

# SAFE, JUST, US

Department of Justice  
Corporate Plan  
2017-2020





# Message from the Secretary and the Justice Executive Team

The Justice Corporate Plan 2017-2020 outlines our direction for the next three years.

## Strategic Themes

- 1. Results:**  
Delivering on what we have promised to do.
- 2. Service:**  
Improving services and operations.
- 3. Partnerships:**  
Investing in critical relationships.
- 4. Sustainability:**  
Supporting the longevity of our business.
- 5. People:**  
Attracting, developing and retaining the best for an inclusive workplace.
- 6. Leadership:**  
Enabling our leaders to inspire, innovate and work as one.

The plan was written with input from our people across each division to show where we are going and how we're going to get there. It puts into words the strategic themes (see left) which will drive our focus through to 2020.

The work we are doing to deliver on Government priorities and our reform agenda all connects to one or more of these themes.

'People' is a theme of its own because our workforce makes everything we do here possible. Our staff members are key to achieving our goals, delivering our priorities and providing value to the people of NSW.

Value is what we must keep providing. When it comes to the work we do in Justice, value looks like this: less crime, safer communities, protection for the most vulnerable, greater resilience to disasters and better management of offenders.

By 2020, we will be providing services in a totally different way. To get there, the Justice Executive Team (JET) and I encourage you to read this plan, keep coming up with new ideas and join the conversation about how we will create a safe and just NSW.

- Andrew Cappie-Wood (Secretary) and the Justice Executive Team

## Our values

Service

Accountability

Trust

Integrity

Respect

# Creating a safe and just NSW.

The Department of Justice delivers legal, justice, law enforcement and emergency services, in addition to playing a lead role in commemorating and preserving the heritage of servicemen and women.



## 01 Courts & Tribunal Services



Delivers court services, including the Local, District and Supreme courts, the NSW Civil and Administrative Tribunal, Alternative Dispute Resolution services and Community Justice Centres. Provides Sheriff's Officers for court sittings. Supports Judges, Magistrates and Tribunal Members to deliver fast and fair justice for NSW.

## 02 Justice Strategy & Policy



Coordinates and leads the development and delivery of strategic reforms to reduce domestic violence, reform criminal and civil law and policy, increase and embrace diversity and reduce Aboriginal over-representation in the justice system. Provides crime statistics and analysis services through the NSW Bureau of Crime Statistics and Research.



## 03 Justice Services



Delivers key client-facing services, including the NSW Trustee and Guardian, Victims Services, Births, Deaths and Marriages, LawAccess NSW and the Legal Profession Admission Board. Provides for the Inspector of Custodial Services, an independent body assisting to regulate the delivery of correctional services, and deals with complaints about lawyers (through the Office of the Legal Services Commissioner).

## 04 Office of Emergency Management



Leads, coordinates and develops capability in emergency management sector and conducts state-wide welfare and recovery operations when disaster strikes. Manages disaster funding policy and administrates the \$92m Disaster Relief Account.

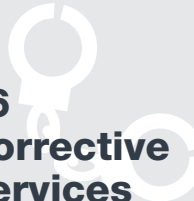


## 05 Office for Police



Delivers state-wide reform and resource planning services for the NSW Police Force, in addition to policy development for major crime and crime prevention, and counter-terrorism.

## 06 Corrective Services NSW



Manages and delivers services for the state's adult prisons, in addition to developing strategies to reduce reoffending and managing offenders released into the community.



## 07 Juvenile Justice



Manages and delivers services for the state's juvenile detention centres, in addition to developing strategies to reduce reoffending and managing offenders released into the community.

## 08 Veterans' Affairs



Works in partnership with community organisations to lead and perpetuate remembrance through commemoration, educational programs and grants to NSW communities to enhance and restore local war memorials and other veterans policy initiatives.

## 09 Corporate Services



Coordinates human resources, asset planning and maintenance, audit and risk and IT services for the department. Manages the delivery of in-house legal advice through the Office of the General Counsel.

## 10 Strategic Finance & Procurement



Provides the structure and framework for cost effective financial budget and procurement management accountability for the department.

## 11 Office of the Secretary



Core leadership and decision making hub of Justice. Works with all divisions to set the direction of the department. Coordinates the strategic planning process, oversees corporate governance, leads communication and media activities, and provides the transactional link between the department and Ministers.

## 12 Justice Infrastructure



Oversees the construction of major capital infrastructure for the department, and with an integrated team, handles all aspects of capital project management from procurement to delivery.



# What do we need to focus on to meet our objectives?

To achieve our objectives and meet the challenges of our environment we have identified six strategic themes ...

