

Strategic Plan 2018–22

As at 1 July 2021

Queensland Government's public service values



Our vision: Justice for all through safe, fair and responsible communities

OUR OBJECTIVES

Safe communities

- Enabling Queenslanders to live in a safe and harmonious society.
- Developing and enforcing legislation to ensure rights and safety.
- Addressing offending and re-offending behaviour through proactive programs and initiatives.
- End domestic, family and sexual violence and abuse.

Fair communities

- Providing fair and just court and tribunal services to uphold the rights of Queenslanders.
- Resolving disputes and conflicts in a civil and peaceful manner.
- Applying lawful decision-making with ethics, transparency and integrity.
- Respecting, protecting and promoting the human rights of Queenslanders when taking action and making decisions.

Responsible communities


- Applying regulatory models that encourage business growth, build community confidence and minimise harm.
- Supporting the most vulnerable and disadvantaged.
- Enabling access to information and resources to empower individuals, families, businesses and communities.

Integrated services

- Providing services to the people of Queensland that support criminal, civil and community justice outcomes.
- Working collectively and collaboratively with stakeholders to deliver Government priorities and initiatives.
- Providing professional, high quality policy and legal services to the Queensland Government.
- Supporting service delivery through organisational excellence by providing timely, accessible, responsive services that are valued by the community.

Through our objectives we contribute to the Queensland Government's objectives for the community – *Unite and Recover*.

We are delivering a justice system that provides a foundation of safe, fair and responsible communities, and legislative reform that enables long-term economic and community recovery.




Safeguarding our health

Enabling Queenslanders to live in a safe and harmonious society by helping people in need through mediation, conciliation, tribunal, child protection litigation and court services.




Supporting jobs

Boosting business and economic growth through developing and enforcing legislation to ensure rights and safety of the community.




Backing small business

Safeguarding business and consumers from unfair or unscrupulous business practices through regulatory models and access to legislative information and resources.



Backing our frontline services

Supporting and enabling justice outcomes through organisational excellence in digital transformation and quality policy setting and advice.



Growing our regions

Working in partnership with regional communities through proactive programs and initiatives to build economic resilience and complement locally led efforts.

OUR PURPOSE

Our purpose is to provide services to the community, which is supported and enabled by our capability to achieve our vision: *Justice for all through, safe, fair and responsible communities*. Our service commitment is supported by *Our Charter* and the Queensland Government public service values.

Criminal justice services

We deliver court and prosecution services using innovative practices to uphold the law and streamline processes.

Civil justice services

We deliver contemporary mediation, conciliation, tribunal, child protection litigation and court services to foster a safe and prosperous society.

Community justice services

We deliver licensing, compliance, guardianship, advocacy, life event registration, Justice of the Peace and victim support services to protect rights and empower the community.

Justice capability

We support and enable criminal, civil and community justice outcomes through high performance, digital transformation and quality policy and advice.

OUR STRATEGIC CHALLENGES

- Service demand pressures**
Developing evidence-informed strategies to meet the increasing demand for our services will also assist with predicting service growth areas.
- Meeting community expectations**
Engaging with the community about our role in the justice system further builds community understanding and drives service enhancements.
- Information security**
Protecting our information and assets is essential to building community confidence and preventing cyber-crime.
- Digital disruption**
Embracing new technology enables us to provide enhanced services and ensure the reliability, security and resilience of our ICT systems.

OUR OPPORTUNITIES

- Empowering our staff with skills and resources increases capability and capacity to meet community needs and expectations.
- Digital transformation provides an opportunity to provide innovative and collaborative ICT strategies that are customer-centric and meet current and future demand.
- Evaluating the impact of legislative reform continuously improves the effectiveness of policies and initiatives.
- Enabling strategies/approaches to help prevent people from experiencing violence, abuse and neglect.

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Safe communities

STRATEGIES:

- Protecting the community through legislative frameworks that reflect the expectations of the community and stakeholders, while maintaining individual's rights.
- Holding offenders to account for their criminal behaviour by supporting Courts to hand down timely sentences.
- Supporting individuals to desist from re-offending by addressing the underlying causes of criminal behaviours through appropriate sentencing and diversionary programs.
- Upholding the *Charter of Victims' Rights* for victims of crime and their families by providing fair and transparent justice through effective prosecution services.
- Reducing occurrences of domestic and family violence by addressing the causes of offending behaviours and providing time-critical court services to people experiencing domestic violence.
- Enabling people to recognise, prevent and respond effectively to domestic, family and sexual violence, and ensure the way we work supports people who have experienced violence and holds those responsible to account.
- Providing support to children and families involved with the child protection system through legal, advocacy and mediation services.

PERFORMANCE INDICATORS:

- » Improved accessibility of services
- » Improved timeliness of services
- » Increase in the adoption of appropriate diversionary programs
- » Efficient and effective prosecution services
- » Improved services provided to victims of violent crime
- » Reduce the rate of domestic, family and sexual violence



Fair communities

STRATEGIES:

- Reducing over-representation of Aboriginal and Torres Strait Islander people in the criminal justice system through sentencing and diversionary options that include culturally appropriate interventions.
- Assisting people to resolve disputes and conflicts in a civil and peaceful manner through access to appropriate services, including those offered at courts and tribunals.
- Taking actions and making decisions compatibly with human rights by being fair, responsive, and putting people first.
- Enabling lawful and consistent decision-making, relying on transparency, integrity and ethics to resolve civil disputes.
- Providing advocacy, decision-making, legal advice and frameworks to protect the safety, rights and interests of children and vulnerable people.
- Ensuring a safe and equitable marketplace to protect business and consumers from unfair and unsafe products and services.

- » Improved accessibility of services
- » Improved timeliness of services
- » Improved effectiveness of services to safeguard the safety, rights and interests of vulnerable members of the community such as adults with impaired capacity and children
- » Improved compatibility with human rights across agency policies, programs, procedures, practices and services



Responsible communities

STRATEGIES:

- Minimising harm caused by alcohol abuse and misuse through the tackling alcohol-fuelled violence policy and through liquor industry regulation.
- Enabling vulnerable and disadvantaged Queenslanders to access community-based legal services through the distribution of State and Commonwealth funding to the legal assistance sector.
- Providing a regulated gambling environment, where integrity and probity is maintained, and the potential for harm is minimised to ensure balance between social costs and economic benefits.
- Providing information to the community to enable a better understanding of our services and our role in the justice system.

PERFORMANCE INDICATORS:

- » Improved accessibility of services
- » Improved timeliness of services
- » Distribution of State and Commonwealth funding to the legal assistance sector
- » Reduction of alcohol-related harm in the community



Integrated services

STRATEGIES:

- Ensuring professional, high quality policy and legal services are provided to Government.
- Continuously improving our facilities by considering purpose, accessibility and security to provide better services to the community.
- Ensuring robust governance, financial and sustainability practices that contribute to public confidence and organisational excellence.
- Enhancing our ability to provide services through workforce capability, digital transformation and service demand management to meet the needs of the community.
- Providing safe, supportive and respectful workplaces where employees are recognised for great service.
- Recognising the value of diversity in our workforce and the diversity in the communities we serve, ensuring inclusiveness and access to services.

PERFORMANCE INDICATORS:

- » Improved accessibility of services
- » Improved timeliness of services
- » Improved client, customer and staff satisfaction
- » Improved workplace inclusion, diversity and engagement

For more information visit www.justice.qld.gov.au



Queensland Government