

# Strategic plan 2017–21



## • Our vision

A fair, safe and just Queensland.

## • Our purpose

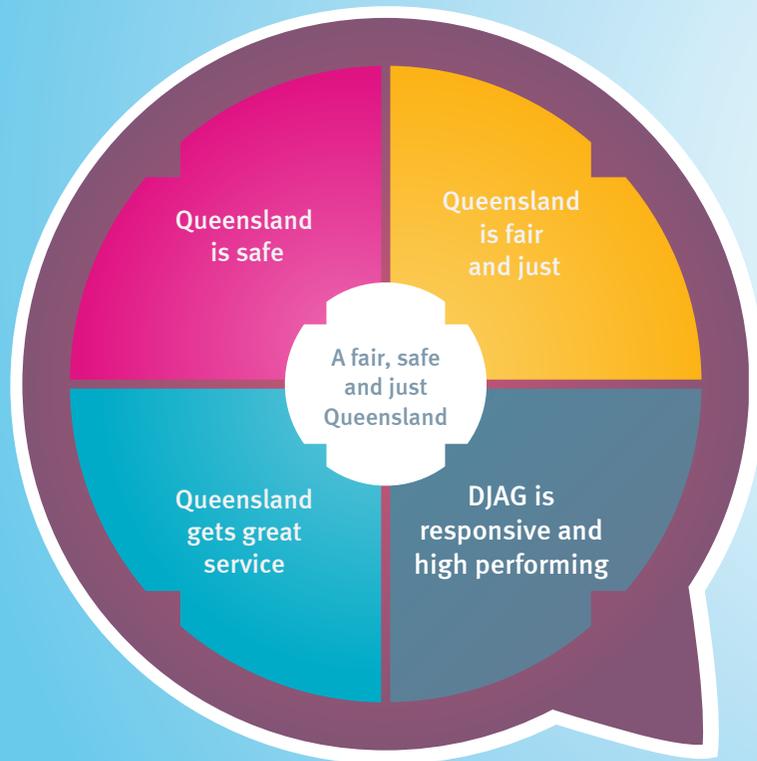
To contribute to a fair and just society and safe and healthy communities.

## • Our values

Our values underpin everything we do and are the building blocks for our workplace culture. They guide our behaviour and decision making and support us in being a high performing, impartial and productive workplace that puts the people of Queensland first.



## Our objectives



## The Queensland Government’s objectives for the community

We contribute to the following Queensland Government objectives for the community:

**Delivering quality frontline services** – providing responsive and integrated government services; and supporting disadvantaged Queenslanders, by delivering a diverse range of services across Queensland to various client groups, including to the most vulnerable members of the community such as:

- victims of crime including victims of family and domestic violence
- adults with impaired capacity
- children in need of protection, and
- people with disability.

**Building safe, caring and connected communities** – ensuring an accessible and effective justice system; encouraging safer and inclusive communities; and building regions by creating a more integrated justice system, including:

- helping Queenslanders to understand and interact with the justice system
- strengthening laws to support safer Queensland communities
- safely managing and rehabilitating offenders
- improving the outcomes for children and their families in the child protection system
- screening of people employed in child related services
- assisting business and protecting consumers in the marketplace
- building regions by continuing to improve our services delivered through various locations across the state, and
- services to Aboriginal and Torres Strait Islander people.

## Our strategic risks and opportunities

We actively seek opportunities to manage our strategic risks and achieve our objectives.

- We are developing and contributing to evidence-informed justice strategies to better navigate the complexities of the justice system and to help us identify innovation in service delivery, better manage demand and identify areas of potential growth.
- We are developing our technology to support service delivery, meet stakeholder and community expectation and manage our technology risks.
- Effective leadership, management and workforce planning continues to assist us to ensure we have the right capability, capacity and engagement to meet our current and future needs.
- Our governance framework supports effective decision-making, integrity and accountability and drives performance improvements which provides an opportunity to further build community trust in Queensland’s justice system.
- Queensland’s regional dispersion drives us to continually evaluate our service delivery models to ensure we have the right resources across the State to deliver effective services.
- Our vision, purpose and values underpin our commitment to the health, safety and wellbeing of all Queenslanders and provide an opportunity for continuous improvement as a workplace and as a service provider within the community.

