

DEPARTMENT OF JUSTICE

Corporate Plan 2010 - 2015

2010 UPDATE

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I. Secretary's Message

I am pleased to present the Department of Justice's Corporate Plan for 2010-2015.

The Department is accountable to its Ministers and the Tasmanian community for delivering against this plan.

The 2010 update of the Plan has been developed following a significant review to take into account the priorities of the new Government elected in March 2010.

The review has contributed to a number of changes. The Department's mission statement has been refined to better reflect the roles of all our Outputs. The Department's corporate values have been simplified to highlight integrity, respect, accountability, creativity, and cooperation as underpinning all our dealings. Finally the review identified the four key strategic issues on which the Department of Justice will focus over the next five years.

The Department's staff and senior managers will use this plan to guide the development of the individual business plans for the Outputs they deliver over the coming year.

Lisa Hutton
Secretary

December 2010

2. Background

The Corporate Plan establishes the overall strategic direction for the activities of the Agency. The issues it identifies are carried through into the various planning and management documents of the Outputs of the Agency, and the Agency as a whole.

This Corporate Plan covers the period 2010 to 2015 but it is not a static plan. The 2010 update is a major review of the plan following the 2010 State election. Annual reviews will ensure that the changing expectations and priorities of the community, the Government and the Agency are incorporated in the Corporate Plan.

3. The Corporate Plan 2010-15

3.1 OUR MISSION AND VISION

While there are a large number of business units in the Department performing a variety of functions, all have a common purpose, to deliver justice to the community or individuals in that community.

The Agency has combined its mission and vision statements into a single statement.

The Department of Justice works with the Tasmanian community to achieve a just and safe Tasmania by providing an equitable and accessible system of justice and regulation in which rights are promoted, respected and protected, and responsibilities fairly and justly enforced.

3.2 OUR VALUES

Those who have dealings with this Agency can expect those dealings be characterised by:

- integrity – “We will behave with integrity”;
- respect – “We will respect others”;
- accountability – “We will be accountable for our actions and decisions”;
- creativity – “ We will seek to solve problems creatively”; and
- cooperation – “ We will be cooperative, inclusive and open in our dealings”;

These values will also be reflected in dealings between the Department and its employees.

3.3 OUR KEY STAKEHOLDERS

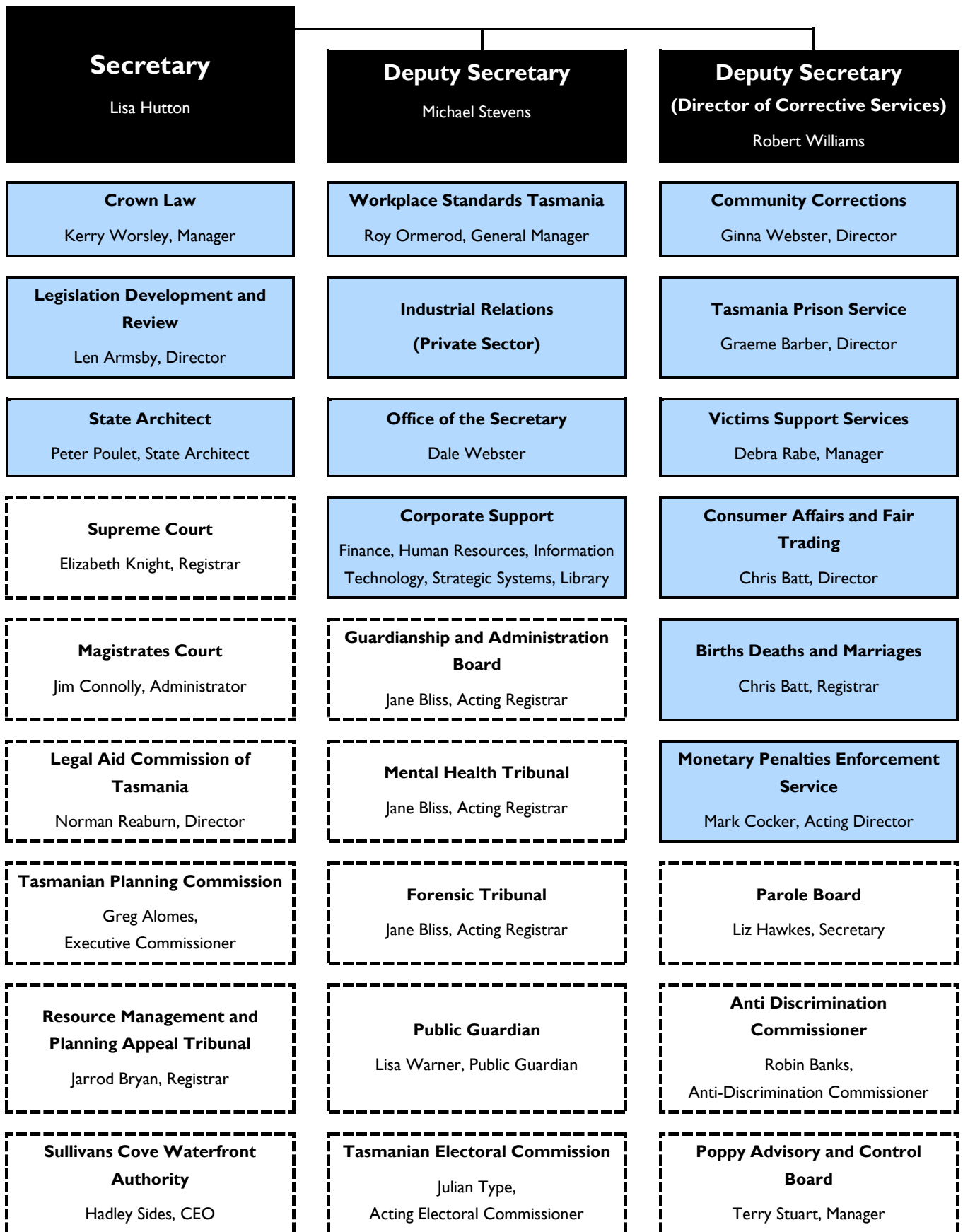
The Agency has many stakeholders - both internal and external. Ultimately the true stakeholder is the Tasmanian community but, in our day-to-day work, we recognise our key stakeholders as:

