

# Office of Industrial Relations

## Regulatory Performance Self-Assessment Report 2024-25

The Office of Industrial Relations within the Department of State Development, Infrastructure and Planning is committed to delivering contemporary and effective regulatory services for Queensland workplaces and communities.

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# List of abbreviations

ACCC	Australian Competition and Consumer Commission
ACAPMA	Australian Convenience and Petroleum Marketers Association
ANZSOG	Australian and New Zealand School of Government
ASSES	Asbestos and Silica Safety and Eradication Agency
ASSEC	Asbestos and Silica Safety and Eradication Council
Best Practice Review	Best Practice Review of Workplace Health and Safety Queensland <sup>1</sup>
BAU	Business as usual
CMEP	Compliance Monitoring and Enforcement Policy 2018
DEWR	Department of Employment and Workplace Relations
DSDIP	Department of State Development, Infrastructure and Planning
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
HazDat	Hazardous Chemicals Notification Database
HSR	Health and Safety Representative
HWCA	Heads of Workers' Compensation Authorities
HWSA	Heads of Workplace Safety Authorities
IAG	Interagency Asbestos Group
ICT	Information and Communication Technologies
ILO	International Labour Organisation
ILOTO	International Labour Organisation Technical Officers
IPaM	Injury Prevention & Management Program
IR	Industrial Relations
ISSCs	Industry Sector Standing Committees
LHL	Labour Hire Licensing
MOM	Ministers' Office Meeting
NDIS	National Disability Insurance Scheme
OIR	Office of Industrial Relations
ORR	Organisational Response Report
RPF	Regulator Performance Framework
RTI	Right to information
SCO	Standing Committee of Officials
SOM	Senior Officers' Meeting
SWA	Safe Work Australia
WCQ	WorkCover Queensland
WCRS	Workers' Compensation Regulatory Services
WfQ	Working for Queensland
WHS	Work Health and Safety
WHS Board	Work Health and Safety Board
WHSQ	Workplace Health and Safety Queensland
WRMC	Workplace Relations Ministers Council

<sup>1</sup> <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

The Office of Industrial Relations (OIR) conducts an annual self-assessment against the Queensland Government's Regulator Performance Framework (RPF)<sup>2</sup>. This report outlines how OIR aligns with RPF principles and demonstrates our commitment to effective, transparent and responsive regulation.

## About OIR

OIR, a division of the Queensland Department of State Development, Infrastructure and Planning (DSDIP) comprises four regulators:

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

Together, these regulators aim to create safer, fairer and more productive workplaces across Queensland. We collaborate with national regulators, law enforcement, and industry stakeholder to deliver effective compliance, education, and enforcement.

## Workplace Health and Safety Queensland

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) in Queensland. As a contemporary regulator, WHSQ supports business and workers through education and awareness, data driven monitoring and enforcement strategies, and investigating work-related fatalities, serious injuries and illnesses.

WHSQ consists of three directorates: WHS Compliance and Field Services, Specialist and Regulatory Services and Policy and Workplace Services.

## Electrical Safety Office

The ESO administers the *Electrical Safety Act 2002* (ES Act) which aims to eliminate death, injury and property damage caused by electricity. Through information sharing, community engagement and targeted initiatives the ESO helps educate the community and applies an evidence-based approach to target awareness, education and compliance activities across the electrical industry.

## Workers' Compensation Regulatory Services

WCRS administers the *Workers' Compensation and Rehabilitation Act 2003* (WCR Act). WCRS functions include educating stakeholders, monitoring and enforcing compliance, investigating non-compliance, conducting and defending proceedings, resolving medical and legal disputes, managing self-insurance licences, overseeing rehabilitation and return-to-work programs, delivering scheme education and implementing the government's policy and legislative agenda.

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<sup>2</sup> 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.

## Industrial Relations

IR promotes education and awareness to foster fair, safe, and productive workplaces across Queensland. By informing stakeholders and supporting understanding of rights and responsibilities, IR helps strengthen compliance and workplace culture. It administers Queensland's IR system, oversees public sector IR matters, enterprise bargaining, policy and legislation, compliance with IR laws, and includes the Labour Hire Licensing Compliance unit (LHLCU). The division also investigates and prosecutes breaches under relevant legislation.

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.*

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

Each regulator applies risk-based compliance and enforcement policies tailored to legislative responsibilities. These policies are regularly reviewed for effectiveness. Key policies and frameworks include:

- [WHSQ and ESO Compliance Monitoring and Enforcement Policy 2018](#)<sup>3</sup>
- [Workers' Compensation Regulator – Compliance and Enforcement Framework](#) and [Workers' Compensation Regulator - Compliance Notice Policy](#)
- [Workers' Compensation Regulator – Prosecutions Policy](#)
- [Self-Insurer Performance and Compliance Framework](#)
- IR [compliance and enforcement policy](#) and [specific compliance and enforcement policy for labour hire licensing](#)

OIR uses intelligence from complaints, incident notifications, claims data, and stakeholder feedback to identify emerging risks. In 2024-25, OIR managed 7,144 complaints and 8,055 incident notifications across regulators.

## Spotlights

### ESO

ESO establishes an annual evidence-based proactive compliance and engagement program (aligned to the *Electrical Safety Plan for Queensland 2023-2027*) which is informed by electrical incidents; complaints; industry trends; emerging technologies; research, and collaboration with interstate and national regulators.

