Office of Industrial Relations
Regulatory Performance
Self-Assessment Report 2022-23

Contents

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

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[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 Model[2] (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 Education 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). (Figure 1).

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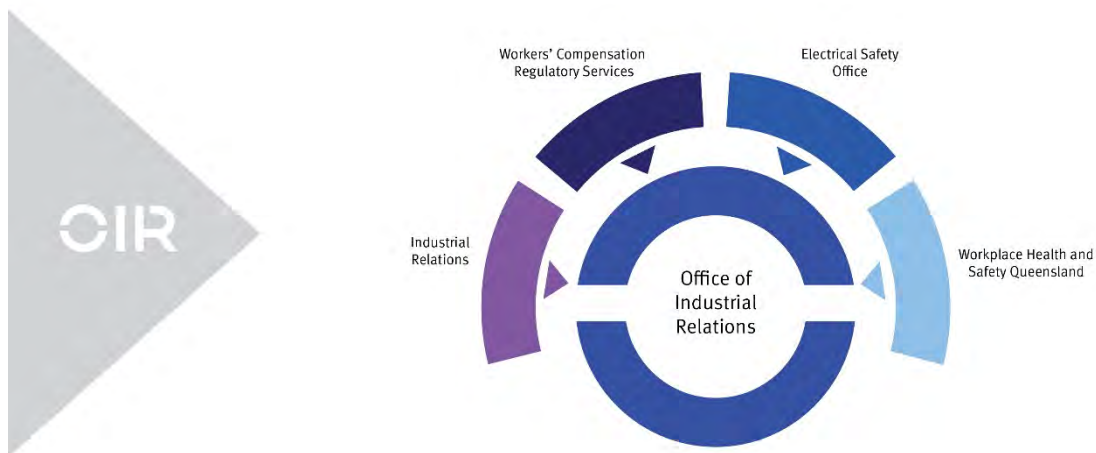

Figure 1: OIR – One office, four regulators

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

The ESO delivers ES regulatory services in Queensland under the *Electrical Safety Act 2002* by developing and enforcing ES standards and promoting improved safety performance across the community.

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[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[2]) 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 regulation of the workers' compensation scheme under the *Workers' Compensation and Rehabilitation Act 2003*. 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.

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 Board and Industry Committee insights. 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 worksafe website 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*,
- *Five-Year Strategic Plan for WHS in Queensland 2018-2023* developed by the WHS Board,
- *Electrical Safety Plan for Queensland 2018-2022* 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 applies actuarial models to monitor and analyse potential drivers for scheme trends, identify high-risk areas that drive licencing, compliance and enforcement activies and provide continuous updates on matters that influence trends in Queensland and other Australian jurisdictions.

Proportionate and risk-based approach to compliance, engagement and enforcement
Each regulator has its own compliance and enforcement policy. The compliance and enforcement policies are customised to the legislated functions of each regulator. They 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 policy 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 Policy[6] agreed nationally by WHS ministers to support model WHS laws.

WCRS' compliance and monitoring approach is embedded in the Workers' Compensation and Rehabilitation Compliance and Enforcement Policy which is supported by the Workers' Compensation Regulator – Prosecutions Policy and Self-Insurer Performance and Compliance Framework. 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

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[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

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 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 2023* (Qld). The 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](#) to guide case resolutions and conduct of investigations and legal proceedings. It also has a [specific compliance and enforcement policy for labour hire licensing](#) that covers 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.

Activity snapshot

Self-assessment area	OIR key activity	2022-23 highlights	2023-24 focus
Clear purpose	OIR Strategy and business-level plans	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: • policy and legislative frameworks • compliance and engagement initiatives • targeted regulatory services (e.g. IPaM, Enforceable Undertakings, 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, HR, ethics, staff capability, ICT).	Refresh business-level plans for clear purpose and direction.
Data collection systems	ICT systems	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. IR continued work to enhance the 'LHL application process' in Microsoft Dynamics 365. This enhancement aims to streamline information collection processes and reduce the time taken to assess licence applications.	Continue work to deliver the 'Service Delivery Transformation Project'. Deliver the enhanced 'LHL application process' in Microsoft Dynamics 365.

| Data and intelligence-informed priorities | Updates to regulatory approaches in response to intelligence and to focus on risk | Amendments to the *Industrial Relations Act 2016 (Queensland)* enacted in response to independent review recommendations.

