

COURT
SERVICES
QUEENSLAND

STRATEGIC PLAN 2023–2025





MAGISTRATES COURTS
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MAGISTRATES COURT
BUILDING >

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Acknowledgement of traditional custodians

Court Services Queensland would like to acknowledge the Traditional Owners and custodians of the lands upon which we live and work and pay our respects to Elders past, present, and emerging.

Accessibility

Court Services Queensland is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. To receive this publication in an accessible format, contact 13QGOV (13 7468) and we will arrange an interpreter to effectively communicate the report to you.

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Message from the Deputy Director-General

Thousands of Queenslanders use our courts every day, seeking referrals, support and decisions that are independent and fair. Court users expect to be guided through the justice system in a way that minimises harm and addresses their specific needs. Communities expect the court process to contribute to the reduction of crime, its drivers, and symptoms, and to enable the efficient and effective resolution of disputes to support a vibrant economy. The challenge we face today is staying ahead of Queenslanders' individual and collective needs as our state enters a new period of transformation.

Our approaches must evolve as Queensland does. Significant population growth, increasingly diverse user groups, and a deeper understanding of the social, economic, and regional factors that bring people before the courts are shaping our unique context. Developing a coordinated, adaptable, and evidence-based plan for responding to these changes will be crucial to supporting better outcomes for our court users and communities.

Brigita Cunnington

Acting Deputy Director-General, Justice Services

This document is the next step in our plan to respond to these challenges and opportunities. It outlines our vision to continue to inspire confidence in the justice system, our mission to uphold independent courts and deliver responsive services to the judiciary and community, and the five key outcomes that will enable us to continue to provide support into the future. Drawing from our rich history, it outlines our plan for further enhancing our services in the years ahead.

CSQ's success rests on our committed workforce's professionalism and their commitment to excellence and adaptability. Every day staff deliver the services that ensure our courts function efficiently and effectively, provide support for thousands of community members, and work to improve our processes. We have continued to deliver through significant disruptions in recent years, between the global pandemic, fires, and floods. The resilience we have built will hold us in good stead as we strive to deliver world class services in the years ahead.





Our organisation at a glance

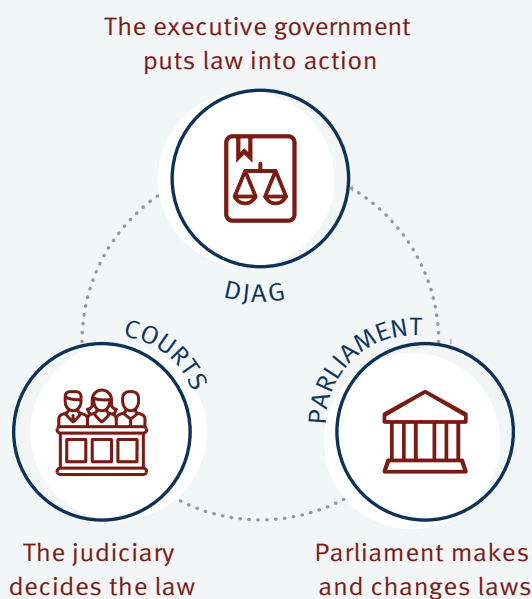
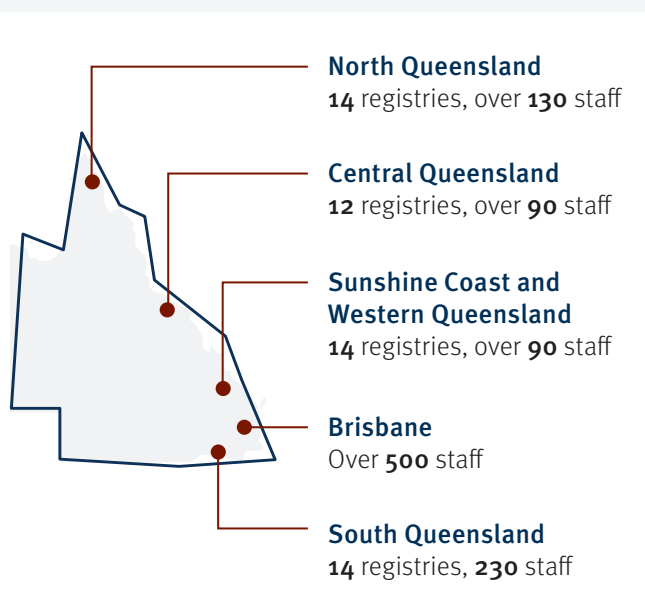
Court Services Queensland provides affordable, timely and safe access to justice