### WHSQ

WHSQ develops harm indices and heat maps to analyse injury trends across industries and regions. This data guides planning, priority setting, and benchmarking against other jurisdictions.

Priorities and targets are based on incident trends, forecasts, and stakeholder insights and are aligned with the Australian Work Health and Safety Strategy 2023-2033, the National Return to Work Strategy 2020-2030, and Electrical Safety Plan for Queensland 2023-2027.

### WCRS

WCRS analyses workers' compensation claims data and applies actuarial models to monitor scheme trends and identify key drivers. It leverages insights from complaint management, insurer file audits, and legislative compliance investigations to assess risk and guide decisions on insurer licensing, education, and enforcement activities. WCRS monitors developments in other Australian jurisdictions and related sectors such as superannuation and the insurance industry, to understand the broader market influences.

<sup>3</sup> <https://www.worksafe.qld.gov.au/about/publication-scheme/our-policies/office-of-industrial-relations-policies/compliance-monitoring-and-enforcement-policy>

**IR**

The LHLCU identifies high risk harms, regions and industries by risk assessing applications and leveraging environmental scans, data (including complaints) and intelligence from agencies such as the Fair Work Ombudsman, Australian Border Force, Australian Taxation Office and WorkCover Queensland. It also uses Australian Business Registry data and monitors licensees' financial viability and compliance through credit reporting and tailored licence conditions. Education, engagement, compliance and enforcement activities aim to protect workers and maintain fair competition among labour hire providers.

## Activity snapshot

Self-assessment area	2024-25 highlights
<b>Clear purpose</b> <b>Key Activity:</b> OIR Strategy and business-level plans	<p>The OIR Strategy was reviewed in early 2025, with the renewed OIR Strategy 2025-2030 launched on 1 July 2025.</p> <p>Each directorate has in place business-level plans aligned to the OIR Strategy, identifying an annual forward work plan. They are supported with regular risk-based reporting. Examples of content in directorate-level plans include:</p> <ul style="list-style-type: none"> <li>• Policy and legislative frameworks</li> <li>• Compliance, monitoring, engagement and enforcement initiatives</li> <li>• Dispute resolution services</li> <li>• Targeted regulatory services</li> <li>• Grant administration</li> <li>• Corporate services</li> <li>• Industry specific education and guidance development and implementation initiatives.</li> </ul>
<b>Data collection systems</b> <b>Key Activity:</b> ICT systems	<p>The Service Delivery Transformation Project delivered RAPID – OIR's case management solution for WHS Compliance and Field Services and Statewide Investigations, and an updated electrical license management solution for the ESO.</p> <p>WHSQ implemented the hazardous chemicals notification database (HazDat) that allows for improved data analytics of manifest quantity workplaces (MQW) and major hazard facilities (MHF). Data analytics is provided by specific Power BI dashboards, delivering a central collection point for e-forms with improved data integrity and intelligence for over 3500 hazardous chemical facilities.</p>
<b>Data and intelligence-informed priorities</b> <b>Key Activity:</b> Updates to regulatory approaches in response to	<p><b>Legislative and Regulatory Updates</b></p> <p><i>Workers' Compensation and Rehabilitation and Other Legislation Amendment Act 2024</i> (WCROLA Act) introduced changes to:</p> <ul style="list-style-type: none"> <li>• Mandate information statements clarifying rights and responsibilities for employers and workers.</li> <li>• Expand presumptive coverage for occupational diseases affecting firefighters.</li> <li>• Facilitate faster access to weekly compensation for injured workers; Early intervention for physical injuries to reduce secondary psychological harm.</li> <li>• Increase compliance and enforcement powers for the regulator.</li> <li>• Improved rehabilitation and return-to-work outcomes.</li> </ul>

Self-assessment area	2024-25 highlights
intelligence and to focus on risk	<p>Amended the <i>Labour Hire Licensing Act 2017</i> (LHL Act) to modernise licensing frameworks, ensure human rights compliance, and enable electronic service of documents.</p> <p>Workers' Compensation and Rehabilitation Regulation 2014 (WCR Regulation)</p> <ul style="list-style-type: none"> <li>From 1 July 2024, the Psychiatric Assessment Tribunal was designated as a specialty medical tribunal.</li> <li>A sunset review commenced in 2024-25 to assess the Regulation's relevance and efficiency ahead of its scheduled expiry on 31 August 2025.</li> </ul> <p><b>Work Health and Safety</b></p> <ul style="list-style-type: none"> <li>Engineered Stone Ban: Effective from 1 July 2024, the manufacture, supply, processing, and installation of engineered stone products was prohibited with WHSQ launching communication campaigns.</li> <li>Silica Risk Management: Amendments from 1 September 2024 clarified duties to control respirable crystalline silica exposure.</li> <li>Passenger Ropeways and Amusement Devices from 1 January 2025, stricter safety and logbook requirements apply to cable cars and amusement rides.</li> <li>Construction Amenities: effective 1 January 2025, principal contractors must provide female toilets and improved amenities to support cultural change and female participation in construction.</li> </ul> <p>Updated Codes of Practice (2024): Recreational Diving and Snorkelling; Mobile Cranes; Super Mill and Cane Rail Safety; Rural Plan; WHS consultation, Cooperations and Coordination (amended).</p> <p><b>Electrical safety</b></p> <p>The Electrical Safety and Other Legislation Amendment Act 2024 introduced:</p> <ul style="list-style-type: none"> <li>Mandatory power isolation before entering roof spaces.</li> <li>Extended requirements for work near energised equipment.</li> <li>Updated licence notification obligations.</li> <li>Clarified safety switch requirements and improved equipment safety scheme.</li> <li>Enhanced pool, spa and bath safety under ES regulation.</li> </ul> <p>Codes of Practice Updated (effective 1 January 2025): Electrical equipment - rural industry; Working near overhead and underground electric lines; Managing electrical risks in the workplace; Construction and operation of solar farms.</p>

