Getting Queensland back on track
How we’re contributing to the Government’s plan

**Lower the cost of living**

- **Improve Queensland’s justice system**
  - Justice is delivered through our institutions, agencies and laws. The department responds to the needs and interests of the community and the expectations of government.

**Grow a four pillar economy**

- **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.

**Revitalise front line services**

- **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.

**Restore accountability in government**

- **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.

**Invest in better infrastructure and use better planning**

- **Improve safety and fairness for Queensland businesses and consumers**
  - Regulatory frameworks for fair trading, liquor licensing and gaming aim to protect and support 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 which align to the Public Sector Renewal Program.
Strategies to support our objectives

Improve Queensland’s justice system

**STRATEGIES**
- Promote social accountability through offender reparation.
- Queensland’s criminal laws reflect community expectations.
- Continue to work with other criminal justice agencies to improve delivery of criminal justice services.
- Continue to develop innovative models for frontline justice service delivery.
- Continue to promote the use of alternate dispute resolution.

**PERFORMANCE INDICATORS**
- Progress with justice reforms
- Queensland Courts performance compared with national average performance
- Met government commitments within agreed timeframes

Improve frontline justice services for Queenslanders

**STRATEGIES**
- Manage demand for frontline justice services.
- Continue to improve support and assistance for victims of crime.
- Provide information and support to help vulnerable people and the community protect their rights, meet their obligations and access our services.
- Improve guardianship services for adults with impaired capacity.
- Deliver an independent, accountable and efficient criminal prosecution service.
- Provide professional high level legal advice and services to the Queensland Government.

**PERFORMANCE INDICATORS**
- Support provided to vulnerable people
- Client satisfaction
- Met government commitments within agreed timeframes

Improve youth justice services

**STRATEGIES**
- Promote responsibility and accountability through youth offender reparation.
- Continue to provide opportunities for victims of crime to have a say in justice processes involving young offenders.
- Provide appropriate early intervention, development and support services for young people at risk of offending and reoffending.
- Improve quality supervision, intervention services, rehabilitation and transition programs for young offenders.
- Develop innovative youth justice responses to reduce offending.
- Continue to work with other agencies to address the causes of offending behaviour.
- Improve the safety and security of young people in detention centres and maximise opportunities for re-integration.

**PERFORMANCE INDICATORS**
- Victims of crime satisfaction with justice processes
- Integrated case management provided for young offenders
- Deliver high quality programs and services in the community and in detention centres
- Reduction in offending and reoffending
- Met government commitments within agreed timeframes

Improve health, safety and fairness in workplaces and the community

**STRATEGIES**
- Work with all levels of government to represent the interests of Queensland in private sector industrial relations.
- Continue to implement the national model for occupational health and safety harmonisation.
- Work with the Australian Government, other states and stakeholders to improve work health and safety laws, workers’ compensation arrangements and electrical safety laws to ensure productive workplaces and reduced red tape.
- Continue to promote and implement programs to improve the health and wellbeing of workers.
- Ensure industrial relations arrangements in the Queensland state system support the interests of workers and business.
- Continue to support business to operate in a safe, healthy and productive manner through innovative models of business engagement.

**PERFORMANCE INDICATORS**
- Reduction in workplace death and injury
- Reduction in deaths and serious incidents caused by electricity
- Client satisfaction with services
- Met government commitments within agreed timeframes

Improve safety and fairness for Queensland businesses and consumers

**STRATEGIES**
- Continue to support businesses to operate in a fair, safe, ethical and sustainable manner that balances consumer protection and community expectations against market interests.
- 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.
- Combat alcohol-related issues by promoting responsible management of alcohol in Indigenous communities.
- Implement initiatives to educate and protect vulnerable consumers and minimise harm from liquor and gambling.
- Ensure the suitability of people and products in the gaming industry.
- Conduct investigations and resolve complaints to ensure industry integrity, marketplace fairness, safer drinking and responsible gambling environments.

**PERFORMANCE INDICATORS**
- Support provided for businesses and consumers to maintain a fair marketplace
- Low problem gambling prevalence rate
- Met milestones for national reforms
- Met government commitments within agreed timeframes

Improve our organisational effectiveness

**STRATEGIES**
- Responsible financial management that contributes to the Government’s fiscal strategies and targets.
- Align service delivery priorities and delivery models to ensure the best outcome for Queenslanders.
- Contribute to a sustainable public sector.
- Identify opportunities to redirect resources to frontline service delivery.
- Robust governance practices.
- Foster a culture of innovation to drive performance.
- Reduce red tape relating to the department's services, legislation and regulations.
- Attract, retain and develop a high performing, agile, engaged and service-oriented workforce.
- Support and promote healthy and safe workplaces.
- Continue to foster a culture of integrity and accountability.
- Maintain productive engagement with stakeholders and the community.

**PERFORMANCE INDICATORS**
- Workforce statistics
- Met government commitments within agreed timeframes

Strategic risks

**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**

The Government is committed to transparency of the use of public funds. Simultaneously, the demands on government services are rising. Stepping up to these demands will require robust project management and greater responsibility for the outcomes of public programs.

**Maintaining delivery effectiveness with 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 being asked to review their operating methodology. These two opposing trends are driving the escalation of this risk. It is important that our workforce remains engaged and agile.

**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 and service delivery. Furthermore, a greater emphasis on data monitoring and security will be required.

**Recognising opportunities and risks in sourcing arrangements**

Sourcing arrangements are complicated and present various risks to the Department. Without a well defined approach, it is easy to miss opportunities and fail to realise the benefits. The continued evolution of selection, measurement and management processes is critical to the success of sourcing as a key strategic tool.