



OFFICE of
PUBLIC PROSECUTIONS
VICTORIA

Office of Public Prosecutions

Strategic Plan 2017-2021

Our vision

To make a positive contribution to the community through our role in the justice system.

Our purpose

To provide an independent prosecution service for the people of Victoria.

Our values

Act fairly
Act with integrity
Respect others
Work together
Strive for excellence

Our strategies 2017-2021

- 1. Deliver high-quality prosecution and proceeds of crime services, taking advantage of innovative information technology to achieve fair outcomes effectively and efficiently.**

We aim to deliver just and consistent outcomes in all matters prosecuted and advice given. We operate efficiently and under the highest professional standards demonstrating integrity and fairness.

- 2. Be responsive to victims and witnesses in the prosecution process.**

We engage fairly and appropriately with stakeholders and members of the community involved with or affected by the justice system. Above all we aim to be sensitive and responsive to the concerns and needs of victims, recognising their roles as participants in the criminal prosecution process.

- 3. Enhance OPP legal and victim support service delivery to regional areas of Victoria.**

We aim to ensure that our services are available and accessible throughout Victoria.

- 4. Influence and implement policy, procedure and law reform.**

We monitor current and emerging legal issues and contribute to policy, procedure and law reform. We seek to influence or develop new legal processes that support justice, improve efficiency and decrease costs to the criminal justice system.

- 5. Deliver our legal services within a framework that supports strong governance, professional capability and staff wellbeing.**

We aim to strengthen and further develop the capabilities and wellbeing of our staff, and to develop innovative and integrated technology and improved knowledge management to support our role. Our governance framework supports us in achieving our goals.

Strategy 1

Deliver high-quality prosecution and proceeds of crime services, taking advantage of innovative information technology to achieve fair outcomes effectively and efficiently.

We aim to deliver just and consistent outcomes in all matters prosecuted and advice given. We operate efficiently and under the highest professional standards demonstrating integrity and fairness.

Goals

- 1.1 Quality-assure and where possible standardise prosecution processes and the timeliness of those processes to achieve consistent and high standard trial preparation and appearances.
- 1.2 Enhance methods for accessing and sharing specialist legal knowledge, including the provision of training and the development of online information and knowledge tools.
- 1.3 Implement initiatives to ensure that OPP plea rates are maintained at, or exceed, 77 per cent.
- 1.4 Further develop our capacity to record, analyse and report our performance and financial data to inform and support organisational reviews, resource allocation, budget and financial planning, evaluation of initiatives and priority setting.
- 1.5 Develop and make better use of integrated information technologies to deliver our legal services, including the conduct of electronic trials, case management through a digital workflow and the management and distribution of documents and materials with stakeholders in criminal law proceedings.
- 1.6 Assess all serious crime and organised crime matters for asset confiscation potential and refer opportunities to the relevant investigative agency for asset investigation.

What we will achieve

- *Increases in the number of briefs prepared and hearings attended.*
- *Increases in guilty outcomes as a percentage of case completions reported annually.*
- *Maintenance of annual plea rates at above 77 per cent.*
- *Improved compliance with workflow management procedures.*
- *Improve efficiency and effectiveness of legal service delivery by the increased use of e-briefs or other electronic trial or collaboration tools.*
- *All serious crime and organised crime matters are assessed for confiscation potential annually.*

Strategy 2

Be responsive to victims and witnesses in the prosecution process.

We engage fairly and appropriately with stakeholders and members of the community involved with or affected by the justice system. Above all we aim to be sensitive and responsive to the concerns and needs of victims recognising their roles as participants in the criminal prosecution process.

Goals

- 2.1 Reinforce our roles, responsibilities and expectations regarding service provision to victims by developing and promoting an OPP Service and Communication Charter.
- 2.2 Train our lawyers and social workers on conferencing and communication with victims, witnesses and bereaved family members.
- 2.3 Strengthen the support of and communication with victims by effective and efficient collaborative practices, case planning and referral processes.
- 2.4 Develop a website to provide access and information to victims and witnesses and consider the use of related social media.
- 2.5 Strengthen accountability and transparency by developing and communicating OPP complaints processes.