Self-assessment area	2024-25 highlights
<b>Proportionate and risk-based compliance, engagement and enforcement</b> <b>Key Activity:</b> Monitoring for effectiveness and adjustments to minimise unnecessary burden	<p>Compliance and enforcement activity was reported quarterly to the WHS Board and ES Board for independent review and advice. IR conducted routine internal monitoring and reporting of performance trends analysis to inform internal decisions and strategy development.</p> <p>WCRS updated the Framework that recognises all scheme duty holders and scheme insurers (including WorkCover Queensland and self-insured employers) to ensure consistent engagement and regulation. A new Workers' Compensation Regulator - Compliance Notice Policy was developed to provide transparency and consistency to scheme stakeholders. In 2024-25, WCRS commenced proactive monitoring and special audits where the worker passed away during the claims process.</p>

# Model Practice 2: Consult and engage meaningfully with stakeholders

OIR engages extensively with stakeholders to ensure regulatory activities are practical and transparent.

We confirm acceptable minimum standards, raise awareness of these standards and identify how we can support compliance. We use client satisfaction surveys to assess the efficiency and effectiveness of our services.

## Consultation mechanisms

OIR 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.

- Safe Work Australia (SWA) - Commonwealth, state and territory regulators, and industry partners.
- Heads of Workplace Safety Authorities (HWSA) - Commonwealth, state and territory WHS regulators, SWA and sub-groups including the HWSA National Disability Insurance Scheme (NDIS) Working Group, HWSA Small Business Network and HWSA Inspector Forum.
- Heads of Workers' Compensation Authorities (HWCA) - Commonwealth, state and territory workers' compensation regulators and SWA.
- The Electrical Regulatory Authorities Council (ERAC) -all electrical safety regulators across Australia and New Zealand.
- The Electrical Equipment Safety System (EESS) Standing Committee of Officials (SCO) - 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.
- The International Labour Organisation Technical Officers (ILOTO) network for the Commonwealth and states to review and report on relevant labour issues relating to International Labour Organisation (ILO).
- The Australian Taxation Office's Phoenix Taskforce - Commonwealth, state and territory agencies to detect, deter and disrupt illegal phoenixing activities.

Formal steering groups are established to advise on the development and review of all Queensland industry codes of practice, policy development around legislative change and significant policy initiatives including 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, compliance 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.

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 compliance campaigns, assessment tools and programs.

## Activity snapshot

Self-assessment area	2024-25 highlights
<p><b>Stakeholder engagement, cooperation and collaboration</b></p> <p><b>Key activity</b></p> <p>Participation at national consultative bodies for policy and regulatory issues</p>	<p>Contributed to:</p> <ul style="list-style-type: none"> <li>Safe Work Australia (SWA) meetings to progress initiatives. SWA's Strategic Issues Group for WHS and Strategic Issues Group for Workers' Compensation to participate in discussions on emerging and priority policy. 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.</li> <li>Meetings of the Interagency Asbestos Group (IAG) working collaboratively with other Queensland government agencies. OIR chairs the IAG provides for the coordination and strategic oversight of asbestos issues and incident responses.</li> <li>The Asbestos and Silica Safety and Eradication Council (ASSEC) meeting 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. The ASSEA Senior Implementation Forum to drive progress of priority actions under the National Strategic Plans for Asbestos and Silica Management and Awareness.</li> <li>Heads of Workplace Safety Authorities (HWSA) working groups/communities of practice including the Small Business Community of Practice to collaborate with Australian and New Zealand WHS regulators to promote and implement best practice in WHS policy, legislation, education and enforcement. Queensland Chaired the Musculoskeletal Disorder Prevention and Imported Materials with Asbestos and Silica HWSA groups.</li> <li>Bi-annual Heads of Workers' Compensation Authorities (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.</li> <li>Electrical Regulatory Authorities Council (ERAC) meetings, working with Australian and New Zealand electrical safety regulators for consistent interpretation of electrical standards and operational policy, focusing on installations and inspections, equipment safety, licensing and supply networks.</li> <li>Standing Committee of Officials (SCO) meetings for the coordination of day-to-day administration and operation of the Electrical Equipment Safety System (EESS) in partnership with Western Australia, Victoria and Tasmania.</li> </ul>

