

Message from the Director-General



The Strategic Plan 2010-2014 is an essential document for our department. In setting our vision for the future it provides us with a common set of goals.

There is no doubt the past 12 months since the 2009 Machinery-of-Government changes have been a time of change and renewal

for the department. The framework outlined in this plan provides us the opportunity to build on the foundation we established during this time.

This period brought significant changes to the way we operate, and we have consolidated our previous nine outputs into four overarching services of Criminal and Civil Justice Services, Human Rights Protection Services, Fair and Safe Work Services and Legal Services.

While much may have changed, our goal of delivering a high standard of service to the Queensland community has

not, and we continue to strive for this through our direct contribution to the Government's *Toward Q2: Tomorrow's Queensland* ambitions of a fair, healthy and strong Queensland.

Our Strategic Plan solidifies our commitment to this by providing services to ensure a fair and just society, and safe, healthy and productive workplaces and communities.

We must continue to lead by example and work with our stakeholders to ensure legal rights are upheld and protected, justice is accessible and independent, the rights and interests of adults with impaired decision making capacity, victims of crime, children and other vulnerable people are protected, and productivity is enhanced through fairer and safer workplaces.

Our values — commitment to purpose, people, partnership and performance — enforce the importance we place on serving our community and I look forward to working together to deliver a fair, safe and just Queensland.

Phil Clarke
 Acting Director-General

Our challenges

- ▶ An ageing and growing population placing pressure on the volumes and types of intervention strategies.
- ▶ 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 community diversity in the delivery of services to provide fair and equitable access to all our 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 the offending behaviour.
- ▶ 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.
- ▶ 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 managing 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 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.

Department of Justice and Attorney-General

Strategic Plan 2010–14



We will achieve our vision through our commitment to:

Purpose

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

People

We invest in the development of our staff and encourage work/life balance. We celebrate diversity and equity in our workforce.

Partnership

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

Performance

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

Vision

A fair, safe and just Queensland

Purpose

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

Department of Justice and Attorney-General Strategic Plan 2010–14

We deliver Human Rights Protection, Criminal and Civil Justice, Fair and Safe Work and Legal Services

Objectives

Workplace and legal rights are upheld and protected

Criminal, civil and workplace justice is accessible, timely, cost effective, fair, equitable and independent

The rights and interests of adults with impaired decision making capacity, victims of crime, children and other vulnerable people are protected

Productivity is enhanced through fairer and safer workplaces

Performance indicators

- ▶ a fair and responsible minimum wage
- ▶ improved gender balance in employment participation rates across age cohorts
- ▶ a reduction in the overall gender pay gap
- ▶ legislative and regulatory reforms
- ▶ regular liaison with key industry stakeholder organisations
- ▶ improved work-life balance outcomes for workers
- ▶ clearance rates- criminal and civil matters
- ▶ backlog rates- criminal and civil matters
- ▶ criminal and civil matters finalised within target timeframes
- ▶ tribunal matters finalised without the need for a hearing
- ▶ number of sites under the JPs in the Community program
- ▶ number of JP volunteers involved in the JPs in the Community sites
- ▶ debt under compliance
- ▶ mediation agreement rates
- ▶ community and stakeholder perceptions about availability of information, support and advice in relation to proceedings
- ▶ level of stakeholder satisfaction with:
 - engagement and consultation process
 - policy development processes
 - inspectorate performance
 - independence and integrity
- ▶ tribunal clearance rates - human rights matters
- ▶ human rights applications finalised within target timeframes
- ▶ number of victims of crime assisted
- ▶ client satisfaction with victims assistance services
- ▶ investigation matters referred to the Adult Guardian completed within six months
- ▶ reduction in compensable workplace injury by 2012 in line with the national strategy
- ▶ reduction in workplace deaths by 2012
- ▶ Queensland's rate of electrical deaths per million population
- ▶ reduction in the number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population
- ▶ a fair and equitable industrial relations framework
- ▶ responsible public sector wages outcomes in line with government wages policy
- ▶ enterprise bargaining agreements contain provisions aimed at recognising work/life balance

Strategies

- ▶ Review and reform laws to modernise justice and protect rights
- ▶ Develop and implement efficient and effective services, business processes and practices across Queensland Courts
- ▶ Embed engagement practice in project and service delivery processes
- ▶ Improve the ways we deliver justice services to the community
- ▶ Increase access to and use of alternative dispute resolution
- ▶ Work with other criminal justice sector agencies to improve delivery of criminal justice services
- ▶ Work with the Australian Government, other agencies and bodies to address Indigenous disadvantage and Indigenous justice issues
- ▶ Provide the information vulnerable groups and the community need to protect their rights, meet their obligations and access our services
- ▶ Increase the numbers of volunteers in the justice and industrial relations systems
- ▶ Increase assistance, support and protection provided to victims of crime and other vulnerable people in the justice and industrial relations systems
- ▶ Provide professional high level legal advice and services to Government
- ▶ 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
- ▶ Work cooperatively with the Australian Government and other states to improve national consistency in workplace health and safety laws and workers' compensation arrangements
- ▶ Continue to implement the Queensland Workplace Health and Safety Strategy 2004-2012
- ▶ Continue to implement the Electrical Safety Plan for Queensland 2009-14
- ▶ Improve the regulatory framework of the Electrical Safety Act
- ▶ Actively pursue innovations to improve electrical safety for powerlines, installations and electrical equipment for both electrical workers and the community
- ▶ Work in partnership with the Australian Government to deliver private sector industrial relations services to Queenslanders
- ▶ Implement the Queensland Government wages policy
- ▶ Manage public sector wage bargaining and enhance workforce capability, attraction and retention
- ▶ 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
- ▶ 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
- ▶ Develop services, programs and legislation that reflect engagement and consultation with our partners and stakeholders



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.

Tomorrow's Queensland: strong, green, smart, healthy and fair

