury prevention and workers' compensation services, administered in partnership with WorkCover Queensland. There are also dedicated industry microsites with targeted resources (e.g. general guidance, case studies, webinars, short films, podcasts, short animations, self-assessment tools, campaign reports). We focus on developing products that provide practical guidance and track the usage of our guidance and support products (e.g. monitoring the number of downloads, measuring the level of participation in industry engagement such as webinars).

IR spotlight

For Labour Hire Licensing we offer a dedicated website, client service facilities and an online portal to assist providers to comply with the requirements of the Act and other relevant employment, taxation and superannuation and safety laws. We provide regular updates to clients via email to help them notify OIR of any changes in circumstances which may impact their licence status.

We have an eNews subscription service for general WHS and ES topics and for specific industries and trades (e.g. construction, rural, electrical apprentices) and on return to work. Our eSAFE newsletters include articles on compliance requirements, compliance activity including audit campaigns, prosecutions, best practice safety management, promotional campaigns and events, resources, tools and safety advice. Incident and safety alerts are published to raise awareness of incidents that have occurred and share lessons learned to prevent re-occurrence. OIR draws on social media to provide information and support to assist compliance (e.g. Facebook, LinkedIn) and issues media releases to

publicise significant prosecutions and deter non-compliant activities. OIR also hosts forums and conferences aligned to key topics such as injury prevention, rehabilitation and return to work, mental health, musculoskeletal disorders, asbestos awareness and electrical safety.

WHSQ and ESO spotlight

The WHSQ and ESO safety advocate program provides a relatable voice from an 'everyday person' who has directly, or through a close relative, experienced a work-related death, injury or illness. The advocates share their story with workers and the community to raise awareness about the importance of WHS, and ES. They highlight the personal impacts an injury or incident can have on workers and their families, prompting a discussion about WHS, ES, and mental health and wellbeing. The program is delivered through social media advertising, media and workplace visits.

During Safe Work Month in October 2023, a trial for the next Safety Ambassador took place with four high profile Queenslanders presenting online to an audience of OIR staff, industry and the general public about their lived experience with safety. The presenters were Jade North (former Socceroos and Brisbane Roar player and captain), Kevin Walters (former Broncos and Queensland Origin coach and NRL player), Riana Crehan (Motorsport presenter for the Supercars) and Luke Hodge (former AFL player including for the Brisbane Lions). Collectively, the online presentations were watched by more than 5,100 viewers across the watch live platform, LinkedIn and Facebook. Each stream was subsequently published to YouTube and has received more than 500 views on YouTube.

ESO spotlight

ESO partnered with the Wiggles from 2022 to 2025 to deliver life-saving electrical safety messages to young children, their siblings and parents, guardians and grandparents through song, images and video messages. The Wiggles is Australia's most successful children's music group with a multi-generational audience and has significant followers across social media platforms including Facebook, YouTube, Twitter and Instagram. The 'Electricity!' song was specifically developed in December 2022 to help build an understanding about electricity and its dangers. The Wiggles 'Electricity' song has been viewed nearly 6.1 million times to date, and the further five Wiggles educational videos produced for children and parents have been viewed over three million times collectively since the launch in April 2023.

In February 2024, ESO collaborated with the Department of Education Early Childhood team as part of the Kindy Queensland campaign to further leverage electrical safety messages. This involved a targeted engagement campaign inviting parents of kindergarten children to enter a competition to see the Wiggles live at their school or upcoming concert. As part of the competition conditions, entrants were required to create their own electrical safety material highlighting why electrical safety is important and their understanding of messages from the 'Electricity!' song. This awareness campaign resulted in 30 entries being received, with the winner showcasing electrical safety through an educator learning session, several children role playing safe behaviours, and children discussing the positives of attending kindy to align with the Free Kindy campaign. The highly commended entry featured a tour of the kindy and highlighted the Auslan resource ESO developed for the Electricity song.

WHSQ spotlight

WHSQ's Coronial and Family Liaison Service (CFLS) initiates and maintains supportive liaison contact with the families of deceased or seriously injured persons, following an incident where the regulator has jurisdiction under the safety Acts. Support is offered in the early weeks following a fatality or serious incident to ensure psycho-social support that is sensitive to trauma, grief, and loss and responsive to the needs of the family. The CFLS staff support is enduring with staff having a key role

in keeping the family informed about the regulator's investigation and any subsequent legal review or prosecution commenced by the Work Health and Safety Prosecutor.