Self-assessment area	2024-25 highlights
Consultative Committee for Work-Related Fatalities and Serious Incidents (Consultative Committee)	Supported the effective operation of this lived experience advisory Consultative Committee made up of members of the community who have experienced grief and loss through fatal and other serious work-related incidents. On 28 April 2025, OIR hosted the Workers' Memorial Day Breakfast. This annual event is an ongoing joint initiative of the Consultative Committee and OIR to honour individuals who have lost their lives due to work-related incidents. It also raises awareness of the serious consequences of poor WHS practices.
It Pays to Care	Participated in It Pays to Care initiatives aimed at bringing evidence informed practice to improve scheme delivery in relation to return to work outcomes and fair and efficient workers' compensation schemes.
Workplace Relations Ministers Council (WRMC) and Inter Labour Org Technical Officers (ILOTO)	Contributed to four WRMC meeting to collaborate with the Commonwealth, states and territories for workplace relations matters including wage theft. Contributed to three ILOTO network meetings, collaborating with Australian regulators 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.
Legislative framework consultation	Consulted with relevant unions, industry associations and technical experts in relation to: <ul style="list-style-type: none"> <li>Amendments to the WCR Act progressed through the WCROLA Act, Safety in Recreational Water Activities Regulation 2024, IR Act and LHL Act.</li> <li>Development of workers' compensation guidance and information statements and proposed amendments to WorkCover Queensland's application for compensation.</li> <li>The sunset review of the WCR Regulation.</li> <li>Reviews and amendments to the ES Act and ES Regulation, the WHS Act and WHS Regulation and related codes of practices were updated for currency.</li> <li>Amendments to the Development of the new Rural plant Code of Practice 2024.</li> </ul>

Self-assessment area	2024-25 highlights
Australian Taxation Office's Phoenix Taskforce	<p>Contributed to six Phoenix Taskforce meetings comprising of the whole-of-government meetings, Labour Hire Forum meetings and specific targeted operation meetings to share compliance information, develop compliance approaches and inform the licence management of relevant entities.</p>
Industry networks	<p>OIR staff with expertise in hazardous chemicals delivered a 1-day dangerous goods industry consultants conference.</p> <p>Continued engagement with the Australian Convenience and Petroleum Marketers Association (ACAPMA) in the development of industry codes of practice around the management of underground petroleum storage systems and abandoned underground tanks.</p> <p>Presented to the Australian Amusement, Leisure and Recreation Association Inc. (AALARA) National Regulators and Engineers meeting and National Regulator Forum, which promotes and safeguards the interests of members, including business owners and operators, and industry professionals.</p> <p>Other industry network activities with stakeholders included: the Crane Industry of Australia National Conference, 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, Canegrowers and the National Heavy Vehicle Regulator workshops were held from Cairns to Mackay and reached over 200 farmers and contractors to deliver WHS messages. The workshops were in response to four fatalities relating to harvesting activities in 2024.</p> <p>The Agricultural Unit also partnered with Department of Primary Industries and the Department of Environment, Tourism, Science and Innovation on proactive engagement with businesses and community. Engagement sessions were held with resellers of chemicals and grower member organisations and included tailored information on appropriate safety management systems. The unit also attended trade shows in Toowoomba, Mareeba, Emerald, Brisbane and Bundaberg to engage with industry trainers, individual owners and large organisations on current and emerging trends.</p> <p>The ESO:</p> <ul style="list-style-type: none"> <li>coordinated meetings with government agencies that have a shared responsibility for consumer products, sharing information regarding incidents, outcomes of electrical equipment examinations and emerging technologies.</li> <li>Contributed to quarterly meetings with the ACCC regarding consumer product recalls, coordinating responses to current recalls for electrical equipment.</li> </ul>

Self-assessment area	2024-25 highlights
	<ul style="list-style-type: none"> <li>Attended the State Bushfire Committee led by the Queensland Fire Department, focusing on the risks that electricity poses to bushfire initiation.</li> <li>Continued membership on several Technical Advisory Groups and committees overseeing the development and maintenance of national training packages, ensuring any changes to a unit of competency/qualification remained compatible with Queensland's electrical licensing framework.</li> <li>Supported 'The Women on Tools' event to promote networking opportunities and provide industry specific information and support for tradeswomen, apprentices and females looking to obtain a trade career.</li> </ul> <p>WHSQ's Industry Engagement Unit facilitated a series of industry network meetings to promote WHS, and to encourage the exchange of advice, information, and resources across key priority sectors, including manufacturing, transport and logistics. The first Queensland residential and aged care industry network meeting was established and held, with industry representatives attending. The session covered: managing the risk of sexual harassment in the workplace, case studies of common law claims of sexual harassment in the workplace and industry feedback on three WHS challenges that they had, and what do they need from WHSQ. IR contributed to 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>
Client satisfaction survey outcomes	<p>Overall, OIR's regulators continue to perform at high levels with respect to the customer satisfaction target of 90%:</p> <ul style="list-style-type: none"> <li>WHS inspectorate - 88%</li> <li>ESO inspectorate - 97%</li> <li>IR - 95%</li> <li>IR Public Sector - 96%</li> </ul>

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

We provide clear, accessible guidance through:

- Websites and online portals
- Newsletters, alerts and social media
- Education program and industry forums

OIR has six websites to communicate [worksafe.qld.gov.au](http://worksafe.qld.gov.au), [asbestos.qld.gov.au](http://asbestos.qld.gov.au), [labourhire.qld.gov.au](http://labourhire.qld.gov.au), [electricalsafety.qld.gov.au](http://electricalsafety.qld.gov.au), [owhsp.qld.gov.au](http://owhsp.qld.gov.au) and [oir.qld.gov.au](http://oir.qld.gov.au). The main website at [worksafe.qld.gov.au](http://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, compliance campaign reports).

