

# Strategic plan 2013–17

## 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 enable our people to make a difference for Queenslanders.

### 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 ensuring effective, timely and responsive services. 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 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.



### 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.



### 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 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	PERFORMANCE INDICATORS
Promote social accountability through offender reparation.	<ul style="list-style-type: none"> <li>✓ Progress with justice reforms</li> </ul>
Queensland's criminal laws reflect community expectations.	
Continue to work with other criminal justice agencies to improve delivery of criminal justice services.	<ul style="list-style-type: none"> <li>✓ Queensland Courts performance compared with national average performance</li> </ul>
Continue to develop innovative models for frontline justice service delivery.	
Continue to promote the use of alternate dispute resolution.	<ul style="list-style-type: none"> <li>✓ Met government commitments within agreed timeframes</li> </ul>

## Improve frontline justice services for Queenslanders

STRATEGIES	PERFORMANCE INDICATORS
Manage demand for frontline justice services.	<ul style="list-style-type: none"> <li>✓ Support provided to vulnerable people</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Client satisfaction</li> <li>✓ Met government commitments within agreed timeframes</li> </ul>
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.	

## Improve youth justice services

STRATEGIES	PERFORMANCE INDICATORS
Promote responsibility and accountability through youth offender reparation.	<ul style="list-style-type: none"> <li>✓ Victims of crime satisfaction with justice processes</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Integrated case management provided for young offenders</li> </ul>
Improve quality supervision, intervention services, rehabilitation and transition programs for young offenders.	
Develop innovative youth justice responses to reduce offending.	<ul style="list-style-type: none"> <li>✓ Deliver high quality programs and services in the community and in detention centres</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Reduction in offending and reoffending</li> <li>✓ Met government commitments within agreed timeframes</li> </ul>

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

STRATEGIES	PERFORMANCE INDICATORS
Implement the Queensland Work Health and Safety Strategy 2012-22 and the Electrical Safety Plan for Queensland 2009-14.	<ul style="list-style-type: none"> <li>✓ Reduction in workplace death and injury</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Reduction in deaths and serious incidents caused by electricity</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Client satisfaction with services</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Met government commitments within agreed timeframes</li> </ul>

## 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.	<ul style="list-style-type: none"> <li>✓ Support provided for businesses and consumers to maintain a fair marketplace</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Low problem gambling prevalence rate</li> </ul>
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.	<ul style="list-style-type: none"> <li>✓ Met milestones for national reforms</li> </ul>
Conduct investigations and resolve complaints to ensure industry integrity, marketplace fairness, safer drinking and responsible gambling environments.	
	<ul style="list-style-type: none"> <li>✓ Met government commitments within agreed timeframes</li> </ul>

## Improve our organisational effectiveness

STRATEGIES	PERFORMANCE INDICATORS
Responsible financial management that contributes to the Government's fiscal strategies and targets.	<ul style="list-style-type: none"> <li>✓ Workforce statistics</li> </ul>
Align service delivery priorities and delivery models to ensure the best outcome for Queenslanders.	
Contribute to a sustainable public sector.	<ul style="list-style-type: none"> <li>✓ Met government commitments within agreed timeframes</li> </ul>
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.	

## 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

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.