## 01 Results



## 02 Service



## 03 Partnerships



## 04 Sustainability



## 06 Leadership



## 05 People





## **Delivering on what we have promised to do**

### **What does this mean for the department?**

- Being an organisation that delivers.
- Operating in a more responsive way.
- Enhancing social outcomes.

### **What are we trying to achieve?**

- To continuously improve our research and performance.
- To establish a better evidence base to inform decision making and investment.
- To improve access to accurate and timely information on all aspects of service and operations.
- To encourage improved delivery against implementation plans.

### **What do we need to focus on to deliver on those objectives?**

- Identifying opportunities for efficiency and effectiveness improvements.
- Delivering programs and projects that respond to the needs of the community.
- Turning data into insight.
- Managing our performance.







## **Improving services and operations**

### **What does this mean for the department?**

- Our services are high quality, continually improving, fair and efficient.

### **What are we trying to achieve?**

- To provide great service to the public every day.
- To continuously improve people's experience with the department.
- To have processes that are understandable, simple and fair.
- To provide equitable access to services.
- To drive better value services through technology opportunities.

### **What do we need to focus on to deliver on those objectives?**

- Innovative and sustainable models of service delivery.
- Accessible, people-centred services.
- Streamlined and standardised procedures and processes.

# 03 Partnerships



## Investing in critical relationships

### What does this mean for the department?

- Working collaboratively at operational and strategic levels with our partners which results in enhanced service provision and outcomes for the government and community.

### What are we trying to achieve?

- To work in partnership with government agencies and local communities to develop and implement solutions.
- To develop and maintain effective partnerships so we can deliver on departmental and government priorities.

### What do we need to focus on to deliver on those objectives?

- Working constructively with our stakeholders.
- Building strategic partnerships and collaborations.
- Strengthening professional networks.



## **Supporting the longevity of our business**

### **What does this mean for the department?**

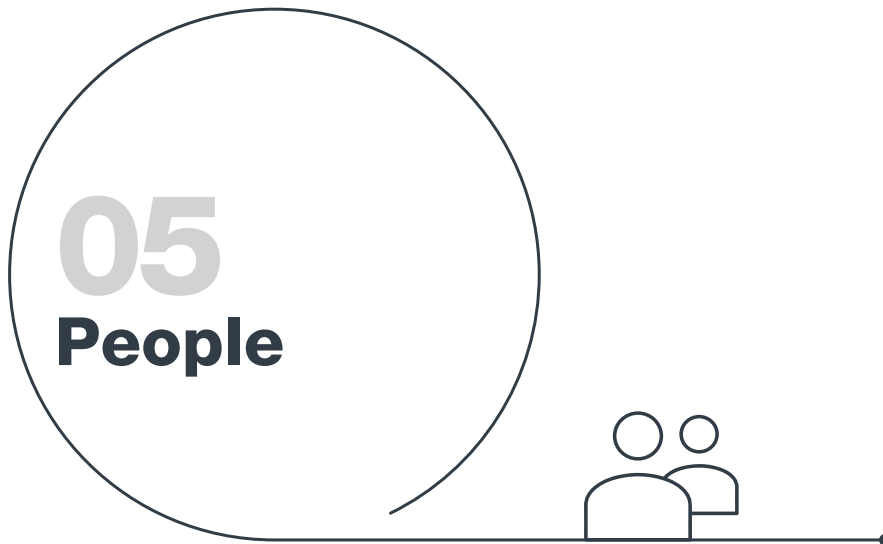
- Improving corporate practices and business systems to better support service delivery.
- Providing leadership and expert advice that enables us to be a sustainable, vibrant and cost effective organisation.
- Ensuring statutory obligations are met.
- Reducing our environmental footprint.

### **What are we trying to achieve?**

- To embed financial accountability into all aspects of our work.
- To maximise the value derived from our asset base and enhance future planning.
- Supporting a mobile workforce and providing the right tools for users.
- To increase performance and value for money.
- Coordination of activity to make the most of investment and deliver better services.

### **What do we need to focus on to deliver on those objectives?**

- Planning for the future.
- Managing our resources well.
- Delivering consistent, integrated and transparent business processes and systems.
- Identifying and implementing opportunities for improved compliance and service delivery.



## **Attracting, developing and retaining the best for an inclusive workplace**

### **What does this mean for the department?**

- Offering an environment in which people can achieve their potential.
- Developing internal capabilities or bringing in the talent needed to deliver on this plan.
- Fostering a safe, supportive and inclusive culture.
- Addressing feedback from the People Matter Survey.

### **What are we trying to achieve?**

- To make Justice a place where people want to work
- To build a capable and motivated workforce.
- To employ people with a shared vision and purpose, and agreed values and behaviours.
- To embed a culture of accountability and performance.

