

Department of Justice and Attorney-General

# Strategic Plan 2009–13



## Vision

A fair, safe and just Queensland

## Purpose

To contribute to a fair and just society and safe, healthy, productive workplaces

**We will achieve our vision through our values:**

commitment to purpose, people, partnership and performance

# Department of Justice and Attorney-General Strategic Plan 2009–13

Objectives	Performance indicators	Strategies
<b>Human rights are upheld and protected</b>	<ul style="list-style-type: none"> <li>tribunal clearance rates—human rights matters</li> <li>% of tribunal human rights applications finalised within target timeframes</li> <li>number of victims of crime assisted</li> <li>client satisfaction with victims assistance services</li> <li>% of decisions made by adult guardians affirmed following internal review</li> <li>% of investigation matters referred to the Adult Guardian completed within 6 months</li> <li>a fair and responsible minimum wage</li> <li>improved balance in gender workforce participation rates across age cohorts</li> <li>reduced overall gender pay gap</li> </ul>	<ul style="list-style-type: none"> <li>Review and reform laws to modernise justice and protect rights</li> <li>Develop and implement efficient and effective services, business processes and practices across Queensland Courts</li> <li>Embed engagement practice in project and service delivery processes</li> <li>Improve the ways we deliver justice services to the community</li> <li>Increase access to and use of alternative dispute resolution</li> <li>Work with other criminal justice sector agencies to improve delivery of criminal justice services</li> </ul>
<b>Criminal and civil justice is timely, accessible and cost effective</b>	<ul style="list-style-type: none"> <li>clearance rates—criminal and civil matters</li> <li>backlog rates—criminal and civil matters</li> <li>% of criminal and civil matters finalised within target timeframes</li> <li>% of tribunal matters finalised without the need for a hearing</li> <li>number of sites under the JPs in the Community program</li> <li>number of JP volunteers involved in the JPs in the Community sites</li> <li>% of debt under compliance</li> <li>mediation agreement rates</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Australian Government, other agencies and bodies to address Indigenous disadvantage and Indigenous justice issues</li> <li>Provide the information vulnerable groups and the community need to protect their rights, meet their obligations and access our services</li> <li>Increase the numbers of volunteers in the justice and industrial relations systems</li> <li>Increase assistance, support and protection provided to victims of crime and other vulnerable people in the justice and industrial relations systems</li> </ul>
<b>Communities and citizens exercise their legal and industrial rights and obligations within a justice and regulatory system recognised for its integrity and independence</b>	<ul style="list-style-type: none"> <li>community and stakeholder perceptions of tribunal independence and integrity</li> <li>community and stakeholder perceptions about availability of information, support and advice in relation to tribunal proceedings</li> <li>court, tribunal and commission lodgements</li> <li>improved work life balance outcomes for workers</li> </ul>	<ul style="list-style-type: none"> <li>Provide professional high level legal advice and services to Government</li> <li>Continue to work with the Australian Government, other states and the Electrical Regulatory Authorities Council to improve national consistency in electrical licensing, electrical equipment safety systems and energy supply harmonisation</li> <li>Work cooperatively with the Australian Government and other states to improve national consistency in workplace health and safety laws and workers' compensation arrangements</li> </ul>
<b>Stakeholder groups and their representatives engage in the development of policy and service delivery</b>	<ul style="list-style-type: none"> <li>level of stakeholder satisfaction with:                             <ul style="list-style-type: none"> <li>engagement and consultation process</li> <li>policy development process</li> <li>inspectorate performance</li> </ul> </li> <li>regular liaison with key industry stakeholder organisations</li> <li>Council of Attorneys-General outcomes</li> <li>legislative and regulatory reforms</li> <li>enterprise bargaining agreements contain provisions aimed at recognising work life balance</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement the Queensland Workplace Health and Safety Strategy 2004-2012</li> <li>Continue to implement the Electrical Safety Plan for Queensland 2009-14</li> <li>Improve the regulatory framework of the Electrical Safety Act</li> <li>Actively pursue innovations to improve electrical safety for powerlines, installations and electrical equipment for both electrical workers and the community</li> <li>Work with the Australian Government, other states and the territories to develop and implement a national industrial relations system for the private sector</li> </ul>
<b>Regulation and service delivery supports productivity balanced with social justice</b>	<ul style="list-style-type: none"> <li>40% reduction in compensable workplace injury by 2012 in line with the national strategy</li> <li>20% reduction in workplace deaths by 2012</li> <li>Queensland's rate of electrical deaths per million population (five year moving average) is below the national average</li> <li>reduction in the number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population (five year moving average)</li> <li>a fair and equitable industrial relations framework</li> <li>responsible public sector wages outcomes in line with government wages policy</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement Queensland Government wages policy to form the framework for enterprise bargaining negotiations</li> <li>Manage public sector wage bargaining and enhance workforce capability, attraction and retention</li> <li>Improve the quality, timeliness, accessibility and relevance of services provided to all Queenslanders, especially Indigenous people and people who live in rural and remote Queensland</li> <li>Improve the community's understanding and awareness of their legal and industrial rights and responsibilities and strengthen the mechanisms by which these can be enforced</li> <li>Develop services, programs and legislation that reflect engagement and consultation with our partners and stakeholders</li> </ul>

