Our future

The QCAT Strategic Plan 2015-19 details the Tribunal's four short and medium term priorities that form the basis of delivering fair and just outcomes. As part of our long term workforce planning, we have looked beyond the annual horizon to gauge social, government and legal issues that may impact QCAT. This informed our 2015-19 strategic plan review and helped formulate our 2016-17 business plan.

Our annual business plans provide the operational initiatives for ongoing innovation and collaboration opportunities. Delivering these opportunities will ensure we realise the strategic plan's benefits. Trends, issues and their potential initiatives and performance indicators are:

QCAT 2016-17 business plan

Trends and issues	2016-17 initiatives	Performance indicators
Continuing increase in filings.	• Implement an online services program in conjunction with the department's online roadmap.	• Delivery of online services.
	• Build accessibility through fit-for-purpose premises that provide the right space to deliver our services.	• Accommodation options reviewed and presented to the department.
	• Develop options for regional access and build on service delivery partnerships.	• Review and improve in the engagement, training and development of Magistrates court staff delivering frontline QCAT services.
Ongoing service delivery with limited resources.	• Work with legal and community organisations to ensure ongoing community access to support and assistance services.	• Support QPILCH to provide 250+ QCAT client appointments. • Support Court Network to provide support to 9000+ QCAT clients.
	• Streamline services through business process improvement projects.	• Finalisation of phase one projects in searches, archiving and retrieval.
	• Respond to QCAT Review.	• Implement recommendations (subject to confirmation).
	• Work with the government to develop a sustainable budget to support the Tribunal.	• An agreed budget that provides financial sustainability for QCAT.

Trends and issues	2016-17 initiatives	Performance indicators
	• JP initiative business-as -- usual transition.	• Weeks to hearing benchmark, enable adjudicators and magistrates to hear more complex matters.
Increased number of guardianship cases with more clients aged 65 years and older, and more appointments resulting from the NDIS.	• Implement QCAT NDIS services.	• Review the impact of the NDIS, provide feedback and improve disability support service delivery.
	• Conduct hospital hearings trial with Queensland Health.	• 3-4 week hearing timeframes, cost savings, improved rehabilitation.
	• Implement recommendations from the Queensland Law Reform Commission's inquiry into guardianship legislation.	• Implement recommendations (subject to confirmation).
Expanded use of alternative dispute resolution to more jurisdictions, particularly with this year's proven effectiveness in cases as diverse as building and children's matters, resulting in pressure on ADR Resources.	• Continue to implement Queensland Child Protection Commission of Inquiry recommendations.	• Implement recommendations: −child inclusive and age appropriate processes (ie increased use of child and youth advocates) −timely consideration to reduce unnecessary delays and dismissal of matters −publish outcomes achieved through compulsory conference process.
	• Review neighbourhood dispute resolution (NDR) process. • Develop the use of QCAT registry mediators for NDR.	• Conduct trial and evaluation.
	• Progress online dispute resolution service options.	• Delivery of online dispute resolution model trial.
	• Review agreements with partners.	• Review and monitor service level agreements with Magistrates Courts and the department's Dispute Resolution Branch.
	• Build the available physical resource through fit for purpose premises that provide adequate facilities for ADR.	• Accommodation and fit out reviewed and options presented to the department.

Trends and issues	2016-17 initiatives	Performance indicators
Ongoing growth in the volume of state legislation and, as a result, our review jurisdiction. Need to train and retain staff to support consistent, high quality service delivery.	• Contribute to statutory reviews including the *Neighbourhood Disputes (Dividing Fences and Trees) Act 2011*. • Appoint and retain decision makers.	• Implement outcomes (subject to confirmation). • Appointment of sessional members.
	• Action outcomes of the Queensland Employee Opinion survey through QCAT's Workforce Reinvigoration Program.	• Maintain staff satisfaction level. • Develop and implement the QCAT Workforce Plan. • 50% staff satisfaction with PEP processes.
	• Manage JP initiative.	• 50% reduction in average time between minor civil dispute application and hearings. • Ongoing retention of appointed JPs. • Ongoing low appeal, adjournment and complaint rate.