Amendments to the *Trading (Allowable Hours) Act 1990 (Queensland)* enacted to streamline retail trading hours to strengthen protections for retail workers in response to stakeholder feedback from a Parliamentary Committee review.

WHSQ introduced the *Managing the risk of psycholocial hazards at work Code of Practice 2022* to provide practical guidance about preventing harm from psychosical hazards at work, as part of OIR's priority to create mentally healthy workplaces across the state to support Queensland workers and businesses.

The *Managing respirable crystalline silica dust exposure in construction and manufacturing of construction elements Code of Practice 2022* commenced to support the construction industry to manage respirable crystalline silica risks in the workplace. This code is the first of its kind in Australia building on international best practice, and was developed by WHSQ in close consultation with workers, employers and technical experts across Queensland, building on international best practice.

Five-yearly independent review of the *Work Health and Safety Act 2011* (Qld) completed to consider the overall effectiveness of key components of the Act, as part of the Queensland Government's strong commitment to act on WHS reforms to keep workers safe.

Electrical Safety Act 2002 (Qld) independent review final report released to encourage public submissions on key topics | Continue to monitor legislative amendments for adverse unintended consequences as BAU legislative change process.

Implement and monitor Act review recommendations which have been accepted by government.

Consider feedback received from the final report of the independent review of the Electrical Safety Act and Discussion Paper to inform the government's response to final recommendations.

Monitor the outcomes of the 2024 National Return to Work Survey to inform priorities for workers' compensation scheme education aimed at improving rehabilitation and return to work outcomes across Queensland.

WCRS to continue work to implement recommendations arising from the independent external review into the provision of claims information from insurers to the Regulator's database. |

		underpinning the electrical safety framework raised by the review.	
		Five-yearly independent review of the state's *Workers' compensation scheme* was undertaken to examine how effective the scheme is in meeting its objective for maintaining a balance between providing fair and appropriate benefits for injured workers and ensuring reasonable cost levels for employers. The review included consultation with key scheme stakeholders including registered industrial organisations, peak legal bodies, insurers and medical and allied health groups. As part of the review, it was found that the scheme is still performing well and provided recommendations to address scheme trends and improve the workers' compensation process for workers.	
		WCRS undertook scoping work to understand the best way to implement recommendations from an independent external review into the provision of claims information from insurers to the Regulator's database. The review aimed to determine whether the current data specifications are fit-for-purpose and meet the needs of the scheme and information consumers, and to improve the process and governance of data provision between insurers and the Regulator.	
		WCRS conducted 12 meetings with scheme grant recipients to gather intelligence relating to Queensland workers and employers accessing these service to inform strategic priorities and education initiatives.	
		WCRS participated in 2 MDHSS Governance Commmittee meetings with WorkCover Queensland and RSHQ.	

Proportionate and risk-based compliance, engagement and enforcement	Monitoring for effectiveness and adjustments to minimise unnecessary burden	Compliance and enforcement activity was reported quarterly to the WHS Board and ES Board for independent review and advice.	Continue BAU monitoring of all compliance and enforcement policies by each regulator for emerging risks.
		Planning undertaken for independent evaluation of WHSQ and ESO CMEP to ensure scope of review examines stakeholder concerns raised during monitoring activities across 2018-2023.	Deliver independent five-year evaluation of WHSQ and ESO CMEP to ensure it remains fit-for-purpose in balancing intent with practical application.
		Advice and direction provided to inspectors to ensure consistency in compliance and enforcement.	Continue to review compliance monitoring and enforcement activity.
		IR routine internal monitoring and reporting of performance trends analysis to inform internal decisions and strategy development.	Continue to develop and provide inspector guidance for consistency in compliance and enforcement.
			Continue to undertake compliance and enforcement activity of all scheme insurers.
		WCRS undertook a review of our risk based regulatory approach and framework for insurers which identified the need for 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.	Deliver a targeted audit campaign of all workers' compensation scheme insurers focussed on rehabilitation and return to work plans.
			Deliver an implementation plan for the WCRS regulatory review recommendations.