WHSQ administers the Injury Prevention and Management (IPaM) service for employers across Queensland. The program involves dedicated advisors working with businesses to assess an employer's existing WHS and injury management arrangements and identifying opportunities for improvement. Tailored Business Improvement Plans are created in conjunction with employers, and advisor support is provided during the implementation phase. The focus is on making systematic changes that can be sustained over time.

WHSQ supports HSRs by administering HSR Direct, a dedicated phone service for HSRs to request advice from the Regulator. In 2023-24, HSR Direct resulted in 214 calls for advice and information with a further 455 enquiries through the WorkSafe Queensland 1300 number. WHSQ also contributes funding to support delivery of the HSR Support Service to build the capacity of HSRs in industry. This service was initially funded from 2019 to 2021, with an evaluation confirming the success of the grant program and service resulting in the initiative being extended through 2026.

WCRS spotlight

WCRS helps injured workers and employers understand their rights and responsibilities and navigate the workers' compensation scheme by funding (via grant agreements) independent information and support services. These include:

- [Workers' Psychological Support Service](#) to support workers experiencing work-related psychological injury to connect with the community services they need.
- [Workers' Compensation Information Advisory Service](#) for workers to provide information to injured workers, unions and community organisations about the workers' compensation system in Queensland.
- [Workers' Compensation Information Advisory Service](#) for employers to support them when navigating a new workers' compensation claim and to manage return to work.

WCRS also delivers the [Mine Dust Health Support Service](#) in partnership with Resources Safety Health Queensland and WorkCover Queensland for information, services and support for coal workers as they move through the coal mine worker health scheme and the workers' compensation scheme.

Consistent tailored advice and guidance to minimise regulatory burden

We develop guidance material in consultation with industry. We consult with network members, unions and industry groups to develop resources and audit campaigns (e.g. self-assessment tools, program of inspector visits for compliance monitoring and enforcement) and seek feedback from workplaces through surveys. Our material includes practical examples of how to manage risks to help businesses understand what is reasonably practicable and best practice. We also seek to raise industry awareness of hazards and risks before pursuing targeted audit campaigns.

IR spotlight

LHL operates a client management system which includes functionality to automatically remind licensees about licence renewals and legislative requirements for reporting.

For consistent advice, we provide our field staff with clear operational direction on enforcement matters, including responses to more complex operational questions. Team leaders also conduct regular case reviews and oversee decision-making.

Activity snapshot

Self-assessment area	OIR key activity	2023-24 highlights	2024-25 focus
Timely information to guide compliance	Websites	<p>Over 9.7 million pageviews of the <i>worksafe.qld.gov.au</i> website from over 2.6 million active users. Codes of practice were the most frequently downloaded item.</p> <p>WHSQ continued dedicated role-based webpages (e.g. PCBUs, HSRs, health and safety committees, WHS officers, WHS entry permit holders), to help distil WHS obligations.</p>	Continue to provide information through our websites.
	Industry and safety alerts	<p>31 WHSQ and ESO incident alerts published to provide information and practical advice to prevent similar serious incidents involving plant, chemicals, vehicles, asbestos, electricity, recreational water activities, work at height and falls, falling objects, amusement devices, remote work, and fire and explosion.</p> <p>6 WHSQ and ESO safety alerts published to promote risk control measures (e.g. plant, concrete pumping work).</p>	Continue to publish industry alerts to reduce opportunity for harms.
	Industry newsletters	<ul style="list-style-type: none"> • Six editions of eSAFE, promoted to an average 22 816 subscribers, with an average open rate of 37%. • 3 editions of eSAFE Construction promoted to an average of 16,866 subscribers, with an average open rate of 42%. • 3 editions of eSAFE Rural promoted to an average of 13,210 subscribers, with an average open rate of 35%. • 12 editions of eSAFE Electrical promoted to an average of 83,039 subscribers, with an average open rate of 42.8%. • 29 incident alerts circulated to an average of 29,360 subscribers, with an average open rate of 39.4%. • 6 safety alerts circulated to an average of 17,449 subscribers, with an average open rate of 38.7%. • 6 editions of Rehabilitation and Return to Work e-Bulletin circulated to 7,058 subscribers, with an average open rate of 48.27%. 	<p>Continue to provide information to eSAFE and Rehabilitation and Return to Work subscribers.</p> <p>Introduce new bi-annual scheme newsletter for key WCRS stakeholders.</p>