CSQ supports every state court user and judicial officer in Queensland. More than 1,000 skilled and dedicated staff provide case management, registry services, recording and transcription support services, victim support services, court referral and support programs, community engagement and other initiatives. We have 117 distinct facilities, each tailored to its unique local context.

Maintaining confidence in the integrity and independence of the courts is central to inspiring public trust in the justice system. Our mission is to uphold independent courts and deliver responsive services to the judiciary and community. We do this by delivering the tasks, processes and frameworks that underpin the judicial, quasi-judicial and administrative functions of Queensland's courts.

We are moving towards a user-centred approach to supporting individuals and their communities. This means keeping better outcomes for Queenslanders in mind when refining our services, developing digital tools and infrastructure, enhancing our internal ways of working and linking up services across the justice system. Delivering fair, timely, accessible, safe, and high-quality services is our priority.

Working with the community will be essential to delivering high-quality services in the years ahead. We have a deeper understanding today of intersectional disadvantage, the drivers of crime, and effective approaches to responding to domestic and family violence thanks to work across the justice sector and the Queensland Government more broadly. We will continue to listen closely to our court users and key justice sector partners as we strive to enhance our services.





Our drivers for change

1. A changing Queensland

Our population continues to grow as **more people recognise Queensland as a lifestyle destination**. Our flourishing cities and regional hubs call for a change in the way services are accessed and delivered.

More sophisticated data collection and analysis practices are providing the justice sector with **a deeper understanding of patterns of criminal behaviour**. This supports evolving approaches to justice and community safety.

Queensland's diverse population is calling for **user-centred approaches to service delivery**. Accessible services for all people, including those with disability, Aboriginal and Torres Strait Islander peoples, and culturally and linguistically diverse communities will continue to be a focus for the justice sector.

2. Evolution of our justice system

Service demand is increasing across the justice system. The impact of coronavirus (COVID-19) during a period of sustained growth in caseloads has demanded alternative and upscaled modes of delivery.

Complex social, environmental, and economic factors are continuing to shape matters brought before courts. There is a stronger case now for collaborative approaches to problem-solving across the justice system.

The global pandemic has accelerated the digital transformation journey across a range of government services. **New technologies will be required to support timely, transparent, affordable, and accessible services** in the years ahead.

3. Community expectations

Queensland's regional diversity highlights our **unique challenges for service delivery and the value of place-based responses**. The community expects that government will provide integrated and responsive services that are tailored to local needs.

The public is becoming more aware of **the lasting impacts of domestic and family violence, youth crime and trauma** on individuals and their communities. Court users expect safe facilities that are tailored to victims' needs.

Good government **policy and service delivery must clearly demonstrate its value to the community**. Outcomes that public sector organisations deliver need to be identifiable and measurable.

Court Services Queensland

An overview of our strategic plan 2023-2025

OUR VISION

Courts that inspire confidence in the justice system

OUR MISSION

Upholding independent courts and delivering responsive services to the judiciary and community

OUR OUTCOMES



OUTCOME 1

Accessible and safe court services



OUTCOME 2

Fit-for-purpose digital tools and infrastructure



OUTCOME 3

A high-performing, diverse and healthy workforce

OUR PRIORITIES

- Delivering accessible, equitable, timely and high-quality court services
- Meeting the needs of court users
- Maintaining confidence in the integrity and independence of the courts