Information relating to long service leave, child employment, trading hours, private employment agents, pastoral and workers' accommodation, public, show and special holidays can be found on the Business Queensland website.

In addition, OIR has 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. These newsletters include articles on compliance requirements, compliance activity, compliance campaigns, prosecutions, best practice safety management, promotional material, 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 Facebook and LinkedIn to provide information and issue media releases.

OIR also hosts forums and conferences aligned to key topics such as injury prevention, rehabilitation and return to work, mental health, asbestos awareness and electrical safety.

**Spotlights****IR**

LHL 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, superannuation and safety laws. Email reminders are provided to licence holders to help them notify OIR of any changes in circumstances which may impact their licence status and publish a newsletter to subscribers containing information, updates and practical advice for labour hire stakeholders.

To assist with the resolution of disputes regarding long service leave entitlements, an online long service leave claim form is now available on the Business Queensland website.

**ESO**

ESO partnered with the Wiggles from June 2022 to 2025 to deliver electrical safety messages to young children. The 'Electricity!' song was developed in December 2022 to help build an understanding about electricity and its dangers. The song has been viewed more than 6.5 million times, and the five Wiggles educational videos produced for children and parents about the dangers of electricity were viewed over 3.5 million times. In addition, the ESO delivered event activations at Wiggles' concerts, engaging with an estimated 20,000 attendees.

**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 compliance campaigns e.g. self-assessment tools, program of inspector visits for compliance monitoring and enforcement and seek feedback through surveys. Our material includes practical examples of how to manage risks to help businesses understand what reasonably practicable and best practice is. We also raise industry awareness of hazards and risks before pursuing targeted compliance campaigns.

**Spotlight****WHSQ**

WHS Compliance and Field Services' Proactive Compliance Program (PCP) details planned compliance activities. Each proactive compliance campaign follows a flexible project management framework, incorporating phases of communication, evaluation and reporting to ensure effectiveness and adaptability. The first phase of each compliance campaign focuses on education and awareness, reaching out to Queensland businesses in advance with targeted information and guidance materials to help workplaces identify hazards, reduce risks and ensure compliance.

## Activity snapshot

Self-assessment area	2024-25 highlights
<b>Timely information to guide compliance</b> <b>Key activity:</b> Websites, Incident and safety alerts, and Industry newsletters	<p>Over ten million page views of the WorkSafe Queensland website with almost three million active users. Codes of practice were the most frequently downloaded item.</p> <p>Incident alerts were published providing information and practical advice to prevent serious incidents and four safety alerts published to promote risk control measures.</p> <p>Six editions of eSAFE, promoted to approximately 24,855 subscribers, with an average open rate of 39.09%.</p> <p>Three editions of eSAFE Construction promoted to approximately 18,085 subscribers, with an average open rate of 39.04%.</p> <p>Three editions of eSAFE Rural promoted to approximately 14,637 subscribers, with an average open rate of 38.57%.</p> <p>Twelve editions of eSAFE Electrical promoted to approximately 87,134 subscribers, with an average open rate of 44.63%.</p> <p>Six editions of Rehabilitation and Return to Work e-Bulletin circulated to 7,988 subscribers, with an average open rate of 39.4%.</p> <p>In 2024-25, WCRS introduced a new bi-annual WCRS Scheme Newsletter providing valuable updates to stakeholders on the Queensland workers' compensation scheme and the regulatory activities being delivered across WCRS.</p> <p>LHL launched a new quarterly newsletter in 2025 to highlight compliance and enforcement to protect vulnerable workers. The first edition reached over 2,000 labour hire licensing contacts.</p>

Self-assessment area	2024-25 highlights
Media and Social media	<p>The OIR Media team responded to 323 reactive media inquiries and prepared 13 proactive ministerial media releases. Across OIR social media channels, content reached over 2.2 million impressions, generating 54,262 engagements and 13,742 post clicks. This reflects a strong level of audience reach and interaction, with an average engagement rate of 2.2% across all accounts.</p> <p><b>Channel highlights</b></p> <ul style="list-style-type: none"> <li>ESO recorded the highest reach, delivering 1.27 million impressions and 25,241 engagements.</li> <li>WHSQ achieved the strongest engagement performance, with an average engagement rate of 4.8% and the highest net audience growth of 1,106 new followers.</li> </ul> <p>August delivered the strongest audience growth across all our channels, with September delivered our strongest period for how our content was seen across channels.</p>
Prosecution media releases	<p>19 prosecution media releases were issued to raise awareness and deter non-compliance.</p> <p>Publication of prosecution outcomes for workers' compensation fraud under the WCR Act on the WorkSafe Queensland Website.</p>
<b>Support and advice to guide compliance</b>  <b>Key activity:</b> Awareness and advisory programs	<p>The Injury Prevention and Management (IPaM) Program:</p> <ul style="list-style-type: none"> <li>Completed over 2,250 workplace visits and provided advice to more than 500 workplaces in the manufacturing, construction, healthcare, social assistance and retail industries. 93% of participants were small and medium-sized businesses.</li> <li>Participants implemented over 5,500 systems improvements.</li> <li>Adapted The Safety Fundamentals Toolkit into print version in response to feedback that tangible resources are still of value to businesses. The toolkit is designed for small to medium size businesses, including sole traders and aims to help employers comply with their legal obligations to build safer and healthier businesses saved the workers' compensation scheme a total of \$2.3 million in costs, \$1.33 million in statutory claims, and \$970,000 in common law claims costs in 2024-25. These IPaM employer learnings lead to savings being repeated year on year.</li> </ul>