	Social media	The number of users following all of the OIR social media profiles grew by 51.4%. The net follower growth (number of new followers minus the followers lost), came from LinkedIn at 2731% net follower growth. This activity coincides with a 1150% increase in posts published across the 2022-23 and 2023-24 financial year.	Continue social media activity to provide information and support to assist compliance (e.g. Facebook, LinkedIn).
	Prosecution media releases	19 prosecution media releases issued to raise awareness and deter non-compliance in high-risk WHS and ES areas.	Continue to publicise prosecutions to deter non-compliance.
Support and advice to guide compliance	Awareness and advisory programs	<p>Through the IPaM program, over 2750 workplace visits undertaken and provided advice to over 440 workplaces covering four main industries of manufacturing, construction, healthcare, and community Services and retail.</p> <p>Safe Work Month activities included five virtual events and six regional in-person events, totalling almost 4000 registrations and more than 2000 views in October 2023.</p> <p>Over 590 paid registrations for the Work Well Conference with 22 exhibitors.</p> <p>Safety Advocates delivered 42 workplace visits in October 2023 across Queensland, including 25 visits across regional Queensland. Safety Advocates reached over 2,665 people. Safety Advocate talks continue to receive overwhelmingly positive feedback, with 100% of survey respondents strongly agreeing that the Safety Advocate appeared to influence the audience, encouraging them to think about the importance of safety in the workplace.</p> <p>Queensland Mental Health Week (7-15 October 2023, which encompassed World Mental Health Day on 10 October) held to increase awareness on individual and community mental health and wellbeing. Social media activities resulted in over 40k impressions with over 109k video views and 298 downloads of digital posters. Over 190 participants attended in-person events and over 3000 people registered for livestreams.</p> <p>Asbestos Awareness Week (20–26 November 2023) held to increase awareness of the risk of working and living with asbestos containing materials. The week included a range of activities to drive behavioural and attitudinal change for businesses, sole</p>	Continue awareness and advisory programs to support and guide compliance.

		<p>traders, home renovators, and tradespeople. The Asbestos Awareness Week initiatives included 2 free online asbestos safety sessions, social media promotion and general asbestos awareness promotion in an industry guide and across digital platforms. The asbestos safety sessions saw a total of 476 attendees with 67 per cent of respondents recommending the safety session to a friend/colleague. Asbestos web pages were viewed over 3 800 times and social media activities reached over 290 000 people (231,318 engagements and 99,895 video views).</p> <p>Electrical Safety Week (4-8 September 2023) activities contributed to the prevention of death, injury and property destruction caused by electricity. This included an Electrical Safety Summit, Electrical Apprentice Safety Forum, Electrical Industry Safety Webinar, Electrical Safety in the Community Webinar, and a TAFE and Registered Training Organisation partnership with ESO for a breakfast where an inspector answered student questions to the apprentice forum livestream. These events were attended by more than 1,650 attendees in-person and online. Social media activities reached over 275,500 individuals and further engagement of almost 26,000 individuals. The event recordings have also been viewed over 1,300 times on our YouTube channel.</p> <p>In 2023-24, ESO hosted the High Voltage (HV) and Hazardous Areas (HA) Accredited Auditors Forum. The forum provided networking opportunities for accredited auditors, other departments and industry representatives, and the opportunity for participants to attend HV or HA specific workshops and discuss industry updates in hydrogen refuelling and arc flash protection. Similarly, the Safety Management Systems (SMS) Accredited Auditors Forum facilitated networking opportunities and provided clarity on auditing methodologies consistent with the requirements of the electrical safety framework.</p>	
<p>Tailored regulatory approaches to minimise burden</p>	<p>Targeted compliance monitoring and support</p>	<p>OIR financially contributed to external programs and support services to assist in advancing the Queensland Government’s objective of providing safe, fair and productive workplaces and targeted services for vulnerable populations, including:</p> <ul style="list-style-type: none"> • <u>Workers’ Compensation Information and Advisory Services</u> which provides workers and employers with free, confidential and independent advice and 	<p>Continue targeted compliance monitoring to focus regulatory efforts on vulnerable populations and areas of highest risk whilst minimising burden.</p>