What we will achieve

- *The OPP Service and Communication Charter will be developed and endorsed.*
- *Improved skills of all OPP practice staff by development and delivery of training sessions on conferencing and communication with victims.*
- *Social work and legal practitioner survey on collaboration and case planning practices will demonstrate positive value and contribution to improved victim service delivery.*
- *Improvements in timeliness and rate of referrals of victims internally and externally.*
- *Completion and sign-off of the OPP victim and witness website.*
- *OPP complaints processes will be documented, endorsed and put into practice.*

Strategy 3

Enhance OPP service delivery to regional areas of Victoria.

We aim to ensure that our services are available and accessible throughout Victoria.

Goals

- 3.1 Review and refine our regional service delivery to ensure provision of consistent collaborative and coordinated prosecution and victim assistance services across Victoria.
- 3.2 Quality-assure and where possible standardise regional prosecution processes and the timeliness of those processes to achieve consistent and high standard trial preparation and appearances for regional matters.
- 3.3 Improve and expand the capability of the OPP Legal Practice and WAS to manage and where required to coordinate regional circuit work.
- 3.4 Maintain and further develop our links with regional courts and other regional stakeholders.

What we will achieve

- *Increase in the number of regional prosecutions with involvement of a WAS social worker.*
- *Increase in the number of OPP lawyers who undertake prosecution of regional matters annually.*
- *Increase in the number of OPP lawyers who are provided with training/shadowing for the conduct of regional prosecution work.*
- *Improvement in regional prosecution compliance with workflow management procedures.*

Strategy 4

Influence and implement policy, procedure, and law reform.

We monitor current and emerging legal issues and contribute to policy procedure and law reform. We seek to influence or develop new legal processes that support justice improve efficiency and decrease costs to the criminal justice system.

Goals

- 4.1 Monitor the outcomes of trials and appeal hearings, and where appropriate develop submissions policies or projects that identify issues for law reform.
- 4.2 Liaise with the Department of Justice and Regulation, Courts and other relevant stakeholders in order to advocate for change and improvements to the criminal justice system.
- 4.3 Review internal policies and procedures to ensure alignment of our practices with changes and developments in the criminal justice system.
- 4.4 Undertake change management and communication initiatives to inform OPP solicitors of the changes to internal policies and procedures.

What we will achieve

- *Continued review and development of submissions for important law reform issues.*
- *Continued monitoring of internal policies to ensure currency and quality of service delivery.*
- *The completion of the review of Directors Policies and the uploading of these to the OPP Knowledge Management System.*
- *Launch of updated DPP Policies.*
- *Training initiatives to inform OPP solicitors about changes to organisational policies and procedures.*

Strategy 5

Deliver our legal services within a framework that supports strong governance, professional capability and staff wellbeing.

We aim to strengthen and further develop the capabilities and wellbeing of our staff, and to develop innovative and integrated technology and improved knowledge management to support our role. Our governance framework supports us in achieving our goals.

Goals

- 1.1 Review and implement changes to our corporate services and legal practice to optimise the flexibility, efficiency and capability of our teams and our service delivery.
- 1.2 Further develop and implement staff wellbeing and resilience programs and activities.
- 1.3 Implement corporate projects, including the delivery enhancement and integration of information technologies within time, and on budget, to support the efficient and effective delivery of our legal services.
- 1.4 Further develop our workforce, including recruitment training of legal practitioners and support staff, and succession planning.
- 1.5 Address the learning and development needs of our junior solicitors through mentoring supervision and training initiatives.

What we will achieve

- *Improvements to the efficiency and effectiveness of Corporate Services resulting from completed reviews of IT, AV and Projects and Performance.*
- *All IT infrastructure projects including Outlook, TRIM and PRISM upgrades are completed within timeframes and budget achieving all identified milestones.*
- *A staff wellbeing and resilience strategy and program is developed and implemented annually.*