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, the community, duty holders and tripartite experts 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 (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 Safe Work Australia and includes sub-groups such as 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 Safe Work Australia.
- 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 state and Commonwealth ministers to discuss issues of national significance such as wage theft, health and safety.
- The International Labour Organisation Technical Officers Network (ILOTO) for the states and Commonwealth to review and report on issues such as minimum wages, conditions of employment, and child employment against the ILO conventions.
- The Australian Taxation Office's Phoenix Taskforce comprised of key federal, state and territory government agencies, which works to detect, deter and disrupt illegal phoenixing activity.

We establish formal steering groups to advise on the development and review of all Queensland industry codes of practice, legislative changes and significant policy initiatives. 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 local, state and commonwealth agencies to enable data sharing

and intelligence (as permitted by legislation), 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 with 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	2022-23 highlights	2023-24 focus
Stakeholder engagement, cooperation and collaboration	SWA	Contributed to 4 SWA meetings and additional out-of-session considerations to progress initiatives including responses to the 2018 Review of WHS laws, actions to improve WHS of workers at risk of occupational lung disease, standardise workplace exposure limits, development of a 10 year Australian WHS Strategy, WHS awareness campaigns, WHS and Workers' Compensation publications, national Codes of Practice, and national return-to-work strategies. 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. 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. food delivery riders, stigma around workers' compensation, National Safe Work Month, workplace sexual harassment, World Day for Safety and Health at Work and Workers' Memorial Day).	Continue to partner and collaborate with SWA and its subgroups.
	HWSA	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. Contributed to HWSA Small Business Community of Practive meetings to promote and implement best practice in small business across Australia.	Continue to partner and collaborate with HWSA and its subgroups.
	HWCA	Contributed to 2 HWCA 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. Deliver the resource for employers to support workers with a mental injury to return to work early and safely.

		Contributed to a further 6 HWCA Supervision and RTW Subgroup meetings and WCRS are leading the development of a resource for employers to support workers with a mental injury to return to work.	
	It Pays to Care	Participated in 4 *It Pays to Care* national symposiums 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 Dr Mary Wyatt to deliver evidenced based better practice strategies designed to improve scheme delivery and return to work outcomes
	2023 Operational review of the Queensland workers' compensation scheme	Between February and May 2023, the independent scheme reviewers conducted targeted consultation and took submissions from key stakeholders including registered industrial organisations, insurers, medical and allied health peak bodies, and peak legal associations. There was a total of 31 meetings held and 45 submissions received.	Government consideration of the recommendations arising from the review and further consultation with key scheme stakeholders through a stakeholder reference group.
	ERAC and SCO	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. 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.	Continue to partner and collaborate with ERAC and SCO for consistent jurisdictional interpretation and application of electrical standards.
	WRMC and ILOTO	Contributed to 1 WRMC meeting to collaborate with the states/territories and Commonwealth for workplace relations matters including wage theft. Contributed to 3 ILOTO meetings by collaborating with regulators across Australia to ensure minimum standards in the ILO convention are observed. As part of this, the Commonwealth started the process to ratify C138 minimum age convention, and C190 the convention regarding violence and harassment in the workplace.	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 the 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 phoenxing activity.

	Legislative framework	Consulted with relevant unions, industry associations and technical experts regularly for: • Reviews of the WHS Act and ES Act • Development of the *Managing the risk of psychological hazards at work Code of Practice 2022* and *Managing respirable crystalline siclia dust exposure in construction and manufacturing of construction elements Code of Practice 2022*. • Developing education and guidance aimed at improving workers' compensation scheme duty holders understanding of legislative and licence obligations including the Rehabilitation and Return to work guidelines for insurers Consulted with major stakeholders for the review of the *Industrial Relations Act 2016 and Trading (Allowable Hours) Act 1990*.	Continue stakeholder consultation to inform legislative framework and education initiatives to improve understanding of legislative and licence oblgiations.
	Industry networks	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. WHSQ staff contributed to the Australian Aumsement, 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. WHSQ staff led 3 meetings to collaborate with the Queensland Council of Unions HSR Support Service on matters impacting trained and elected HSRs in Queensland. WHSQ led industry network meetings to discuss and promote safety, exchange advice, information and resources: • 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.	Continue industry network meetings for information exchange and insights.

