

# Forensic Science Queensland Strategic Plan 2023-27

## OUR VISION

Forensic science excellence serving the Queensland justice system

## OUR PURPOSE

To provide high quality, timely and innovative forensic services supporting the integrity of the justice system and the Queensland Community

### QUEENSLAND PUBLIC SECTOR VALUES



**CUSTOMERS FIRST**



**IDEAS INTO ACTION**



**UNLEASH POTENTIAL**



**BE COURAGEOUS**



**EMPOWER PEOPLE**

### FORENSIC SCIENCE QUEENSLAND VALUES



**EXCELLENCE**



**INNOVATION**



**INTEGRITY**



**RESPECT**



**COLLABORATION**

### OUR COMMITMENT WITH FIRST NATIONS PEOPLES

We deeply respect Aboriginal and Torres Strait Islander peoples and cultures. We commit to partnering with First Nations people, as outcomes built on strong relationships create a positive shared future for all Queenslanders

### OUR COMMITMENT TO HUMAN RIGHTS

We respect, protect, and promote human rights in all that we do and put people first in our actions and decisions



## People and Culture

*Create a collaborative culture of professional, motivated, and empowered people*



## Process Foundation

*Deliver valid, reliable, high-quality services*



## Infrastructure

*Build fit for purpose infrastructure and systems*



## Science Innovation

*Embrace science and technology to meet our future needs*

STRATEGIES

1. Develop strong and transparent leadership
2. Build a resilient and agile workforce
3. Foster professionalism and collaboration
4. Cultivate a robust and skilled workforce empowered to meet future needs

1. Ensure valid and reliable scientific practice
2. Implement a robust and positive quality system culture focussed on continuous improvement
3. Cultivate positive stakeholder relationships
4. Deliver timely and efficient services

1. Develop a strong governance, budget, and accountability framework
2. Build fit for purpose facilities and enhance information management systems
3. Enhance capability and security of information management systems
4. Implement the recommendations from the *Commission of Inquiry into DNA testing in Queensland*

1. Develop an innovation strategy to position FSQ into the future
2. Build strategic academic and research partnerships
3. Foster a research culture
4. Harness new and emerging technologies

PERFORMANCE INDICATORS

- Delivery of a leadership development program
- Provision of increased learning and development opportunities through Career Success Plans and a transparent process
- Improved staff feedback on learning and development opportunities, leadership, inclusion and diversity, wellbeing, organisational culture, and teamwork.
- Increased core staffing numbers to match resource requirements
- Enhanced skills and competency of staff creating responsive, productive, and agile teams

- Improved stakeholder satisfaction in the timeliness and quality of our services
- Improved quality system implemented, and accreditation maintained
- Accreditation scope increased to include ISO 21043 standards
- Improved engagement and collaboration with key stakeholders

- Framework and system for regular performance and budget reporting delivered
- Improvements made to laboratory and accommodation and plans developed for future needs
- Forensic Register upgrade project commenced, and regular sprints deliver improvements to users
- Short- and medium-term recommendations from the *Commission of Inquiry into DNA testing in Queensland* implemented and reported

- Ongoing review and optimisation of existing capabilities to facilitate continuous improvement
- Medium to long term innovation plan developed to identify and harness innovative opportunities
- We are recognised and renowned for quality research in collaboration with academia
- We embraced and utilised emerging technology and innovative methods

### OUR STRATEGIC OBJECTIVES SUPPORT THE FOLLOWING QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY:



#### Good jobs

Good, secure jobs in our traditional and emerging industries



#### Better services

Deliver even better services right across Queensland



#### Great lifestyle

Protect and enhance our Queensland lifestyle as we grow

- Providing secure employment opportunities
- Invest in the development of our skills and capability to deliver quality forensic services

- Provide a quality and timely service to police and the criminal justice system
- Provide quality forensic services to improve justice and social outcomes

- Invest in Forensic Science Queensland to realise benefits for a better and safer community

### OUR ROLE

### OUR STRATEGIC RISKS

- Rebuilding trust and confidence and meeting the expectations of the community and the criminal justice system
- Future workforce capacity and capability challenges
- Infrastructure issues

### OUR OPPORTUNITIES

- Strengthen stakeholder engagement, communication, and transparency of FSQ methods, systems, and services
- Enhance strategic planning and recruitment processes to realise future service delivery and workforce models
- Develop and deliver world class facilities, systems, and processes