

# Strategic Plan



# 2011-15

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





*what we want to see*  
A fair, safe and just Queensland

# vision purpose



*our role in working towards our vision*  
To contribute to a fair and just society and safe, healthy, productive workplaces and community

## values

underpin our work and guide our planning, service delivery and reporting

### *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.



# environment

*significant community and environmental factors we consider in planning*

## *Demand pressures*

Population growth and changing demographics in Queensland, particularly in the south-east, is increasing demand for our services. Our ageing population is creating increased demand for particular types of services, such as guardianship.

## *Responding to diverse needs*

Queensland is culturally diverse and geographically decentralised. Providing appropriate and accessible services responsive to client needs is an ongoing challenge. Innovative and coordinated responses are needed to address the needs of Indigenous Queenslanders.

## *Community confidence*

Community expectations and perceptions are changing. We must be open and accountable to maintain and build public confidence in the systems that safeguard justice, safety and fairness.

## *National reform*

The Council of Australian Government's reform agenda, and Federal Government policies and priorities, are generating significant change. We will continue to take a leading role in that change to protect and promote the rights and interests of Queenslanders.

## *Global trends*

The downturn in international markets has contributed to increased debt-related activity in our justice system, increased the risk of unsafe and unfair work practices and increased pressure on enterprise bargaining.

# objectives

*what we will do*

## *Improve the administration of Queensland's justice system*

We will improve fairness and efficiency in justice services; provide alternatives to Court for settling disputes; and enforce collection of fines and penalties.

## *Better protect the rights and interests of Queenslanders*

We will continue to reform Queensland's laws to respond to community needs and expectations; provide expert legal advice to Government; support victims of crime; protect the rights of people with impaired decision-making capacity; and record births, deaths and marriage information.

## *Improve health, safety and fairness in workplaces and the community*

We will improve workplace health and safety; improve electrical safety in workplaces, homes and the community; protect workers' rights; and improve productivity in private and public sector workplaces with effective industrial relations policies and services.

## *Improve safety and fairness for Queensland businesses and consumers*

We will encourage industry integrity; foster business and consumer confidence; promote initiatives that minimise harm from liquor and gambling; and implement consumer protection initiatives to educate and protect vulnerable consumers.

## *Improve our organisational effectiveness*

We will improve accountability, capability and sustainability in our organisation.



# Strategies to support our objectives

## Improve the administration of Queensland's justice system

Q2 alignment: Fair

Service areas: Criminal and civil justice; and Legal

- Continue to implement the Queensland Government's response to the Moynihan Review to improve Queensland's civil and criminal system.
- Modernise and improve courts administration through the Queensland Courts services review.
- Continue to develop the role of the Sentencing Advisory Council to promote consistency in sentencing and obtain community views.
- Manage new fine enforcement powers and fine recoveries.
- Continue to work with other criminal justice sector agencies to improve delivery of criminal justice services.
- Manage growth in the Queensland Civil and Administrative Tribunal's jurisdiction.
- Increase access to and use of alternative dispute resolution.
- Continue to prosecute criminal cases in Queensland's superior courts and in the High Court of Australia and deliver to the community of Queensland a fair, accountable and efficient prosecution service.

### Performance indicators

- Progress with civil and criminal justice reforms
- Queensland Courts performance compared with national average performance
- Client satisfaction with registry services

## Better protect the rights and interests of Queenslanders

Q2 alignment: Fair and healthy

Service areas: Criminal and civil justice; Human rights protection; and Legal.

- Continue to improve support and assistance for victims of crime.
- Improve guardianship services for vulnerable adults and adults with impaired decision-making capacity.
- Provide information to help vulnerable people and the community protect their rights, meet their obligations and access our services.
- Contribute to the proposed new whole-of-government Indigenous Justice Strategy and work with the Commonwealth, States and Territories on Aboriginal and Torres Strait Islander issues and the national *Closing the Gap* agenda.
- Develop strategies to help older Queenslanders plan for future life decisions.
- Implement new laws for managing neighbourhood disputes.
- Provide professional high level legal advice and services to the Queensland Government.
- Lead Queensland's contribution to national reforms of directors' liability, the legal profession and legal assistance.