## Capability Plan

Best practice systems and processes	Robust financial management and resource investment	Diverse and capable workforce supported by a performance culture
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The Department of Justice and Attorney-General supports the Government's Toward Q2: Tomorrow's Queensland Ambitions of:

**A Fair Queensland** – Supporting safe and caring communities through services that deliver justice, protect vulnerable people, increase community and workplace safety and uphold rights .

**A Healthy Queensland** – Making Queenslanders Australia's healthiest people through services that promote healthier workplaces and provide intervention and diversionary strategies that deal with the contribution to crime of drugs and alcohol.

**A Strong Queensland** – Creating a diverse economy powered by bright ideas through a fair and equitable industrial relations framework, a fair and equitable public sector wages policy and safe, collaborative, flexible and fair workplaces.

# Our values

We will achieve our vision through a focus on the following four key areas:

**Commitment to purpose** – We focus our efforts on achieving results that make a significant difference to the wellbeing of Queenslanders.

**Commitment to people** – We invest in the development of our staff and encourage work/life balance. We celebrate diversity and equity in our workforce.

**Commitment to partnership** – We work together in collaborative teams and partnerships with a strong focus on shared purpose and clear goals, respect and open communication.

**Commitment to performance** – We are accountable for delivering effective, efficient, timely and responsive services that contribute to the achievement of our vision. We use innovation and initiative to improve our performance.

# Our challenges

- Improving and maintaining public confidence in the justice and industrial relations systems in an environment of increasing public scrutiny and community expectations is a continuing priority for the department.
- Responding to people's diversity in the delivery of its services to provide fair and equitable access to all its clients. This provides a challenge in responding to the vulnerability of people, particularly when they are involved as victims of crime or as witnesses in court proceedings.
- Providing appropriate assistance to people with mental illness, intellectual disability and cognitive impairment who are increasingly coming into contact with the justice system. Traditional responses may not address the underlying causes of offending behaviour.
- An ageing and growing population is placing pressure on the volumes and types of intervention strategies.
- Social problems such as alcohol and substance abuse, family and community violence influence the number and type of offences the criminal justice system has to handle and the ways in which the justice system responds to the causes of crime.
- Indigenous justice issues are complex. Innovative and coordinated responses are needed to provide equitable access to justice for Indigenous Queenslanders and to address the continuing overrepresentation of Indigenous people in the justice system.
- Continuing to balance the implementation of public sector wages policy and enterprise bargaining agreements with the current fiscal environment.
- Effectively manage changes to regulatory responsibilities and frameworks arising from the Council of Australian Government's reform agenda relating to workplace health and safety national harmonisation, national electrical trades licensing for the private sector and the national industrial relations system for the private sector.
- Queensland's rapidly growing, geographically decentralised and increasingly multicultural communities present challenges in maintaining equitable access to high quality services and facilities and providing sufficient access to services in regional, rural and remote areas.