		<p>support to help understand and navigate the workers' compensation scheme, including the review and appeals processes.</p> <ul style="list-style-type: none"> • <u>Workers' Psychological Support Service</u> that connects injured workers, their families and other affected by a serious work-related injury or fatality with relevant community support services such as financial assistance, counselling or other assistance at any point prior, during or after a workers' compensation claim. • <u>Health and Safety Representative Support Service</u> and <u>HSR Capacity Building Program</u> that promotes the benefits of HSRs and initiatives and resources to support their rights and responsibilities. • <u>Mine Dust Health Support Service</u> which provides a confidential helpline for information and screening, compensation and support services for current and former mine and quarry workers diagnosed with lung dust diseases from their employment. • <u>Workplace Rights and Co-Operative Industrial Relations Grants Program</u> that promotes the achievements of unions, workers, employers and their representative organisations in establishing modern workplace rights and cooperative industrial relations which contribute to a fairer and more productive Queensland economy and society. • Suicide prevention for construction workers through the <u>Mates in Construction</u> program. • Employment advisory services for women through the <u>Working Women Queensland Program – Basic Rights Queensland</u>. <p>All major amusement parks operating in Queensland continued to be monitored under the legislated safety case and safety management system requirements and licence renewal applications processed as BAU.</p> <p>WHSQ actively audited amusement devices at regional agricultural shows, fetes and other outdoor events to confirm compliance with safety requirements, resulting in 386 device assessments and 40 enforcement actions (comprising 34 improvement outcomes, 3 prohibition notices, 2 electrical safety protection notices, and 1 infringement notice).</p>	<p>Targeted audit campaign of all workers compensation scheme insurers – Rehabilitation and Return to Work Plans.</p> <p>Continue to fund and administer workers' compensation scheme grants to enable Queensland workers (and their families and others affected by a work-related injury or fatality) and employers to access free, independent and confidential information, advisory and support services.</p>
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		<p>Other WHSQ targeted compliance and enforcement campaign activities included:</p> <ul style="list-style-type: none"> • Safe immobilisation/rollaway of vehicles focusing on reducing the risk of vehicle immobilisation incidents in high-risk workplace settings. • Food delivery workers focusing on educating industry on WHS risks faced by food delivery service workers and the controls available. • Proactive audits on workplaces engaged in manufacturing and spray-painting activities. • Proactive program to evaluate and manage the risk of asbestos contamination in soil and compost. • 2023 cotton gin audits of manufacturing operations to measure the effectiveness of safety systems. • Asbestos audits targeting businesses operating from buildings that likely contain asbestos or handle and storage asbestos containing materials. • Audits of high-risk construction projects to increase awareness and test compliance following a noted increase in the number of construction-related fatalities in 2023. Phase one sought to educate, raise awareness, and remind businesses of the importance of WHS and the sanctions associated with non-compliance, and to encourage a change in behaviour across a large portion of the construction industry. Phase two focussed on high-risk field compliance activities (concrete pumping, formwork, scaffolding, and working at height) and the medium rise and civil construction sectors. <p>ESO delivered its annual Compliance and Engagement Program (CEP) which included projects in key target areas of construction and demolition industry, electrical contractors and workers, community and general workplace safety, renewables and high risk, and community and industry engagement. Key ESO activity included:</p> <ul style="list-style-type: none"> • Regional visits to Mount Isa and Cloncurry for follow-up compliance activities to improve electrical safety for regional Queensland. • ESO inspector engagement visits to Far North Queensland including Laura, Coen, Lockhart River, Weipa, Napranum, Mapoon and Aurukun. These visits included engagement with Indigenous councils and electrical contractors in each town. 	
