



Office of Public
Prosecutions
Victoria



Strategic Plan 2022-2025



Welcome to the Office of Public Prosecutions 2022-2025

Our strategic priorities are a set of choices about what we want to focus on over the next four years to give us the best chance of delivering high quality prosecutions now and in the future, as we strive to be a criminal justice system leader and a dynamic organisation, continually adapting to deliver effective outcomes for our community.



Abbey Hogan

Solicitor for Public
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Kerri Judd QC

Director of Public
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Brendan Kissane QC

Chief Crown
Prosecutor

These choices:

- **inform what we aspire to develop and deliver from 2022-2025;**
- **help our stakeholders and community understand our areas of focus; and**
- **help to inform the decisions that every person at the OPP makes, every day.**

Our strategic plan is aspirational. Making a strategic choice is an opportunity to take action and innovate for the future. We have carefully analysed the criminal justice system as it is today and imagined how it might be better. We have also carefully analysed our role within that system, and how we might best perform our core business - prosecuting serious criminal cases in the Victorian courts.

In arriving at this set of strategic choices, we have considered:

- what we have heard from our people including solicitors, social workers, legal support staff, corporate services staff, and Crown Prosecutors

and barristers briefed by the OPP, about what is important to them, and what they need to deliver high quality prosecutions now and into the future;

- the priorities, systems, capabilities and changing needs of our key stakeholders including the courts, police, and victims of crime; and
- our current systems, resources and capabilities.

The criminal justice system is increasingly dynamic and complex. The COVID-19 pandemic has highlighted how important it is that the OPP has the capability to continually adapt and thrive in a changing criminal justice landscape to ensure sound decision making and to deliver efficient and effective justice outcomes. Continuous learning and improvement alongside sound decision making will be vital as we support a diverse workforce to perform their roles within flexible and hybrid models, take advantage of new digital capabilities to streamline how we allocate, prepare and present cases in court, and enhance our support for victims and witnesses.

At the heart of the criminal justice system are people – practitioners and the community we serve. To deliver high quality prosecution services now and into the future, we need to support and develop a diverse, creative and agile workforce. We need to develop our capabilities and systems to support victims and witnesses. We need digital capability that adds value to how we do our work and is responsive to changing needs. We must strive for professional excellence and leverage our unique role and expertise to drive criminal justice reform to achieve better outcomes for our community. This includes building and maintaining strong relationships with our stakeholders to enable us to understand different perspectives, share expertise, and work together to improve justice outcomes for our community.

We need every person at the OPP to apply their unique skills and experience to help bring these strategic priorities to life.

Our Vision

We are a leader in the criminal justice system.

We are a dynamic organisation, continually adapting to deliver effective outcomes for our community by valuing and supporting our people, applying our unique legal expertise, and leveraging our digital capability.



Our Mission

**We deliver high
quality prosecutions
independently, fairly
and efficiently.**

Our Values

Our values are our core beliefs about how we should behave and how we do things. Our culture is shaped by these values through their influence on our attitudes and actions.



Treat everyone with respect

This means:

- We are empathetic and courteous towards other people.
- We respect and embrace diverse backgrounds, identities, beliefs, abilities, experiences and perspectives.
- We are kind and inclusive. We look out for one another.



Work collaboratively

This means:

- We work together across the OPP and with stakeholders to deliver high quality services to the Victorian community.
- We support one another.
- We value input and feedback from other people.



Embrace innovation

This means:

- We are curious about how we work and how we might better serve our community.
- We embrace challenges and opportunities for growth and adaptation.
- We develop and adopt sustainable and world-leading ways of working.



Demonstrate professional excellence

This means:

- We value and encourage independent thought, initiative and commitment.
- We take responsibility for our own learning and development.
- We strive for best practice litigation, including early resolution of cases.



Act with integrity

This means:

- We do our work in a way that is fair, impartial and accountable.
- We understand that the decisions we make impact the community that we serve.
- We maintain and comply with sound decision making processes.



1. Our People



**Our people are
our foundation**

We aspire to:

Invest in our people and their wellbeing to support them to succeed.

Our aims:

- Our leaders embrace and model our values and set a clear vision for 'how we do things' at the OPP. Our people embrace and model our values.
- We recognise that every person at the OPP plays a part in our collective success. We work collaboratively across the OPP and we value and learn from one another.
- We recognise that we serve a diverse community. We recognise that diverse perspectives lead to better outcomes in service of our community. We seek out diverse perspectives by recruiting, engaging with, and seeking feedback from people with diverse backgrounds and experiences. We make sure that everyone feels welcome and valued.
- We value and encourage creativity, expansive thinking and agile approaches that enable us to continually adapt in response to changing needs.
- We take responsibility for our actions. We view feedback as an opportunity to reflect and think about whether there is a better way forward. We offer and seek respectful feedback.
- We develop our current and future leaders to be supportive, agile and creative thinkers and problem solvers. We expect our leaders to demonstrate leadership excellence, lead effectively through change, and to work collaboratively and constructively to deliver our priorities.
- We are a flexible, dynamic, engaged and progressive workplace where people feel supported, empowered and motivated to contribute. We are an employer of choice.