- Improving digital solutions to maximise court user access
- Providing flexible and safe options to access court
- Supporting decision-making and reporting through effective use of data
- Providing modern and safe court facilities

- Equipping our workforce with the skills and expertise they need for the future
- Developing high-performing leaders
- Developing a safe, healthy, and resilient workforce
- Reflecting the community's diversity and supporting our own



OUTCOME 4

An effective, efficient and connected organisation

- Embedding an effective operating model
- Supporting decision-making with strong governance processes
- Innovating and improving through business intelligence and research
- Embedding improved practices by managing change
- Generating efficiency and enhancing practice through financial acumen



OUTCOME 5

Working effectively across the justice system

- Supporting meaningful engagement and partnerships
- Advocating and collaborating to deliver stronger justice system outcomes
- Engaging with the community to understand perspectives





OUTCOME 1

Accessible and safe court services

The community now expects equitable access to high-quality court services for all users, including supports for people experiencing vulnerability. We are adapting our services and the ways we deliver them to users' needs to support security, safety, wellbeing, and better outcomes.



OUR JOURNEY

CSQ has taken significant steps to tailoring services to court users in recent years, during a watershed period for the justice system. The Report on Youth Justice, Women's Safety and Justice Taskforce, COVID pandemic and Path to Treaty have emphasised the importance of user-centred services.

CSQ has worked closely with the community to ensure equitable access to tailored services across Queensland's regions and developed new supports for vulnerable people. Over the past 3 years, CSQ has improved a range of court processes, including the flow or exchange of information to relevant parties, through to changes to list management to improve efficiency. As well, we have deepened our cultural capabilities so we are better able to deliver court services that meet the needs of diverse populations.

We will continue to refine our services to support independent courts and the community's needs. This means collaborating closely with stakeholder groups and developing new learnings on what works by exploring new opportunities to improve service delivery for people with complex needs.



OUR PRIORITIES

Delivering accessible, equitable, timely and high-quality court services

Court users' individual needs vary according to a range of economic and social factors. We are committed to developing differentiated approaches to service delivery across our portfolio of courts.

Meeting the needs of court users

Court services must stay ahead of community expectations as Queensland' demographic profile evolves. We will continue to identify service gaps and areas for improvement, with a particular focus on supporting victims of crime.

Maintaining confidence in the integrity and independence of the courts

The independence of judicial officers is central to a flourishing democratic society. We will continue to observe proper protocol and deliver new policies and processes to support the integrity of courts and tribunals.

WHEN WE ACHIEVE THIS OUTCOME

- Our approach to service delivery will align more closely to the International Framework for Court Excellence.
- Uptake for specialist courts and support programs will be higher in general and amongst target cohorts.
- User satisfaction with court services will increase, particularly amongst regional communities, victims of crime.
- We will continue to set and meet clear expectations for the public on the steps and timeframes for undertaking key processes.



OUTCOME 2

Fit-for-purpose digital solutions and infrastructure

Embracing new technologies and improvements to infrastructure will keep court services ahead of the community's needs as Queensland's demographic profile evolves. Our investment in new digital and built solutions will focus on increased access, safety, digital capability, and data-driven decisions.



OUR JOURNEY

Digital and physical solutions are essential to providing high-quality outcomes for court users. The COVID-19 pandemic has accelerated steps taken across the justice system to make new digital solutions part of business as usual. Tailored approaches to service delivery are shifting the focus to the built environments in which CSQ interacts with the community.

CSQ has intentionally directed investment to set a good foundation in infrastructure, systems, and software. In particular, we have developed new digital solutions to enhance court user experience, made administration more efficient, and enabled remote access to courts and the justice system. Significant refurbishments have been delivered in several locations.

We will continue to develop digital and physical solutions to align with emerging approaches to service delivery in the years ahead. This means embedding tailored software as 'business as usual,' exploring new opportunities in data reporting and refining standards for new courthouse builds.