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		<ul style="list-style-type: none"> • Continuation of a campaign to ensure electrical contractors advertising via online platforms are licensed and electrical contractors, when advertising for electrical work, do so in accordance with legislative requirements. • Proactive audit campaign in relation to legislative requirements for persons performing electrical work in connection with installing small scale photovoltaic solar systems, commenced. This involved collaborating with the Clean Energy Regulator (CER) and Clean Energy Council (CEC). • Implementation of a self-audit tool tailored for electrical contractors and entities with electrical workers on their payroll, to encourage businesses to self-assess various aspects of electrical work safety. The tool provides a detailed benchmark for performance, helping to pinpoint areas for improvement and compliance with laws, enhancing processes, and minimising electrical work hazards. <p>WCRS commenced a targeted audit of all Queensland workers' compensation insurers, focusing on rehabilitation and return to work plans from 1 March 2024 (due for completion 13 September 2024).</p> <p>WCRS conducted 35 audits of Queensland workers' compensation insurers under the Self-Insurer Performance and Compliance Framework. This included mid-licence audits, licence renewal audits, special audit (new licence), special claim audits, special licence condition audits, and targeted audits (RRTW Plans).</p> <p>WCRS also:</p> <ul style="list-style-type: none"> • responded to 251 reports of suspected offences under the <i>Workers' Compensation and Rehabilitation Act 2003</i> (suspected fraud/provision of false information, suspected claim farming, non-compliant Law Practice Certificates, other offending) • completed 78 investigations into suspected offending • commenced 16 prosecutions, and • finalised 20 successful prosecutions. <p>IR and its counterparts in Victoria co-chaired the National Labour Hire Licensing Harmonisation Working Group (Working Group). As co-chair, IR was instrumental in</p>	
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		<p>guiding and developing options for the harmonised scheme, setting the pace of discussion and agenda of the Working Group to meet agreed timeframes to produce the final report for endorsement. The Working Group’s final report led to the Workplace Relations Ministers endorsing:</p> <ul style="list-style-type: none"> • a model for a harmonised approach to the national labour hire regulation, and • agreement for the next steps to examine the implementation of a nationally harmonised labour hire regulation. <p>Since the inception of the Queensland labour hire licensing scheme, OIR has worked to raise labour hire industry standards and protect vulnerable labour hire workers from exploitation by licensing 4,025 labour hire providers to operate in Queensland. OIR has also refused 95 licenses, granted 299 licences with conditions, cancelled 116 labour hire provider licences and suspended 344 labour hire providers.</p> <p>IR has delivered timely labour hire licence renewal advice with close to 10,000 email notifications to remind licensees to renew their licence (at various intervals) and over 13,000 email notifications were sent to remind licensees about legislative reporting requirements to facilitate voluntary compliance with renewal and reporting obligations.</p> <p>During 2023-24, the LHLCU completed seven successful prosecutions, imposing \$770,000 in penalties for breaches of the <i>Labour Hire Licensing Act 2017</i> (LHL Act). The prosecutions included the first prosecution of an ‘avoidance arrangement’ offence under the LHL Act and the first prosecution of a labour hire provider providing labour hire services in the security industry, both of which have been pivotal to level the playing field for legitimate labour hire providers who do the right thing. In the six years of the scheme’s operation, 26 prosecutions were successfully pursued in approximately \$1.895 million in penalties imposed to date.</p>	
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Evaluating, monitoring performance and reporting for continuous improvement

