



Office of Public  
Prosecutions  
Victoria

# STRATEGIC PLAN



2016-2020



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The Office of Public Prosecutions  
acknowledges the Traditional Owners of  
Country throughout Victoria. We pay our  
respects to Elders past and present.

# Foreword

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Our strategic plan outlines a clear set of choices that guide our direction and drive our priorities from 2026 to 2029. These choices reflect where we believe the Office of Public Prosecutions (OPP) can make the greatest impact for our people and the Victorian community. They inform what we aim to deliver, the standards we hold ourselves to and the way we contribute to a criminal justice system that is connected, responsive and sustainable.

This plan sharpens our focus on what matters most. It sets our ambition to be known for high-quality prosecution services, a great people experience and a meaningful impact across the criminal justice system. Delivering high-quality prosecution services means more than achieving technical excellence. It requires fairness, efficiency and sustainability. It calls for purposeful collaboration with stakeholders, continual improvement and innovation. Above all, it means ensuring our people, our service and the wider system are ready to adapt and thrive as new challenges and opportunities emerge.

Our refreshed values—trust, collaboration, innovation, integrity and accountability—sit at the heart of how we work. They shape our culture, guide our decisions and help us build a workplace where every person can contribute and thrive. These values also reflect the way we serve the community and how we work with courts, police, victims of crime and our many partners across the criminal justice system.

In developing this strategy, we have listened closely to our people and our external stakeholders. We understand the challenges and demands of an increasingly complex and dynamic criminal justice environment. We also recognise the opportunities ahead, including rapidly evolving digital tools, evolving ways of working and a continued focus on delivering a clear, respectful and trauma aware service for victims and witnesses. Our strategic choices position us to lead with purpose and to strengthen the way we deliver prosecution services for the community.

Every person at the OPP plays a critical role in achieving our mission. This plan recognises the contribution of every role across the organisation and empowers each team and individual to bring our strategic priorities to life. It is our shared commitment to delivering just and efficient outcomes for the community we serve.



**Abbey Hogan**  
Solicitor for Public  
Prosecutions



**Brendan Kissane KC**  
Director of Public  
Prosecutions

# Vision

We lead with purpose and impact in the criminal justice system.

We deliver effective outcomes for the community, underpinned by integrity and driven by legal expertise, digital technology and innovation.

We empower our people and value their collective contribution to our mission.

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# Mission

We deliver high quality prosecution services independently, fairly and efficiently for the Victorian community.

# Values

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## Trust

- We create a respectful and supportive culture built on a shared sense of belonging, understanding, wellbeing and participation.
- Our engagement with victims and witnesses is respectful, trauma aware, and informed by our expertise and our role.
- We build meaningful relationships across the sector and with the community to shape better criminal justice outcomes.



## Collaboration

- We work together with a unified commitment to justice, fairness and public confidence in our prosecution services.
- We lead a culture of knowledge sharing, feedback, learning and supporting each other through change.
- We share expertise and seek insights across our sector and beyond to drive continuous improvement in the criminal justice system.



## Integrity

- We are fair and impartial and our actions uphold public trust.
- We recognise that our decisions impact our community, and we approach every matter with care, diligence and high professional standards.
- We apply sound decision-making processes that are transparent, consistent and guided by our expertise.



## Innovation

- We embed innovation in our everyday work, continuously improving how we deliver our services through smarter and more effective practices.
- We leverage new technologies and insights to strengthen performance and public value.
- We encourage curiosity and learning to drive innovation in everything we do.

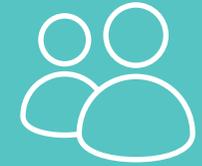


## Accountability

- We set meaningful goals, measure our performance and reflect, learn and improve.
- We take responsibility for our decisions, actions and organisational culture, individually and collectively.
- We pursue early and appropriate outcomes that reflect our mission.

# Strategic priorities

## Our people



### We aspire to:

Be a proud workplace enabled by talented people and a reputation for wellbeing.

### Our aims:

- **Everyone belongs:** Our strength is collective, enabled through collaboration and our recognition of individual difference. We recognise every background and experience reflecting the community, making sure all voices are heard and everyone feels valued.
- **Safe and well together:** We look out for each other. We build a safe, supportive place to work, where mental health and wellbeing matter as much as results, so everyone can thrive even in challenging times.
- **Lead, connect, inspire:** We lead by example, nurture strong bonds and create a culture where people are inspired to do their best work. We are united by trust, open conversation and a shared commitment to community.
- **Careers with purpose:** We offer more than just a job. We have real impact on the justice system and the community. We help people grow unique skills, find their calling and make a real difference every day.
- **Ready for tomorrow:** We equip people to stay ahead by embracing new ideas and innovations, to be their best, and shape better outcomes in a changing world.
- **Thrive and shape the future:** Our leaders support and uplift, and together we build an optimistic future for our people, delivering positive change for the community we serve.