2. Victims and Witnesses



Our support for victims and witnesses is a central focus of our work

We aspire to:

Be fair and supportive when we engage with victims, witnesses and other people who are affected by the criminal justice system.

Our aims:

- We recognise that we serve a diverse community. We value diversity and we listen to, seek to understand, and cater to the diverse community that we serve.
- We acknowledge that each person has different needs. We offer different ways for people to access information and support. We tailor our engagement to the individual needs of each victim and witness.
- We model our values when engaging with victims and witnesses. We treat everyone with respect and kindness. We are sensitive to the individual needs and concerns of victims and witnesses. We ensure that victims have a genuine opportunity to share their views and have appropriate information and support to understand outcomes.
- We view feedback as an opportunity to reflect and think about whether there might be a better way forward. We continually seek feedback about how we have supported people through the prosecution process and use this feedback to improve how we support people in the future.



3. Digital Transformation



Digital transformation will enable us to adapt to change, deliver high quality services and enhance communication

We aspire to:

Use ongoing digital transformation to assist us to deliver high quality services, improve efficiency, manage workload and allocation, and enhance engagement with victims, witnesses and stakeholders.

Our aims:

- We invest in robust and sustainable technology that consolidates and standardises our digital systems to provide seamless processes and integration. This investment will support our people to deliver high quality and efficient services, assist with managing workload, and enhance our engagement with victims, witnesses and other key stakeholders.
- We continually improve the digital capability and expertise of our people. We invest in and deliver ongoing digital learning and development. Our people are committed to adopting and leveraging new technology. Our people are empowered to get the best outcomes from technology and deliver the best services.
- We use technology to enhance support for victims and witnesses. Digital tools enable us to improve engagement and communications with victims and witnesses and to seek and capture feedback from victims and witnesses to drive continual improvement in service delivery.
- We use technology to improve our data capture and analysis. We use this data and analysis to inform decision making, resources and workload allocation, and to monitor and evaluate performance.
- We use and promote digital technology in court. We identify and invest in digital technology to assist the prosecution process. We train our people so that they are empowered to apply this technology to generate efficiencies in the preparation of matters for court, and to best present evidence in court.
- We collaborate with stakeholders in the legal sector, government and community to improve digital integration across the justice sector and to enhance communications with key stakeholders, including victims and witnesses.

4. Driving and Leading Reform



Driving and leading criminal justice system reform to achieve better outcomes for victims and our community

We aspire to:

Leverage our unique expertise and role as a leader in the criminal justice system to influence systemic reform to deliver better and more efficient justice outcomes.

Our aims:

- We collaborate with key stakeholders to influence and implement policy, procedural and law reform that will deliver better justice outcomes for the community that we serve.
- We drive and lead change to address court backlogs and to find pathways forward from the COVID-19 pandemic, through innovative case management and early resolution of cases.
- We use our unique position to advocate for change that will improve the experience of victims and witnesses in the criminal justice system.
- We build community trust and confidence in the OPP by improving community understanding of what we do, how we work and how prosecutorial decisions are made.



5. Professional Excellence



Professional excellence in all that we do

We aspire to:

Develop and build outstanding capability by investing in learning and development, embracing innovation, seeking feedback to inform continual improvement, and ensuring that every person at the OPP contributes to delivery of our strategic priorities.

Our aims:

- We invest in training and development of our people, systems and supports. We develop a framework for learning and development. We prioritise sharing and developing knowledge and expertise across our organisation. We create opportunities for people to learn from one another across the OPP. We identify and invest in tools and supports to enable and empower our people.
- We develop highly capable and empowered professionals with growth mindsets, who proactively strive for excellent outcomes in what they do and how they do their work.
- We build and apply robust operational and corporate governance frameworks to ensure that prosecution decision-making and service delivery are consistent, fair and compliant.
- We conduct early analysis of files to identify appropriate charges and resolution potential. We identify and adopt efficient and effective processes and systems to enable this.
- We deliver high quality prosecution and proceeds of crime services, with a focus on considered analysis, careful negotiation, sound decision making, and effective outcome management.
- We view feedback as an opportunity to reflect and identify when there is a better way forward. We continually seek feedback from stakeholders and use this feedback to continually improve how we deliver prosecution services.
- We apply and scale project management activities to the risk and size of the task. We build cross-functional project teams and working groups in recognition that collaboration and sharing of ideas achieves optimal outcomes and improves job satisfaction.

What's next?

What will we focus on this week, this month and this year?

How will we know how we are doing?

Each year we will have an Implementation Plan that shows what we aim to deliver against each strategic priority in that year. Some projects will span multiple years.

Our Implementation Plan sets out:

- what projects we will work on and
- what actions we will take.

It will help us to see how we are doing, to make sure that we are on track as we aspire to achieve our strategic priorities.