GRPM: Report transparently for accountability

Regulators should provide internal and external performance monitoring and reporting of the regulated industry and its compliance levels, including of those administering legislation.

Good practice principles

- *Implement systems and processes for internal and external reporting*

Model Practice 5: Be transparent and accountable in actions

Principles

- *Where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders*
- *Decisions are provided in a timely manner, clearly articulating expectations, and the underlying reasons for decisions*
- *Indicators of regulator performance are publicly available.*

GRPM: Learn through continuous improvement

Regulators should regularly review and update their processes for improvement, provide learnings for staff, and adapt planning based on the learnings.

Good practice principles

- *Implement processes for reviewing and continually improving the efficiency, effectiveness, and quality of services*

Model Practice 4: Commit to continuous improvement

Principles

- *Regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators, to ensure it is appropriately risk based, leverages technological innovation, and remains the best approach to achieving outcomes*
- *To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community*
- *Staff have the necessary training and support to effectively, efficiently and consistently perform their duties.*

Regulatory frameworks, decisions and timeframes

Our regulatory frameworks are publicly available on the [worksafe.qld.gov.au](https://www.worksafe.qld.gov.au) website, as noted in earlier sections.

Our regulatory decisions are consistent with legislation, case law precedents and administrative decision-making principles. Our review processes embed procedural fairness to allow parties to provide submissions and respond to matters affecting their interests and gather further information to clarify issues in dispute.

We publish information on our [worksafe.qld.gov.au](https://www.worksafe.qld.gov.au) website about review and appeal mechanisms, claims processes, licensing, training and registration information, dispute resolution processes and other policies. The website includes detailed information on which matters are reviewable under our laws, how to prepare for a review and appeals process, and further assistance available.

WHS and ES prosecution outcomes are published on the Office of the Work Health and Safety Prosecutor's website www.owhsp.qld.gov.au and Enforceable Undertaking activities and outcomes are also published on the worksafe.qld.gov.au website. All workers' compensation prosecution outcomes are published on the worksafe.qld.gov.au website and publicised through media releases and eNewsletters to help stakeholders understand the key learnings and prevent similar matters. WCRS works closely with WorkCover Queensland to publish similar information on compliance action and outcomes for under and uninsured employers. We also share information through Right to Information (RTI) processes.

We regularly liaise with other government agencies to monitor and address current issues and emerging risks. We use these discussions and the views of workers, businesses and WHS/ES/IR/WCRS specialists to consider adjustments to our services. This information is considered by our internal governance committees and decision-makers to manage organisational and operational risks to ensure our services remain fit-for-purpose in terms of impact on stakeholders and the community and environmental factors (e.g. unique challenges and changed workplace conditions during natural disasters, floods and bushfires).

WHSQ and ESO spotlight

WHSQ and ESO apply a 'Risk Matrix for Frontline Inspector Work' to guide decisions on which activities can continue in pandemic or natural disaster environments. Inspectors are provided with additional communications and guidance to help them adjust practices to safeguard against additional risks in these environments.

Staff capability and support

The *Office of Industrial Relations Strategy 2021-2024* includes a focus on our people with the objective that our workforce is capable, connected and respectful, delivering the priorities and services in OIR so individuals can achieve their potential. A key action involves enabling our people to build their capability and career through a strengths-based approach to performance. During 2023-24, OIR developed and commenced the implementation of a three-year Learning and Development Framework to support this focus. Key items implemented to date within the Learning and Development Framework include:

1. developing and implementing the OIR Capability Framework
2. developing job capability profiles for high-volume roles (e.g. inspector, review and appeals, policy officer) which provides an outline for the capability requirements and career progression for these roles
3. implementing the learning catalogue and Percipio Skillsoft aligned with OIR Capability Framework to enable access to relevant learning experiences and identifying priority development needs and strengths across directorates, and
4. embedding the capability framework and development options into performance management processes.

There has also been an increased focus on skills maintenance for inspectors and ongoing training in known and emerging risk areas such as the WHS and ES legislative amendments, silica, machinery safety, vicarious and cumulative trauma, and psychosocial safety leadership.

Regulatory performance monitoring and reporting

We regularly monitor, report and review our performance through multiple means (e.g. compliance and enforcement policies and processes, reporting of enforcement activity, reviewable decision outcomes and notice appeal processes). Our reporting metrics include efficiency, economy and quality measures and activity/output results to provide an overall performance story (as demonstrated in the data presented throughout this report).

WHSQ spotlight

Through the WHSQ Organisational Response Report, OIR's Executive and external stakeholders review trends and issues in our responses to notified fatalities and serious incidents. Senior executives attend the meetings of the Affected Persons Committee as requested, to provide updates and respond to issues the committee raises. Each year, effectiveness and efficiency measures are published in Queensland Government Service Delivery Statements and additional information on inspector performance is published on the SWA website.

WCRS spotlight

Under the Workers' Compensation and Rehabilitation Act 2003, the operation of Queensland's workers' compensation scheme must be reviewed every five years and a report on the outcomes of the review tabled in the Legislative Assembly. The report from the 2023 scheme review was tabled in October 2023 and is publicly available online for transparency.