Self-assessment area	2024-25 highlights
	<p>Safe Work Month is held nationally every October to raise awareness of the importance of WHS and contributes to driving behaviour and attitudinal change and increased awareness of the importance of improving WHS through state-wide professional development and industry events, practical tools and resources, and online engagement activities. Safe Work Month 2024 activities included regional breakfasts in Rockhampton and Cairns alongside the Brisbane Work Well Conference which attracted 800 delegates. Three online webinars about consultation with workers, mental health conversations in the workplace and managing airborne contaminants attracted 2,673 registrations.</p> <p>Communication throughout Safe Work Month generated an estimated 70,673 social media post engagements. The WorkSafe Queensland website attracted over 30,000 page views and resources were downloaded over 3,000 times.</p> <p>Queensland Mental Health Week (5-13 October 2024) was held to increase awareness on individual and community mental health and wellbeing. The 2024 theme, 'Connect for Mental Health', highlighted practical ways individuals, communities, and workplaces can foster positive mental health and wellbeing. Activities during this week resulted in over 9,000 campaign page views, and 30,000 engaging with WHSQ social posts. Over 190 participants attended in-person events and over 3,000 people registered for livestream events. The Mentally Healthy Workplaces Workshops, Psychological Health and Safety virtual workshops, and Early Intervention and Supporting Recovery virtual workshops reached 1,464 participants.</p> <p>The ESO runs annual engagement and education activities across Queensland. In 2024, Electrical Safety Week expanded to Electrical Safety Fortnight (2-14 September 2024) with activities including the Electrical Safety Summit, Electrical Apprentice Forum, Electrical Industry and Contractor Webinar, Electrical Safety in the Community Webinar, Women in the Electrical Industry, Large Scale Solar Farm Forum, and a Registered Training Organisation and Trainers Information Session.</p> <p>In 2024-25, ESO hosted the High Voltage and Hazardous Areas Accredited Auditors Forum. The forum provided networking opportunities for accredited auditors, other departments and industry representatives. The agenda covered legislation updates, hazardous area classifications, works of an electricity entity and specific workshops for high voltage installations and hazardous areas.</p> <p>The IR Public Sector team delivered in-person sessions to industrial and employee relations practitioners across the Queensland public sector. Information included:</p> <ul style="list-style-type: none"> <li>• The Issue-Law-Analysis-Conclusion (ILAC) model.</li> <li>• Complexities of Machinery of Government (MoG) changes.</li> <li>• Navigating change management.</li> <li>• Award variation, enterprise bargaining and disputes.</li> </ul>

Self-assessment area	2024-25 highlights
	<p>These sessions reached a combined 102 practitioners from 46 entities, who re-shared that information on to an estimated additional 100 – 200 practitioners.</p> <p>The IR Regulation and Compliance team received positive feedback from stakeholders in the casting industry and talent agencies on the audits which have been conducted under the child employment legislation. These audits are designed to provide employers who manage children within the entertainment industry with detailed information regarding legislation that specifically relates to the entertainment industry. In some instances, it was determined that the business was also a private employment agent, and further information was provided.</p>
<b>Tailored regulatory approaches to minimise burden</b> <b>Key activity:</b> Targeted compliance monitoring and support	<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 people including:</p> <ul style="list-style-type: none"> <li>• Mine Dust Health Support Service - 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.</li> <li>• Suicide prevention for construction workers through the Mates in Construction program. Specifically supporting with post-event, training and development, and case management for at risk workers.</li> <li>• Employment advisory services for women through the <a href="#">Working Women Queensland Program – Basic Rights Queensland</a>.</li> </ul> <p>WHSQ undertook a range of proactive compliance campaigns:</p> <ul style="list-style-type: none"> <li>• Connecting with more than 421,000 businesses providing information and guidance material to assist compliance.</li> <li>• Conducting 1,648 onsite assessments (audits).</li> </ul> <p>All major amusement parks operating in Queensland continued to be monitored under the legislated safety case and safety management system requirements of the Major Amusement Park licencing regime.</p> <p>WHSQ actively audited amusement devices at regional agricultural shows, fetes and other outdoor events to confirm compliance with safety requirements.</p> <p>Other WHSQ targeted compliance and enforcement campaign activities included audits of high-risk construction projects and compliance campaigns in construction, manufacturing, transport and agricultural industries.</p> <p>Outcomes reports for WHSQ's proactive compliance campaigns are published at: <a href="#">WHS Compliance and Field Services Proactive Compliance Program 2024-2027   WorkSafe.qld.gov.au</a>.</p>

