

Strategic plan 2012-16

Our vision

A fair, safe and just Queensland

Our purpose

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

Our values

Our values underpin our work and guide our planning, service delivery and reporting.

Purpose

We focus our efforts on achieving results that make a 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.

Getting Queensland back on track

How we're contributing to the Government's plan

Lower the
cost of living

Grow a
four pillar economy

Revitalise
front line services

Restore **accountability in government**

Invest in better infrastructure and use better planning



Improve the administration of Queensland's justice system

Queensland's justice system is made up of institutions, agencies, laws and processes that evolve to enable better delivery of justice services.



Improve frontline justice services for Queenslanders

The department provides a range of justice services through its courts, tribunals, prosecutions and legal services.

It also delivers a range of community justice services relating to victims of crime, guardianship, births, deaths and marriages, as well as coordinating justice of the peace and dispute resolution services.

The department is continually looking to improve the way these services are delivered and the outcomes they achieve for the community.



Improve youth justice services

The department provides early intervention, statutory youth justice and detention services to ensure that young people are held accountable for their offending behaviour and that they are supported to become responsible members of the community through reparation and rehabilitation.

It also develops and delivers innovative services that engage the families and communities of young people.



Improve health, safety and fairness in workplaces and the community

The department provides investigation, regulation and advisory services to promote and improve workplace health and safety and electrical safety in Queensland.

It also manages workers' compensation arrangements and delivers private sector industrial relations services.



Improve safety and fairness for Queensland businesses and consumers

Regulatory frameworks for fair trading, liquor licensing and gaming aim to protect and support consumers, businesses and the community.

These services also promote a safer community through regulation of products which are either unsafe or pose risks to the community and strategies to combat alcohol-related violence and minimise problem gambling.



Improve our organisational effectiveness

All service areas contribute to improving our organisational effectiveness through better governance systems, prudent financial management, good human resource practices and openness to innovation.

Strategies to support our objectives

Improve the administration of Queensland's justice system

STRATEGIES	PERFORMANCE INDICATORS
Promote social accountability through offender reparation.	✓ Progress with justice reforms
Queensland's sentencing laws reflect community expectations.	✓ Queensland Courts performance compared with national average performance
Continue to work with other criminal justice sector agencies to improve delivery of criminal justice services.	✓ Met government commitments within agreed timeframes
Continue to develop innovative models for frontline justice service delivery.	
Increase access to and use of alternative dispute resolution.	

Improve frontline justice services for Queenslanders

STRATEGIES	PERFORMANCE INDICATORS
Manage demand for frontline justice services.	✓ Support provided to vulnerable people
Continue to improve support and assistance for victims of crime.	✓ Client satisfaction with information and services
Provide information and support to help vulnerable people and the community protect their rights, meet their obligations and access our services.	✓ Met government commitments within agreed timeframes
Improve guardianship services for vulnerable adults and adults with impaired decision-making capacity.	
Deliver an independent, accountable and efficient criminal prosecution service.	
Provide professional high level legal advice and services to the Queensland Government.	

Improve youth justice services

STRATEGIES	PERFORMANCE INDICATORS
Promote responsibility and accountability through youth offender reparation.	✓ Victims of crime satisfaction with justice processes
Continue to provide opportunities for victims of crime to have a say in justice processes involving young offenders.	✓ Integrated case management provided for young offenders
Provide appropriate early intervention, development and support services for young people at risk of offending and reoffending.	✓ Deliver high quality programs and services in the community and in detention centres
Provide quality supervision, intervention services, rehabilitation and transition programs for young offenders.	✓ Reduction in offending and reoffending
Develop innovative youth justice responses to reduce offending.	✓ Met government commitments within agreed timeframes
Continue to work with other agencies to address the causes of offending behaviour.	
Maintain contemporary youth detention facilities (centres) to ensure community safety.	

Improve health, safety and fairness in workplaces and the community

STRATEGIES	PERFORMANCE INDICATORS
Implement the Queensland Workplace Health and Safety Strategy 2004–12 and the Electrical Safety Plan for Queensland 2009–14.	✓ Reduction in workplace death and injury
Work with the Australian Government to deliver private sector industrial relations services to Queenslanders.	✓ Reduction in deaths and serious incidents caused by electricity
Continue to implement the national model for occupational health and safety harmonisation.	✓ Increased number of structured healthy worker programs implemented by public sector agencies
Work with the Australian Government, other states and stakeholders to improve national consistency in workplace health and safety laws, workers' compensation arrangements and electrical safety licensing and regulation.	✓ Client satisfaction with services
Continue to promote and implement programs to improve health and well being for workers.	✓ Met government commitments within agreed timeframes

Improve safety and fairness for Queensland businesses and consumers

STRATEGIES	PERFORMANCE INDICATORS
Continue to support businesses to operate in a fair, safe, ethical and sustainable manner that balances consumer protection and community expectations against market interests.	✓ Support provided for businesses and consumers to maintain a fair marketplace
Develop and implement strategies to improve services and regulatory frameworks that promote better business practices and improve consumer protection while contributing to the delivery of nationally coordinated consumer and business reforms.	✓ Low problem gambling prevalence rate
Combat alcohol-related issues by promoting responsible management of alcohol in Indigenous communities and supporting the growth of liquor accords to improve the safety of licensed premises.	✓ Met milestones for national reforms
Implement initiatives to educate and protect vulnerable consumers and minimise harm from liquor and gambling.	✓ Met government commitments within agreed timeframes

Improve our organisational effectiveness

STRATEGIES	PERFORMANCE INDICATORS
Responsible financial management that contributes to the Government's fiscal strategies and targets through reassessment of service delivery priorities and delivery models.	✓ Workforce statistics
Contribute to sustainable public sector growth.	✓ Met government commitments within agreed timeframes
Identify opportunities to redirect resources to frontline service delivery.	
Robust governance practices.	
Develop innovative models for service delivery.	
Reduce red tape relating to the department's services, legislation and regulations.	
Improve workforce capability and diversity and encourage staff to protect their health and work life balance.	
Continue to foster a culture of integrity and accountability.	
Maintain productive engagement with stakeholders and the community.	

Strategic risks

The department successfully manages its strategic risks through its objectives, strategies and services.

Planning for long-term demographic shifts

Population growth and changing demographics in Queensland, particularly in the south-east, is increasing the demand for our services.

The department will consider both long-term planning and proactive measures to deal with demographic shifts and avoid the tendency to manage only short-term issues and immediate objectives.

High quality public governance through greater accountability

There is a renewed public interest in transparency and oversight of the use of public funds.

Simultaneously, the demands on the Government's services are rising. Stepping up to these demands will require better project management and an enforced attitude in favour of transparency and responsibility for the funding and outcomes of public programs.

Delivery of core functions in a tight fiscal environment

Fiscal pressures may make it difficult for the Government to provide funding for additional initiatives.

To prevent shortages and ensure continued improvement in core service delivery, the department will develop coherent strategies to meet the demands of citizens in a time of fiscal restraint.

In addition, policy-makers may need to adjust their expectations about the roles that the State can perform.

Maintaining delivery effectiveness with reduced resources and HR transformation pressures

There is a growing need to recruit, retain and develop capability in the department's workforce. Increasingly, the public sector has to compete with the private sector for highly skilled employees.

Concurrently, government departments are facing budget reductions. These two opposing trends are driving the escalation of this risk.

Recognising opportunities and risks in emerging technologies

New technologies such as digitisation and social media will increasingly affect the department. These advances create new strategic risks to reputation. Furthermore, a greater emphasis on data monitoring and security will be required.