## Efficient and effective outcomes

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### We aspire to:

Continuously improve our operational model to support efficient, independent and fair outcomes for the community, and meaningful and sustainable work for our people.

### Our aims:

- **Fair and efficient prosecution services:** We prepare cases fairly and efficiently and resolve cases appropriately at the earliest opportunity. Our people are supported in this by clear processes, digital tools, strong stakeholder relationships and ongoing capability development.
- **Operational efficiency and effectiveness:** We continuously improve how we work—internally and with stakeholders—to ensure our resources have real impact. Using data and technology, we measure outcomes, support our people, and adapt to changing demands. Our financial and workforce models are strategic, sustainable and informed by evidence and experience.
- **Clear and impactful roles:** We support our people with clear capability frameworks, and a shared understanding of roles and how different workgroups complement each other for maximum impact.
- **Advocacy and briefing impact:** We continually develop and brief highly capable prosecution lawyers who are committed to applying their expertise in service of early and appropriate resolution, just and efficient case preparation and outcomes, and trauma aware victim engagement in line with the Victims' Charter and the OPP's defined service standard.



## Building a future-ready workplace

### We aspire to:

Create a digitally empowered, inclusive and resilient workplace that anticipates tomorrow's challenges and opportunities.

### Our aims:

- **Implement a scalable, cybersecure digital ecosystem:** We invest in integrated platforms that streamline workflows, safeguard our data, reduce duplication and enable seamless collaboration.
- **Empower a digitally confident workforce:** Our people are equipped to adopt, adapt and lead with technology, and understand its limitations. Digital capability is embedded across all roles through targeted learning, leadership development and hands-on support.
- **Engagement through technology:** We personalise and simplify communication with victims, witnesses and stakeholders—ensuring timely updates, accessible information and feedback loops that drive continuous improvement.
- **Leverage data for insights and impact:** We strengthen data governance and analytics to support evidence-based decision-making, performance monitoring and future planning. This includes tools and approaches that enable timely insights, better resource allocation and improved outcomes.
- **A contemporary workplace:** We strive to future-proof our workspaces by investing in sustainable, inclusive and secure digital tools. Our approach recognises environmental impact, promotes social equity and ensures strong governance.
- **Lead sector-wide digital collaboration:** We drive integrated solutions across the criminal justice system, strengthening partnerships with key stakeholders to develop integrated tools and innovative ways of working.



## Supporting victims and witnesses

### We aspire to:

Deliver a clearly defined, sustainable and trauma aware service for victims and witnesses, leveraging OPP expertise and collaborating with other victim support agencies for best impact.



### Our aims:

- **A well-defined service:** We deliver a transparent and well-defined service for victims and witnesses, in accordance with our role in the criminal justice system. Our service is guided by the Victims' Charter and clear expectations around support, information and communication. Our community understands who we are, what we do, and what to expect from our service.
- **Supporting our people to deliver high quality victim engagement sustainably:** We support our teams to deliver high-quality services sustainably, through ongoing investment in capability, systems and wellbeing supports.
- **Trauma aware:** We engage with victims and witnesses in ways that are respectful, responsive and trauma aware. We prioritise early and clear communication, and the enhancement of choice, voice and autonomy—including through easy access to information, and clear avenues for feedback about our service.
- **Co-ordination and collaboration for best possible impact:** We work in coordinated and efficient ways to deliver our defined service. We collaborate effectively with victim support agencies to share expertise, facilitate early and appropriate referrals, and provide the best possible victim engagement within the scope of our role and limits of the criminal justice system.
- **Continuous improvement:** We continuously improve our service using feedback, best practice insights, and data, adapting our approach to meet evolving needs of victims and witnesses.

## Impact through connection



### We aspire to:

Help shape a connected, responsive, and sustainable justice system, through our relationships and unique expertise.

### Our aims:

- **Cultivate purposeful relationships to influence reform:** We build strategic relationships to enable stakeholder dialogue, influence law reform, and ensure change is guided by deep expertise and justice system insight.
- **Leverage the OPP's unique position to shape policy and practice:** We leverage our unique role within the justice system to shape policy and legislation, promoting reforms that improve outcomes, efficiency and community impact.
- **Shape a connected and enduring justice system:** We support reforms that address immediate challenges while strengthening the justice system's resilience, adaptability, and long-term sustainability. Through collaboration and diverse perspectives, we help ensure the system evolves with integrity, public trust and lasting impact.
- **Champion collaboration for shared understanding:** We promote collaboration within and beyond the OPP to build shared understanding, drive practical reform, and ensure policy and practice stay responsive and grounded in real-world experience.
- **Drive impact through data capture and evidence-based practical insights:** We lead data-driven reform by capturing and analysing justice system data to generate practical insights that continuously improve policy, practice and outcomes for all participants.



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