		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 Importaed Material Asbestos Working Group. ESO contributed to quarterly meetings with Queensland Fire and Emergency Services representatives to share information regarding incidents, examinations of electrical equipment and emerging technologies including discussion on fires involving rechargeable scooters containing Lithium-ion batteries. ESO contributed to quarterly meetings with the Australian Competition and Consumer Commission (ACCC) about consumer product recalls to coordinate responses to current recalls. Other key ESO activities included meetings with the Australian Industry (AI) Group, Consumer Electronics Suppliers Association (CES), Lighting Council Australia, and Before You Dig Australia (BYDA). 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.	
	Client satisfaction survey outcomes	OIR's regulators consistently exceeded client satisfaction targets in client satisfaction surveys (target 90%): ● 93% overall client satisfaction with IR inspectorate's effectiveness and professionalism ● 94% overall client satisfaction with WHSQ inspectorate's effectiveness and professionalism ● 92% overall client satisfaction with ESO inspectorate's effectiveness. WCRS piloted a WCRS customer survey in November 2022. Most respondents were satisfied with the overall service.	Continue client satisfaction surveys to assess the efficiency and effectiveness of our services. WCRS will continue to explore options to assess efficiency and effectiveness of services.

Delivering effective interventions and regulatory responses

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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.*

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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 discussed in the '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 (discussed in previous section).

We administer six websites to provide stakeholders with compliance information and the work of its 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 guidance and support products (e.g. monitoring the number of downloads, measuring the level of participation in industry engagement such as webinars).

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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.

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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. 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 similar incidents. 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.

ESO partnered with the Wiggles from 2022 to 2025 to deliver key electrical safety messages to primarily young children 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. Five additional short electrical safety videos have also been released with specific information and advice.

WHSQ administers an Injury Prevention and Management Program (IPaM) 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.

WCRS spotlight

WCRS funds 3 independent information and advisory grants (Workers' Psychological Support Service, Workers' Compensation Information Advisory Service – Worker, and Workers' Compensation Information Advisory Service – Employer) to help injured workers and employers navigate the workers' compensation scheme.

WCRS also delivers the Mine Dust Health Support Service in partnership with Resources Safety Health Queensland and WorkCover Queensland.

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. In such material we provide 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	2022-23 highlights	2023-24 focus
Timely information to guide compliance	Websites	Over 7.7million unique pageviews of the worksafe.qld.gov.au website and over 9.4 million total pageviews. Most frequently downloaded resources related to codes of practice: 1. Managing the risk of psychosocial hazards at work Code of Practice 2022 2. Managing respirable crystalline silica dust exposure in construction and manufacturing of construction elements Code of Practice 2022 3. How to manage work health and safety risks Code of Practice 2011. Most frequently downloaded films with over 2000 unique views each: 1. Jason Daniels' story – surviving an electric shock from overhead powerlines 2. A Current Affair Melting Man – tragic consequences that can occur if heat strain factors are not adequately controlled. Most frequently downloaded audit information: 1. Construction industry on-site traffic management 2. Transport and storage industry tyre safety campaign 3. General guidance when working on or around trucks. A designated webpage has been created to house relevant information for PCBUs, HSRs, health and safety committees, WHS officers and WHS entry permit holders.	Continue to provide information through our websites.
	Industry and safety alerts	33 WHSQ and ESO incident alerts published offering practical advice for similar serious incidents involving plant, chemicals, vehicles, asbestos, electricity, recreational water activities, work at height and falls, falling objects, and fire and explosion. 6 WHSQ and ESO safety alerts published to promote risk control measures to minimise further similar incidents. Alerts developed for recreational water activities, amusement devices, formwork, excavation work, zip line anchorage systems and scaffold collapse.	Continue to publish industry alerts to reduce opportunity for harms.
	Industry newsletters	6 editions of eSAFE promoted to an average 25,197 subscribers, with an average open rate of 36%.	Continue to provide information to eSAFE subscribers.