The development of a governance framework for grants administered by Workers' Compensation Regulatory Services aims to ensure consistent policies and procedures for grants administration.

Review and continuous improvement

We regularly review our activities and services by collaborating with stakeholders and other regulators to ensure our work is effective and there are no adverse unintended outcomes. We apply a comprehensive evaluation framework ingrained in project management processes, to help us assess work outputs and benefits and identify improvements. We administer grants and research contracts to help us understand hazards and risks and improve our strategies to reduce harms. We use coronial inquest findings as opportunities to review and improve our operations and conduct regular client satisfaction surveys to assess performance. Where one regulator identifies an opportunity to improve services, we share these across OIR.

WHSQ and ESO spotlight

OIR's Service Delivery Transformation (SDT) program began in 2017 to improve WHSQ and ESO digital effectiveness and efficiency and deliver enhanced customer-centric services. The program aligns to BPR Best Practice Review recommendations and will deliver a common ICT platform with modern and mobile ready solutions for both WHS and ES inspectors.

The program has delivered technology for a more mobile and efficient inspectorate (e.g. smart phones, voice recorders). Work is continuing to finalise a new inspectorate database that consolidates existing incident and complaint triaging, licensing and inspectorate databases into one new application that provides improved data accuracy, reporting and governance, and enables a modern toolset and way of working for staff.

WCRS spotlight

The development of a grants governance and administration framework for workers' compensation scheme grants to ensure consistent policies and procedures for grants administration.

Activity snapshot

Self-assessment area	OIR key activity	2023-24 highlights	2024-25 focus
Regulatory frameworks, decisions and timeframes	Strategies and supporting frameworks and policies	As per earlier section 'Setting and being responsive to priorities and targets'.	
	Regulatory decisions	<p>Over 3,500 decision reviews for workers' compensation, WHS, ES and LHS. Every WHS, ES and LHL decisions delivered within statutory timeframes, resulting in an average of 14.9 days between review allocation and decision. Almost all (99 per cent) of review decision letters were sent within ten business days.</p> <p>184 workers' compensation appeals finalised.</p> <p>Over 2,815 tribunals decisions were made. 96% of block booked Medical Assessment Tribunals held within 40 days and 96% of other tribunals held within 50 days.</p> <p>Seven self-insurer licences renewed. One self-insurer licence cancelled. Seven self-insurer OHS performance audits completed. Six accredited WHS Auditor (Self-Insurance) audits completed, resulting in five renewals and one new auditor accreditation.</p> <p>131 scheme doctors were trained in the Queensland Guidelines for Permanent Impairment (second edition).</p> <p>476 Right to Information compliant applications received under the <i>Right to Information Act 2009</i> with 354 applications finalised by decision, 134 withdrawn by the applicant and four applications transferred to another department. A further 16 compliant applications were received under the <i>Information Privacy Act 2009</i> with 22 applications finalised by decision, 10 applications withdrawn by the applicant and 2 applications transferred to another department with the relevant coverage.</p>	Continue to deliver work in accordance with statutory timeframes.
Staff capability and support	Staff support and capability development	Increased visibility of professional development opportunities for all staff through emails, newsletters and positive performance management processes in response to staff feedback received through the annual Working for Queensland (WfQ) survey.	Continue focus on staff capability and support.