### **What do we need to focus on to deliver on those objectives?**

- Creating a positive culture aligned to our values.
- Building an organisation of capable, adaptable and engaged people.
- Creating greater workforce flexibility in areas of changing needs.
- Supporting a workplace that is equitable, diverse and culturally inclusive.





## **Enabling our leaders to inspire, innovate and work as one**

### **What does this mean for the department?**

- Leaders at every level creating and driving the organisation's future.
- Focusing on the quality of our leader-to-leader relationships to ensure we deliver outcomes for the government and the community.
- Leaders modelling the behaviour they want the organisation to emulate.
- Meeting the expectations of the Secretary and the Justice Executive Team.

### **What are we trying to achieve?**

- Better outcomes as a product of collaboration.
- Positive relationships that enable issues that impact performance to be identified and resolved quickly.
- Avoiding the 'friction-loss' that results from competing priorities and misaligned strategy.
- Creating bench strength in our future leadership community.

### **What do we need to focus on to deliver on those objectives?**

- Developing leaders who anticipate future needs and position the organisation properly to fulfil those needs.
- Improving communication and relationships between leaders and staff.
- Working on the quality of our peer relationships in a deliberate manner.
- Introducing talent management practices to bolster the future leadership pool.

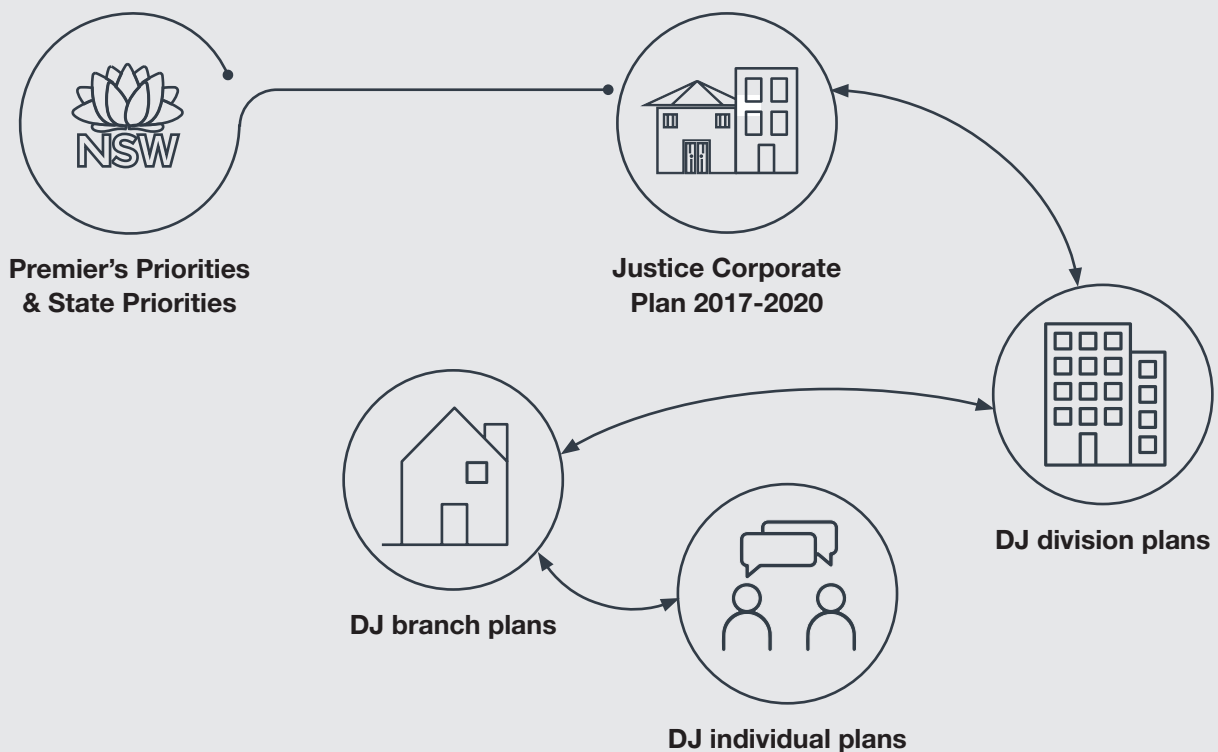
# How will we deliver on this plan?

The Justice Corporate Plan 2017-2020 will support business planning activities across the department. The plan will be reviewed on an annual basis to ensure it continues to reflect government objectives.

An Annual Delivery Plan will translate the strategic themes into major deliverables, milestones, and accountabilities. A progress report will be produced on a quarterly basis which will be provided to the Attorney General, with a copy published on the intranet.

The diagram shows how planning cascades through the department and how all of us are held accountable for our performance and how, in turn, our performance contributes to departmental and government priorities.

## Our planning approach



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