		3 editions of eSAFE Construction promoted to an average of 18,383 subscribers, with an average open rate of 34.5%. 3 editions of eSAFE Rural promoted to an average of 14,705 subscribers, with an average open rate of 33%. 13 editions of eSAFE Electrical promoted to an average of 84,432 subscribers, with an average open rate of 42%. 33 incident alerts circulated to an average of 26,691 subscribers, with an average open rate of 36%. 6 safety alerts circulated to an average of 20,748 subscribers, with an average open rate of 34%. 6 editions of Rehabilitation and Return to Work e-Bulletin circulated to 6,822 subscribers.	
	Social media	WHSQ, ESO and Return to Work Facebook accounts had a total of 3,200 new 'likes', over 72 300 profile visits and a total audience reach of over 19 300 000. The emerging WHSQ Instagram account had 105 new followers, over 1600 new profile visits and a total audience reach of over 3 650 000. WHSQ LinkedIn continues to see engagement growth with its audiences with increasing targeted content to speciality areas such as recruitment and various industry groups. WHSQ, ESO and Return to Work Facebook accounts had 47 600 followers as of 22 November 2023.	Continue social media activity to provide information and support to assist compliance (e.g. Facebook, LinkedIn).
	Prosecution media releases	9 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	Safe Work Month activities including 9 virtual events and 6 regional in-person events totalling over 6000 registrations and over 3300 views. 90 entries received for the annual Safe Work and Return to Work Awards (now the Work Well Awards). Over 420 paid registrations for the Work Well Conference with 24 exhibitors.	Continue awareness and advisory programs to support and guide compliance. Undertake a review of the effectiveness of the WCRS guidance to

			improve performance and compliance for the scheme.
		Safety Advocates undertook 53 workplace visits in October 2022 across Queensland, speaking to over 4400 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. Through the IPaM program, over 1900 workplace visits to provide advice to over 250 workplaces covering all industries (Agriculture, Forestry and Fishing; Construction; Healthcare and Social Assistance; Labour Hire; Manufacturing; Retail; Transport, Postal and Warehousing; Wholesale; Education and Training). Electrical Safety Week (5-9 September 2022) activities to contribute to the prevention of death, injury and property destruction caused by electricity included an Electrical Safety Summit, Electrical Apprentice Safety Forum, electrical contractor webinar, electrical and asbestos safet in rental properties webinar, social media campaign, and an ESO, TAFE and Registered Training Organisation partnership for a Q&A forum for apprentices. These events were attended by more than 1200 attendees and social media activities reached over 327 000 individuals and further engagement of over 73 000 individiduals. Since the ESO partnership with The Wiggles in December 2022, the 'Electricity!' song has been viewed more than 2.4 million times and the five short videos for children and parents have been viewed more than 2.7 million times since their launch in April 2023. [7] WCRS implemented the Rehabilitation and Return to Work Guidelines for Insurers and Employers in May 2023 to improve scheme duty holder understanding and compliance in relation to the distinct and separate obigations for rehabilitation and return to work. In addition, the Insurer Medical Assessment Tribunal Referral Guidelines and Form to improve the quality and efficiency of insurers referrals to the Medical Assessment Tribunal, and implemented a triage initiative to monitor cancelled referrals and provided tailored support and education to improve the quality of insurer referrals.	

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[7] Website 'view data' is reported on views to date rather than in financial year periods.

| Tailored regulatory approaches to minimise burden | Targeted compliance monitoring and support | 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:
• Workers' Compensation Information and Advisory Services for workers and employers to understand and navigate the workers' compensation scheme including review and appeals
• Workers' Psychological Support Service to connect injured workers with relevant services such as financial assistance, counselling or other assistance at any point prior, during or after a workers' compensation claim
• Health and Safety Representative Support Service and HSR Capacity Building Program to promote the benefits of HSRs and initiatives and resources to support their rights and responsibilities
• Workplace Rights and Co-Operative Industrial Relations Grants Program to promote 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 Mates in Construction program
• Employment advisory services for women through the Working Women Queensland Program – Basic Rights Queensland.

All major amusement parks operating in Queensland were issued a major amusement park licence following rigourous assessment of the parks' licence applications against comprehensive legislated safety case and safety management system requirements. This assessment included both documentation review and onsite auditing to confirm implementation of safety systems.