OUR PRIORITIES

Improving digital solutions to maximise court user access

Technological advances are delivering new and enhanced approaches to court administration. We are committed to digitising key court processes, transcription services and administrative systems to drive efficiency and improve the user experience.

Providing flexible and safe options to access court

The COVID pandemic has accelerated moves towards alternatives to face-to-face court sessions. We will harness and evolve this proven digital capability to provide additional options for users to engage with courts.

Supporting decision-making and reporting through effective use of data

Digital tools are now available to draw insights from the rich data collected about our performance and users' needs. We will develop additional reporting mechanisms to better support evidence-based decision making across CSQ.

Providing modern and safe court facilities

Purpose-built infrastructure will come into greater focus as our services are further tailored to court users' needs. We will continue to plan for increased security, update facility standards, and deliver new infrastructure where required.

WHEN WE ACHIEVE THIS OUTCOME

- The outcomes and benefits generated from investment in new technologies will be demonstrable and measured against their costs.
- Uptake of digital court services will increase.
- Our internal reporting processes will include a broader range of insights tailored to key strategic and operational decisions.
- Facility standards will have a greater focus on accessibility and harm minimisation to guide the development of new infrastructure.



OUTCOME 3

A high-performing, diverse and healthy workforce

Our workforce provides high-quality court services to thousands of Queenslanders every day. We strive to equip our staff with the skills, knowledge and tools required to provide a high standard of support to court users, judicial officers, and the community.



OUR JOURNEY

Our people are central to CSQ's success. We provide a high standard of service by working collaboratively, drawing from a deep pool of expertise, and committing to excellence in court administration, judicial and community support. This means remaining flexible and adaptable, as Queensland's demographic profile shifts and we develop a deeper understanding of court users' needs.

Our staff have shown incredible professionalism and resilience in navigating a range of challenges in recent years. Increased service demand has encouraged efficiency at a time when we have been tailoring our approaches. We are proud to have continued to deliver high-quality services through significant service disruptions, including a global pandemic.

We will refine our people frameworks to support a professional, high-performing, and diverse workforce in the years ahead. This means embedding frameworks and policies to maintain core service delivery skills, promote learning and development, and provide the supports our staff need to be successful.



OUR PRIORITIES

Equipping our workforce with the skills and expertise they need for the future

Our staff value continuous improvement to maintain high standards of professionalism. We will support our people to develop key capabilities to deliver on judicial officers' and the community's needs efficiently and effectively.

Developing high-performing leaders

Our vision, purpose, outcomes, relationships, and a focus on continuous improvement will drive our approach to leadership development.

Developing a safe, healthy and resilient workforce

There is a clear and demonstrable relationship between staff wellbeing and performance. We will continue to invest in the environments, processes, and ways of working that our staff need to be healthy and successful.

Reflecting the community's diversity and supporting our own

We recognise the importance and value of reflecting the diversity of our community in our own workforce profile and will continue to work to increase representation of diversity across CSQ.

WHEN WE ACHIEVE THIS OUTCOME

- Our professional development plans will highlight the capabilities and areas for improvement that will support staff to deliver on our strategic priorities.
- Performance conversations will be more aligned with opportunities to develop specialist skillsets and progress within the organisation.
- We will be able to demonstrate improvements in key staff engagement, safety and inclusion metrics, from measures like the Working for Queensland survey.
- Key measures of Queensland's diverse population will be reflected in our workforce profile.



OUTCOME 4

An effective, efficient and connected organisation

Staff across CSQ bring a range of skillsets, relationships, and backgrounds to supporting the judiciary and community. Delivering high-quality services means drawing on these strengths across the organisation by establishing systems and processes for working together effectively.



OUR JOURNEY

Our workforce's professionalism, capacity for collaboration and collegiate ways of working are essential to delivering good outcomes. The work of any given organisational area in CSQ can have broader impacts on users interacting with another part of the organisation. Developing a linked organisation means starting with a deep understanding of our workforce's diverse capabilities.

We have taken significant steps in recent years toward matching our organisational frameworks, processes, and systems to users' needs. The 'Working as One' operating model has defined our approach to delivering high-quality support to judicial officers and the community.