Self-assessment area	2024-25 highlights
	<p>Between August and October 2024, WHSQ audited businesses operating from buildings constructed before 1990 and those likely containing asbestos to ensure compliance with asbestos regulations. This work aligns with both the Queensland and National Asbestos strategic plans.</p> <p>ESO delivered its annual Compliance and Engagement Program, targeting the construction and demolition industry, electrical contractors, electrical workers and the community.</p> <p>Key activities included:</p> <ul style="list-style-type: none"> <li>• Remote community events at Yarrabah, Thursday Island, Hughenden and Mount Isa.</li> <li>• Ensuring people advertising for electrical work advertised on online platforms are appropriately licensed.</li> <li>• A campaign to ensure the supply chain of household electrical equipment sold in Queensland meets requirements of the Electrical Equipment Safety System.</li> <li>• In collaboration with the Clean Energy Regulator and the Clean Energy Council audited small scale photovoltaic solar system installations ensuring compliance. Implemented a self-audit tool for electrical contractors and entities with electrical workers encouraging businesses to self-assess against various aspects of electrical safety.</li> </ul> <p>The Electrical Licensing Committee took disciplinary action against 46 licence holders.</p> <p>A new 'Safe working and supervision guide for electrical apprentices' was launched to provide essential information to ensure apprentices are prepared with basic safety knowledge before, and during their training.</p> <p>ESO launched a 'Don't do it yourself' campaign highlighting the importance always using a licensed electrician. The campaign ran from 2- 30 September 2024 with a Spotify audio completion rate of 96.7%, a clickthrough rate double the standard benchmark, and strong engagement from the 18-24-year-old demographic. YouTube's programmatic, non-skippable ads generated over 1.2 million impressions.</p> <p>With 65 operational renewable projects across the state and 30 more under construction, in 2024-25 ESO engaged with 45 sites and worked proactively with developers of Battery Energy Storage Systems, solar and wind farms, hydrogen, and pumped hydro projects to ensure all electrical work is done safely and by licensed professionals.</p> <p>WCRS completed the targeted audit of all Queensland workers' compensation insurers focusing on rehabilitation and return to work plans. Findings were published in March 2025. The audit revealed significant opportunities for improvement with 24 out of 29 audits not meeting minimum requirements. Where insurer performance was identified as sub-optimal, this was addressed with the insurer</p>

Self-assessment area	2024-25 highlights
	<p>and managed through regulatory tools including risk profile ratings, compliance notice/s, an improvement action plan and quality assurance program.</p> <p>In 2024-25, 20 audits were conducted across scheme insurers including WorkCover Queensland:</p> <ul style="list-style-type: none"> <li>• 11 compliance audits.</li> <li>• One targeted rehabilitation and return to work audit campaign.</li> <li>• Two special licence condition audits.</li> <li>• Three special audits of individual claims.</li> <li>• Three special audits of individual claims that remain in progress.</li> </ul> <p>WCRS identified a range of non-compliance and non-conformance following these audits. The top three areas for improvement related to insurer data submissions, rehabilitation and return to work plans, specifically the review, monitoring and finalisation of the plans and the medical assessment tribunal referral process.</p> <p>A range of enforcement measures were implemented including improvement action plans, compliance notices, and reduced licence periods.</p> <p>WCRS investigates reports of suspected offending under the WCR Act and prosecutes offenders on behalf of the regulator. In 2024-25, WCRS:</p> <ul style="list-style-type: none"> <li>• Actioned 211 reports of suspected offending.</li> <li>• Completed 61 complex investigations into suspected offending.</li> <li>• Issued 41 warning letters to duty holders.</li> <li>• Referred seven matters for legal advice/consideration of prosecution.</li> <li>• Commenced six prosecutions; and</li> <li>• Successfully prosecuted 10 defendants for offences of fraud, providing false or misleading information or employer misuse of workers' compensation documents.</li> </ul> <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. In 2024-25, OIR licensed 4,039 labour hire providers to operate in Queensland. OIR has also refused 120 licenses, granted 371 licences with conditions, cancelled 136 labour hire provider licences and suspended 365 labour hire providers.</p>

Self-assessment area	2024-25 highlights
	<p>IR has delivered timely labour hire licence renewal advice with nearly 6,000 email notifications to remind licensees to renew their licence. IR also sent over 12,000 email notifications to notify licensees about legislative reporting requirements to facilitate voluntary compliance with renewal and reporting obligations.</p> <p>During 2024-25, the LHLCU successfully prosecuted an unlicensed labour hire provider operating in Far North Queensland. The Magistrate noted that workers had not received their full entitlements and remarked on the sophistication and deceit involved in the case, with the provider falsely using another business' name.</p> <p>IR Regulation and Compliance assessed long service leave entitlements for employees of a company which had self-reported potential errors in employees' entitlements. Two other employers reported potential issues detected with their payroll systems which may result in employees not receiving their legislative entitlements. Both are undertaking large scale reviews and assessments, which are not expected to be completed until later in 2025.</p>

# RPF Model Practice 4: Commit to continuous improvement and

## RPF Model Practice 5: Be transparent and accountable in actions.

Our regulatory frameworks, decisions and review processes are publicly available on the WorkSafe Queensland website.

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. Information is published at [worksafe.qld.gov.au](http://worksafe.qld.gov.au) 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 the legislation we administer, how to prepare for a review and appeals process, and how to obtain further information.

WHS and ES prosecution outcomes are published on the Office of the Work Health and Safety Prosecutor's website at [www.owhsp.qld.gov.au](http://www.owhsp.qld.gov.au). Enforceable Undertaking activities and outcomes are published on the WorkSafe Queensland website.

Workers' compensation prosecution outcomes are published on the WorkSafe Queensland 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.

OIR regularly liaises with other government agencies to monitor and address current issues and emerging risks. We use these discussions and the views of workers, businesses and 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.