## Queensland is safe

### Strategies

- Target organised crime
- Reduce alcohol-related harm and violence in and around licensed premises in Queensland
- Promote safe and peaceful communities by helping Queenslanders resolve disputes
- Improve the justice system's response to domestic and family violence
- Ensure safe, secure and humane management of prisoners
- Effective supervision of offenders in the community
- Reduce crime and re-offending
- Protect adults with impaired decision making capacity
- Protect the wellbeing of children through effective risk management and screening of people working with children
- Strengthen child protection services and safeguards
- Protect consumers and business against unsafe products and unethical behaviour
- Minimise the risk of harm from gambling
- Strengthening Queensland's parole system

### Performance indicators

- ✓ High performance maintained in relation to escape rates (adult correctional centres and youth detention centres)
- ✓ Violence prevention in adult correctional centres and youth detention centres
- ✓ Number of vulnerable adults protected and number of vulnerable children and young people assisted
- ✓ Progress of community and product safety programs
- ✓ Reduction in re-offending (adults and young offenders)
- ✓ Improved timeliness of services
- ✓ Implementation of Queensland's Parole System Review Recommendations

## Queensland is fair and just

### Strategies

- Improve access to justice
- Create a more integrated justice system
- Better manage service demand on the justice system and deliver results faster
- Hold offenders accountable
- Develop diversion initiatives that hold offenders accountable while addressing the causes of their offending behaviour
- Deliver a world class youth justice system that effectively addresses youth crime
- Deliver better outcomes for people in the justice system
- Maintain a high level of community confidence in Queensland's justice system
- Promote integrity and transparency and develop laws that take account of community expectations
- Support victims of crime
- Protect the rights and interests of vulnerable Queenslanders
- Promote marketplace fairness
- Provide mechanisms to protect legal and social rights and easy avenues to exercise those rights
- Respond to the needs of people from culturally and linguistically diverse backgrounds, people with disability and children in need of protection
- Address the overrepresentation of Aboriginal and Torres Strait Islander people in the criminal justice system and create a more culturally appropriate and capable justice system

### Performance indicators

- ✓ Improved timeliness of services
- ✓ Matters resolved outside of court and tribunal hearings
- ✓ Service demand initiatives
- ✓ Financial value of community service work performed by prisoners and offenders
- ✓ Positive outcomes achieved from consumer complaints
- ✓ Improved accessibility of services
- ✓ Successful completion of community-based orders
- ✓ Support for victims of crime
- ✓ Stakeholder and customer satisfaction

## Queensland gets great service

### Strategies

- Reduce red tape
- Make it easier for Queenslanders to do business
- Ensure regulatory models encourage business growth while meeting community standards
- Improve service delivery models and make it easier for people to use our services
- Foster a consultative approach and engage with our stakeholders and customers
- Work collaboratively to deliver seamless and connected services to Queenslanders

### Performance indicators

- ✓ Red tape reduction initiatives
- ✓ Service improvements in response to customer feedback
- ✓ Stakeholder and customer satisfaction
- ✓ Service delivery innovation
- ✓ Improved timeliness of services
- ✓ Improved accessibility of services

## DJAG is responsive and high performing

### Strategies

- Ensure a high performance culture focused on organisational excellence
- Ensure a healthy, safe and rewarding workplace
- Ensure a highly skilled, sustainable and diverse workforce that meets current and future service delivery needs
- Ensure financial sustainability
- Deliver customer and business focused ICT solutions
- Be creative problem solvers
- Act with integrity and accountability
- Provide professional, high quality policy and legal advice
- Ensure robust governance practices
- Embed the Queensland Public Service culture and values
- Deliver integrated corporate services
- Streamline and remove unnecessary bureaucracy in internal processes

### Performance indicators

- ✓ Corporate service delivery improvement
- ✓ Services are delivered within approved budgets
- ✓ Staff satisfaction and engagement
- ✓ Improved governance practices
- ✓ A capable and diverse workforce
- ✓ Service demand initiatives