WHSQ actively audited amusement devices at regional agricultural shows, fetes and other outdoor events to confirm compliance with safety requirements, resulting in 448 business assessments and 772 site visits this financial year. | Continue targeted compliance monitoring to focus regulatory efforts on vulnerable populations and areas of highest risk whilst minimising burden.

Targeted audit campaign of all workers compensation scheme insurers – Rehabilitation and Return to Work Plans. |

In support of the Managing respirable crystalling silica dust exposure in construction and manufacturing of construction elements Code of Practice 2022, WHSQ undertook a compliance audit of construction sites and workplaces where building materials are manufactured, auditing 161 workplaces including stone benchtop fabrication workshops.

Other WHSQ targeted compliance and enforcement campaign activities included:
- Onsite traffic management focusing on work activities and interactions between mobile plant and vehicles
- Fixed plant for managing risks and preventing fatalities and serious injuries to workers performing work around fixed plant equipment
- Meat processing for sources of serious injury to meat processing workers and overall regulatory compliance
- Safe immobilisation 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.

WHSQ and ESO have monitored large-scale renewable projects and proactively engaged with relevant stakeholders to ensure safety in planning, construction, operation and maintenance (e.g. domestic and commercial rooftop solar; large-scale wind, solar, battery storage, hydro and hydrogen projects in Queensland). Since 2018, WHSQ and ESO have made over 700 visits to renewable energy projects and issued over 1000 enforcement notices.

WHSQ and ESO developed a hydrogen capability roadmap to enable enhanced guidance and capabilities to ensure our regulators are well-equipped to manage and respond effectively to the emerging hydrogen industry.

ESO delivered its annual Compliance and Engagement program which included projects in key target areas: Construction and Demolition Industry, Electrical Contractors and Workers, Community Safety, Renewables and High Risk, and Community Engagement. Key ESO activity included:

- Regional visits to Isaac and Gladstone local government areas for follow-up compliance activities to improve electrical safety for regional Queensland.
- 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 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.

WCRS received 182 reports of suspected offences under the *Workers' Compensation and Rehabilitation Act 2003* (suspected fraud/provision of false information, suspected claim farming, non-compliant Law Practice Certificates, other offending). 76 investigations were finalised, resulting in 22 prosecutions being commenced. A further 24 prosecutions were successfully finalised.

IR commenced a co-chairing arrangement with Victoria for the National Labour Hire Licensing Harmonisation Working Group to examine the implementation of a nationally harmonised labour hire regulation providing for mutual recognition across all Australian jurisdictions. On 8 June 2023, as part of this working group, state and territory workplace relations ministers agreed to progress a report containing a model for a harmonised approach to national labour hire regulation.

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 3963 labour hire providers to operate in Queensland, refusing 79 licenses, granting 226 licences with conditions, cancelling 103 labour hire provider licences and suspending 329 labour hire providers.

| | | IR has delivered timely labour hire licence renewal advice with close to 7000 email notifications to remind licensees to renew their licence (at various intervals) and over 10 500 email notifications to remind licensees about legislative reporting requirements to facilitate voluntary compliance with renewal and reporting obligations.

Across April to June 2023, in response to intelligence about increased use of unlicensed labour hire providers and multi-layered subcontracting arrangements, LHL inspectors conducted checks of security registers at licensed venues. This targeted compliance monitoring activity was undertaken to reinforce that LHL actively monitors labour hire in the security industry, identify unlicensed providers, and educate venues about using only licensed providers. Unlicensed providers identified through this activity were considered for further enforcement action. As at 15 June 2023, 146 venues had been visited and the checks continue to be conducted in conjunction with other field activities. | |

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 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 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 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
Our *People Strategy 2019-2023* lists our workforce priorities. These priorities include 'supporting personal and professional growth' and 'developing and managing technical skills and capability' to ensure a contemporary and skilled workforce. We support continuous improvement to the inspectorate by providing education on dispute resolution processes and principles, and feedback on internal and external review outcomes.

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 raisees. Each year, effectiveness and efficiency measures are published in Queensland Government Service Delivery Statements and additional information on inspector performance is published on the the SWA website.