We will continue to develop improved approaches to linking up our capabilities and knowledge in the years ahead. This means collaborating closely with staff on structure, governance, business intelligence, change management, financial reporting, and other drivers of organisational improvements.



OUR PRIORITIES

Embedding an effective operating model

CSQ's clearly defined operating model, organisational structure and ways of working ensures we can work effectively within and across operational areas and regions. Through improved coordination, we can more effectively direct our efforts, share best practice and embed improved practices consistently.

Supporting decision-making with strong governance processes

Strong governance ensures we make timely and high quality operational decisions. Improvements to our governance will ensure responsibilities are delegated appropriately, roles are clearly defined, and expert views are embedded in decision-making.

Innovating and improving through business intelligence and research

Changes in Queensland's economic and social profile have a direct impact on the services we deliver. We will take an evidence-based approach to keeping our courts, programs, and approaches ahead of the judiciary's and community's needs.

Embedding improved practices by managing change

Our staff show a high level of professionalism by striving for excellence in court administration and support. Our approach to change will keep governance structures, approaches and ways of working aligned as we embed service improvements in business as usual.

Generating efficiency and enhancing practice through financial acumen

Our financial management processes will support secure, efficient, and accountable practices. We will expend funds as expected while driving service delivery improvement and excellence.

WHEN WE ACHIEVE THIS OUTCOME

- Our operating model will be reviewed to determine the extent to which it was implemented effectively, contributed to organisational goals, and supported staff development.
- We will be able to demonstrate the contribution our approval and governance processes have made to improvements in efficiency and service delivery.
- A broader range of relevant data points and research will be embedded in our processes for reporting, developing new initiatives and continuous improvement.
- Service delivery standards and staff engagement will be maintained throughout the change management process.
- Future audit reports will show that CSQ has met its statutory obligations around acquitting funds.



OUTCOME 5

Working effectively across the justice system

Courts are a key point of contact with government services for many Queenslanders, especially those experiencing vulnerability or with complex needs. Delivering good outcomes today means listening to our service users and collaborating with key partners across the justice system and beyond.



OUR JOURNEY

The complex symptoms of disadvantage, crime and trauma mean that no organisation in the justice system works in isolation. Service users will present at other government agencies when they are at risk of offending. People who have contact with the courts will often require referral for specialist support. Delivering good outcomes means linking services across the justice system.

Over the past three years, CSQ has led work across agencies and professional organisations to stand up civil and criminal services during COVID-19, and evolved our civil service delivery model to enable more engagement with stakeholders across the civil system.

We have reached further beyond CSQ to understand and respond to court users' needs in recent years. Court Link, for example, has connected users with housing, health employment, and other social supports. The Community Justice Group Program has increased the voice and supports for Aboriginal and Torres Strait Islander people in contact with the justice system

We will deepen our collaboration with the justice sector and community partners in the years ahead. This means developing new information-sharing arrangements, supporting and upscaling multi-disciplinary pilots, and seeking feedback from a broader range of service users.



OUR PRIORITIES

Supporting meaningful engagement and partnerships

Meaningful engagement with our stakeholders and partners across the justice system supports our intent to drive efficiencies, align effort and improves the function of the justice system.

Advocating and collaborating to deliver stronger justice outcomes

We strive to support fair and equitable outcomes for Queenslanders from a diverse range of backgrounds. This means looking beyond the organisation to key justice sector partners, government agencies and stakeholder groups when enhancing our services.

Engaging with the community to understand perspectives

We are committed to partnering with the community to understanding the drivers of effective, safe, culturally appropriate and specialist services.

WHEN WE ACHIEVE THIS OUTCOME

- Stronger working relationships with key stakeholders across the justice system will enable even more meaningful contributions to service improvements.
- We will be able to demonstrate improved coordination and connection between CSQ and our partners' services and approaches.
- A broader range of community groups and members will participate in activities to scope, develop and review service improvements.