WHSQ takes an agile and adaptive approach to managing engineered stone matters following the 2024 national ban, similar to the framework used for asbestos management. Inspectors are supported with targeted resources, up-to-date guidance, and the flexibility to respond effectively to evolving risks and circumstances associated with engineered stone and respirable crystalline silica.

## Staff capability and support

The OIR Strategy 2025-30 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 2024-25, OIR developed and commenced the implementation of a three-year Learning and Development Framework, key actions included:

- Developing and implementing the OIR Capability Framework.
- Developing job capability profiles for high-volume roles, providing an outline for the capability requirements and career progression for these roles.
- Implementing the learning catalogue aligned with the OIR Capability Framework.
- Embedding the OIR 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 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 activities, policies, and processes. Our reporting metrics include efficiency, economy and quality measures and activity/output results to provide an overall performance story.

## Review and continuous improvement

We regularly review our activities and services by collaborating with stakeholders and other regulators to ensure our work is effective with no adverse unintended outcomes. 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.

## Activity snapshot

Self-assessment area	2024-25 highlights
<b>Regulatory frameworks, decisions and timeframes</b> <b>Key activity:</b> Regulatory decisions	<p>In 2024-25, 3,745 matters were reviewed under the WHS, ES, LHL and WCR Acts. Every WHS, ES and LHL decision was delivered within statutory timeframes.</p> <p>There was a 9.6% increase in workers' compensation reviews finalised, with 98% of review decision letters being sent within 10 business days. Of all review matters, 298 progressed to appeals:</p> <ul style="list-style-type: none"> <li>• WHS Act - 30</li> <li>• ES Act - 5</li> <li>• LHL Act - 2</li> <li>• WCR Act - 261</li> </ul> <p>A new speciality Psychiatric Assessment Tribunal (PAA) commenced on 1 July 2025 to assess psychiatric and psychological injuries previously assessed by the General Medical Assessment Tribunal. The PAA was established in response to the increasing proportion of work-related psychiatric and psychological injuries and to acknowledge the important role of psychiatrists in assessing these injuries.</p> <p>In 2024-25, 2,926 cases were determined by the tribunal, with 90.1% (2,636) heard by the PAA and 6.5% (190) heard by the Orthopaedic Assessment Tribunal. In 2024-25, 22% of all tribunals were held virtually.</p> <p>Six self-insurer licences were renewed, with seven self-insurer occupational health and safety performance audits completed. Six accredited WHS Auditor (Self-Insurance) audits were completed, resulting in five renewals and one new auditor accreditation.</p> <p>131 scheme doctors were trained in the <i>Queensland Guidelines for Evaluation of Permanent Impairment</i> (second edition).</p> <p>519 compliant Right to Information applications received under the <i>Right to Information Act 2009</i>. 21 compliant applications were received under the <i>Information Privacy Act 2009</i>.</p> <p>OIR collaborated with the Department of Environment, Tourism, Science and Innovation on a prosecution under the WHS Act and <i>Environmental Protection Act 1994</i> following illegal dumping of asbestos, the matter was finalised in late 2024.</p>

Self-assessment area	2024-25 highlights
<b>Staff capability and support</b> <b>Key activity:</b> Staff support and capability development	<p>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.</p> <p><b>Priority initiatives delivered in 2024-25 included:</b></p> <ul style="list-style-type: none"> <li>• Delegations and authorisations training.</li> <li>• Ongoing training regarding decision making, statutory interpretation, achieving within the system of government.</li> <li>• Leading Psychological Safety Directors Forum and Creating Respectful Relationships Workshops.</li> <li>• Occupational violence and de-escalation training for frontline roles.</li> <li>• Trial training regarding 'Managing psychosocial hazards – trauma response'.</li> <li>• Inspector induction training culminating in the Diploma of Government (Workplace Inspections).</li> <li>• Queensland Ombudsman managing unreasonable complainant training.</li> <li>• Defensive driving training for field-based staff.</li> </ul>
<b>Regulatory performance monitoring and reporting</b> <b>Key activity:</b> Performance reporting	<p>Regular performance data and reports are provided to the WHS and ES Board for monitoring of enforcement issues and regulatory approaches, and national WHS and ES trends.</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>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.</p> <p>Regulatory performance self-assessment report finalised to satisfy requirements of Queensland Government regulatory best practice.</p> <p>Annual reviews of LHL performance to inform internal planning and strategy decisions, with outcomes published on the web.</p>

Self-assessment area	2024-25 highlights
<b>Review and continuous improvement</b> <i>Key activity:</i> Research and evaluation	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.
	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.
	WCRS is overseeing 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.
Service improvements	WHSQ has updated the hazardous chemical (Hazchem) notification processes with the update to digital eForms. All submissions now feed directly into HazDat, with reduced administrative overhead and improved data integrity. Data integrity is supported through deliberate procedures that deliver efficient assessments of notifications and improved visibility of the types and nature of hazards associated with hazardous chemical notifications.

# Looking Ahead

In 2025-26, the four OIR regulators plan to:

- Continue proportionate, risk-based regulatory practices including finalising updates to the Compliance Monitoring and Enforcement Program.
- Monitor legislative amendments, research and emerging risks.
- Strengthen stakeholder partnerships, engagement and education.
- Enhance data governance and analytics capability.
- Continue to focus on supporting and developing our people.
- Maintain transparency and deliver timely decisions.

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