### Performance indicators

- Support provided to victims of crime
- Number of human rights matters lodged through the Queensland Civil and Administrative Tribunal
- Client satisfaction with information and services
- Community access to Justice of the Peace services



## Strategies to support our objectives cont.

### Improve health, safety and fairness in workplaces and the community

Q2 alignment: Strong, healthy and fair

Service area: Fair and safe work

- Implement the Queensland Workplace Health and Safety Strategy 2004-12 and the Electrical Safety Plan for Queensland 2009-14.
- Work with the Australian Government to deliver private sector industrial relations services to Queenslanders.
- Continue to implement the national model for occupational health and safety harmonisation.
- Work with the Australian Government and other states to improve national consistency in workplace health and safety laws, workers' compensation arrangements and electrical safety licensing and regulation.
- Work with other states and key stakeholders to implement a national occupational licensing system that includes the electrical safety occupations.
- Implement the Queensland Government's wages policy for the public sector and provide industrial and employee relations advice to support government initiatives.
- Provide strategic industrial relations advice in support of the Government's initiatives to reduce pressure on Brisbane's CBD.
- Progress the Healthy *Workers' in the Public Sector* initiative.
- Continue working with other Queensland Government agencies to promote and implement programs to improve public sector worker health and well being.
- Progress the implementation of the Work Life Balance Strategy for private and public sector workers.

#### Performance indicators

- Reduction in workplace death and injury
- Reduction in deaths and serious incidents caused by electricity
- Improved work life balance outcomes for workers and their families
- Increased number of public sector agencies implementing a structured healthy workplace program

### Improve safety and fairness for Queensland businesses and consumers

Q2 alignment: Healthy

Service area: Liquor, gaming and fair trading

- Continue to support businesses to operate in an ethical, fair, safe and sustainable manner that balances market interests and community expectations.
- Develop and implement strategies to promote better business practices and improved consumer protection.
- Implement and monitor regulatory frameworks for fair trading, liquor licensing and gaming within Queensland.
- Contribute to the delivery of nationally coordinated reforms including Australian Consumer Law, Business Names, Consumer Credit, Personal Property Securities, national licensing, gaming initiatives and for the not for profit sector.
- Continue to support the growth and promotion of liquor accords to combat alcohol-related violence and improve the safety of licensed premises and the community.
- Implement initiatives to educate and protect vulnerable consumers and minimise harm from liquor and gambling.
- Implement the *Queensland Responsible Gambling Strategy* through the six action areas: responsible policies, community awareness, early intervention, support services, effective industry partnerships and safer gambling environments.
- Continue to lead nation on responsible gambling initiatives and continue the mandatory training to hotel and club staff.
- Provide ongoing support for a wide range of community groups through gambling benefit funds.

#### Performance indicators

- Increased business and consumer confidence in the fair operation of the marketplace
- Maintain a low problem gambling prevalence rate
- Meet milestones for national reforms impacting fair trading
- Conduct investigations and resolve complaints to ensure industry integrity, marketplace fairness and safer drinking environments



Strategies to support our objectives cont.

# Toward Q2:

Tomorrow's Queensland

## Improve our organisational effectiveness

Q2 alignment: Toward Q2 – leading by example

- Improve planning, performance and risk management and governance in the department.
- Improve financial management knowledge and practice in the department.
- Build organisational capability through policies, processes and development.
- Implement initiatives to improve workforce diversity and equity and support staff to protect their health and work life balance.
- Increase information management capability across the department.
- Improve communication between the department and the community through online, social and direct marketing.
- Continue to foster a culture of integrity and accountability.
- Continue to implement environment-friendly initiatives.
- Encourage and support staff to undertake volunteer activities.

### Performance indicators

- Workforce diversity and equity statistics
- Staff satisfaction levels
- Performance against whole-of-government targets for carbon reduction

Our work contributes to the *fair, strong and healthy* Q2 ambitions. We align our strategic objectives to these ambitions.

### Fair

We contribute to safe and caring communities through services that deliver justice, protect vulnerable people, increase community and workplace safety, uphold rights and ensure a fair, equitable and safe marketplace.

We support volunteering through the Justices of the Peace and Court Network programs. We also promote work life balance and flexible work practices which increases workers' availability to volunteer in their community.

### Strong

We contribute to 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.

Safe, fair, equitable and collaborative workplaces provide environments that support innovation.

### Healthy

We contribute to making Queenslanders Australia's healthiest people through services that promote healthier workers and workplaces. We encourage responsible liquor consumption.

Targeted industry programs aim to reduce the incidence of preventable diseases in workers. We use intervention and diversionary strategies to address the impact of drugs and alcohol on crime.

### Targets

We contribute toward these Toward Q2 targets:

Fair: Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers.

Strong: Increase by 50 per cent the proportion of Queensland businesses undertaking innovation or research and development

Healthy: Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure.

### Leading by example

We are 'leading by example' in the way we run the department to help achieve the *Toward Q2* ambitions. For further information see this plan's companion document, *Toward Q2 – leading by example*.