		<p>Secondments and higher duties supported across all regulators.</p> <p>Annual staff forum held (one per each directorate within OIR).</p> <p>Establishment of a designated learning and development unit for staff capability initiatives. Key training and development initiatives included:</p> <ul style="list-style-type: none"> • Legal and policy training (e.g. Crown Law statutory interpretation, Parliament legislation process) • Respect@Work training • Occupational violence and de-escalation training • Mental health first aid initial and refresher training • Inspector induction training • MATE Creating Respectful Relationships Workshops • Training for Diploma of Government qualification delivered to 45 new field-based staff • Queensland Ombudsman managing unreasonable complainant training • Defensive driving training for field-based staff. <p>People Matters training for people managers across all directorates including Recruitment and Selection and Performance Conversations. Risk-specific training or awareness sessions (e.g. legislative amendments, WHS and ES hazard and risk priorities).</p> <p>Health and Safety Wellbeing Safety Management System (HSWMS) being redesigned to ensure a contemporary best practice critical risk management approach. The project introduced a suite of other contemporary safety management system elements unique to OIR's diverse risk profile (e.g. cyber abuse and ageing workforce retention). Work on the HSWMS continues and includes finalising the <i>OIR Health Safety and Wellbeing Policy (Policy)</i> and the <i>Office of Industrial Relations WHS Commitment Statement (Statement)</i>, and establishing performance reporting,</p>	
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		<p>monitoring and evaluation measures that will provide oversight of the effectiveness of existing HSW risk management strategies and opportunities for improvement.</p> <p>Maintenance and continued refinement of a Compliance Register to help manage and maintain ESO team member training, relevant licences, registrations, qualifications, skills maintenance, allocated equipment, and administration processes. This tool provides overall awareness and visibility for management to identify gaps and make improvements.</p>	
<p>Regulatory performance monitoring and reporting</p>	<p>Performance reporting</p>	<p>Regular performance data and reports provided to the WHS Board and ES Board for monitoring of enforcement issues and regulatory approaches, and national WHS and ES trends.</p> <p>Annual Organisational Response Report prepared to better facilitate review of WHSQ’s immediate response to notified fatalities and serious incidents. Report is provided each year to the WHS Board, ES Board and Industry Sector Standing Committees for review and advice for further activity.</p> <p>WHSQ and WCRS contributed data and intelligence to SWA’s comparative performance monitoring which analyses trends in WHS and workers’ compensation scheme performance across Australia and New Zealand.</p> <p>Regulatory performance self-assessment report finalised to satisfy requirements of Queensland Government regulatory best practice models (QAO GRPM and Queensland Treasury RPF).</p> <p>Annual reviews of LHL performance to inform internal planning and strategy decisions, with outcomes published on the web.</p> <p>WCRS delivered scheme updates to self-insurer actuaries at the annual Queensland Self-Insurer Actuary forum.</p> <p>WCRS delivered monthly data reporting for scheme insurers including comparative data of scheme versus self-insurer performance. Also conducted 4 risk profile</p>	<p>Continue regular performance reporting to identify opportunities for improvement.</p>

		meetings and distributed individual risk profile ratings, data and commentary to 28 self-insurers.	
Review and continuous improvement	Research and evaluation	<p>WHSQ continued evaluation plans to support updates to codes of practice.</p> <p>WHSQ and ESO continued the partnership with East Coast Apprenticeships and the University of Queensland on a four-year PhD research project examining predictors and moderators of work-related injury and illness for apprentices and potential risk mitigation strategies.</p> <p>WCRS continues to partner with, and participate in Monash University’s Department of General Practice project to implement the work-related Mental Health guidelines in general practice. Together with interstate jurisdiction, WCRS funded the development of these guidelines to assist general practitioners to accurately diagnose work related mental health conditions early.</p> <p>WCRS is overseeing \$5 million of grant funding for medical research to improve the health, wellbeing and treatment options for Queensland workers with occupational dust lung disease, particularly silicosis and coal workers’ pneumoconiosis. Four projects are currently underway:</p> <ul style="list-style-type: none"> • University of Queensland with the University of New South Wales to examine the pathogenesis of coal workers’ pneumoconiosis and silicosis • University of Queensland with the University of Illinois Chicago to analyse health data to identify factors in how coal workers’ pneumoconiosis and silicosis develops and progresses including early indicators of disease in chest imaging and lung function testing • Wesley Dust Disease Research Centre to investigate screening of chest x-rays to low dose high-resolution computed tomography for Queensland workers with over a 10-year history of occupational dust exposure, and • University of Queensland three-year research project to investigate returning to the workplace after a diagnosis of an early-stage occupational dust lung disease. 	<p>Continue targeted grants and evaluation activity to better understand and address emerging or high-risk areas.</p> <p>Continue to monitor and evaluate workers’ compensation scheme grants to ensure Queensland businesses and workers are supported with free, confidential and independent information and advice.</p>
	Service improvements	As per earlier sections ‘Setting and being responsive to priorities and targets’ and ‘Delivering effective interventions and regulatory responses’.	