WCRS spotlight
Each year we publish the workers' compensation scheme statistics reports that provides a snapshot of the scheme as a whole including headline indicators. These reports have published annually from 2012 and found here.

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 all of 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 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 and electronic notebooks). Work is continuing to finalise a new inspectorate database that reduces administrative tasks and provides improved data accuracy and governance.

WCRS spotlight

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

Activity snapshot

Self-assessment area	OIR key activity	2022-23 highlights	2023-24 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	Over 2300 decision reviews for workers' compensation, WHS, ES and LHS. 100% of WHS, ES and LHL decisions delivered within statutory timeframes, average of 15.2 days between review allocation and decision, and 99% of review decision letters sent within 10 business days.

172 workers' compensation appeals finalised.

Over 1473 tribunals decisions were made. 98% of block booked Medical AssessmentTribunals held within 40 days and 99% of other tribunals held within 50 days.

12 self-insurer licences renewed. 11 self-insurer licence change of memberships. 13 self-insurer OHS performance reports. 5 approved actuary appointments. 27 estimated claims liability reviews.

2 Rehabiliation and Return to Work Courses were approved.

131 scheme doctors were trained in the Queensland Guidelines for Permanent Impairment – second edition.

456 Right to Information compliant applications received under the *Right to Information Act 2009* with 356 applications finalised by decision, 163 withdrawn by the applicant and 2 applications transferred to another department. A further 9 compliant applications were received under the *Information Privacy Act 2009* with 11 applications finalised by decision and 7 applications withdrawn by the applicant. | 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 | Continue focus on staff capability and support. |

to staff feedback received through the annual Working for Queensland (WfQ) survey.

Secondments and higher duties supported across all regulators.

Annual staff forum held (1 per each directorate within OIR).

Establishment of a designated learning and development unit for staff capability initiatives. Key training and development initiatives included:
- Legal and policy training (e.g. Crown Law statutory interpretation, Parliament legislation process)
- Mental health first aid initial and refresher training
- Inspector induction training
- Training for Diploma of Government qualification delivered to 45 new staff
- Queensland Ombudsman managing unreasonable complainant training
- Defensive driving training
- Unconscious bias training
- Risk-specific training or awareness sessions (e.g. Managing respirable crystalline silica dust exposure in construction and manufacturing of construction elements Code of Practice 2022, chemical hazards, legionella risk management, hazardous areas).

Health and Safety Wellbeing Safety Management System 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).

| Regulatory performance monitoring and reporting | Performance reporting | Total of 16 performance reports provided across the financial year to the WHS Board and ES Board for monitoring of enforcement issues and regulatory approaches, and national WHS and ES trends.

Annual Organisational Response Report redesigned to better facilitate review of WHSQ's immediate response to notified fatalities and serious incidents. Report is | Continue regular performance reporting to identify opportunities for improvement. |

		provided each year to the WHS Board, ES Board and Industry Sector Standing Committees for review and advice for further activity.	
		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.	
		Regulatory performance self-assessment report finalised to satisfy requirements of Queensland Government regulatory best practice models (QAO GRPM and Queensland Treasury RPF).	
		Annual reviews of LHL performance to inform internal planning and strategy decisions, with outcomes published on the web.	
		WCRS delivered scheme updates to self-insurer actuaries at annual Actuary forum.	
		WCRS delivered monthly data reporting for scheme insurers including comparative data of scheme versus self-insurer performance. Also conducted 4 risk profile meetings and distributed individual risk profile ratings, data and commentary to 28 self-insurers.	
Review and continuous improvement	Research and evaluation	WHSQ developed and implemented evaluation plans to support the introduction of codes of practice.	Continue targeted grants and evaluation activity to better understand and address emerging or high-risk areas.
		WHSQ and ESO have partnered 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.	
		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 juridctions, WCRS funded the development of these guidelines to assist general practitioners to accurately diagnose work related mental health conditions early.	WCRS will evaluate the Workers' Psychological Support Service and RRTW guidance for insurers and employers.

		WCRS is overseeing an election commitment to provide $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. Three projects are currently underway: • 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.	
	Service improvements	As per earlier sections 'Setting and being responsive to priorities and targets' and 'Delivering effective interventions and regulatory responses'.	