- Ministers and Tasmanian Government
- Parliament

- The Staff of the Agency
- Judicial and other Statutory Officers/Bodies
- Relevant Community Groups
- Other State and Commonwealth Government Agencies
- Local Government
- Tasmanian Employers and Workers

3.4 OUR ORGANISATION

The following diagram sets out the Agency's structure.



WorkerCover Tasmania
Martin Shirley, Director

Tasmanian Industrial Commission
Allan Mahoney, Registrar

**Workers Rehabilitation and
Compensation Tribunal**
Steve Carey, Chief Commissioner



Denotes administrative support only, independent statutory body.

Effective August 2010

3.5 CORE OUTPUTS

The strategic issues identified in this plan are intended to describe the key issues driving change within the Agency over the life of this plan. Clearly the Agency will continue the process of service development and improvement in many ways not specifically identified within the Corporate Plan.

The Agency provides administrative support for the Supreme and Magistrates Courts; Tasmanian Industrial Commission; Legal Aid Commission of Tasmania; Tasmanian Electoral Commission; Workers Rehabilitation and Compensation Tribunal; WorkCover Tasmania Board; Forensic Tribunal; Guardianship and Administration Board; Mental Health Tribunal; Parole Board of Tasmania; the Poppy Advisory and Control Board; Resource Management and Planning Appeal Tribunal; Tasmanian Planning Commission; and the Sullivans Cove Waterfront Authority. It also supports the statutory offices of the Solicitor-General, Director of Public Prosecutions, Public Guardian and the Anti-Discrimination Commissioner. Each of these areas is separately accountable to Parliament.

The Agency is also directly responsible for services delivered by: Corrective Services; Crown Law; Office of Consumer Affairs and Fair Trading; Registry of Births, Deaths and Marriages; Workplace Standards Tasmania; Monetary Penalties Enforcement Service; Victims Support Services; Legislation Development and Review; Strategic Policies and Projects; Corporate Services; Industrial Relations (Private Sector); and the State Architect.

In managing these responsibilities the Secretary and other senior officers are supported by the Division of Corporate Services and the Office of the Secretary.

Further details of the activities of these sections of the Agency for 2010-11 can be found in the Tasmanian Budget 2010-11, Budget Paper Number 2.

3.6 KEY STRATEGIC ISSUES

The Agency believes that a key to developing and implementing the strategies needed to address the issues it currently faces is a co-operative approach with other government and non-government authorities. It also recognises that the current economic environment will constrain the resources available to the Agency to address these specific issues in the short to medium term.

The following provides information on the issues and the strategies to address them and the links with Tasmania Together. Also identified are specific current projects which will assist the Agency to address each issue.

It should be noted that the projects identified are those that are a specific priority of the Government or involve a number of business units of the Agency. It is not intended to be a comprehensive list of all projects relating to all issues faced by the Agency but examples of work in progress. The list will be updated annually as the Corporate Plan is updated as projects are completed and new projects commence.

INCREASING SAFETY IN THE TASMANIAN COMMUNITY

The Agency is a major contributor to increasing the safety of the Tasmanian Community. The Agency outputs contribute in the following way:

- The reduction of risks in the workplace and a reduction in the number of work related injuries.
- Programs aimed at addressing the causes of violent and other criminal behaviour.
- Provision of information which allows persons to make safer choices across aspects of their daily work and personal life
- Contributing to a planning process which delivers a safe physical environment
- Collaboration and coordinated responses with other government agencies in particular the Departments of Health and Human Services and Police and Emergency Management
- Ensuring that sentences and penalties imposed on offenders are enforced and therefore act as an effective deterrent against further offending
- The effective management of prisoners commensurate with their needs and the risks they pose to the community.
- The effective supervision of offenders in the community.

Strategies and initiatives to be adopted

The Planning systems are a key in ensuring improvements in our built environment which enhance safety and security.

The Justice system also has a role in reducing violent behaviour in the community thus increasing community safety. Strategies to improve community safety including the Safe at Home program aimed at family violence and other programs aimed at changing the offending behaviour of violent offenders including sexual assault.

The Department has a role in improving standards of safety in the workplace increasing awareness of health and safety issues, improving compliance with relevant regulations, and improving the standard of workplaces.

Major projects being undertaken in relation to this issue

- Implementation of a Return to Work and Injury Management Model
- Implementation of the outcomes of the Review of Safe at Home.
- Expansion of the suite of Community Corrections Programs
- Re-engineering of the Court Mandated Diversion process.
- Creation of an asbestos diseases fund and establishment of an asbestos unit to improve community education and develop a policy on prioritised removal of asbestos.
- Development of a more effective mines safety response.
- The Department's involvement in the whole of government ACYP framework (Agenda for Children and Young People) including the Youth Court Pilot.

Targets and indicators

The Department's progress in addressing this issue will be assessed using the performance indicators published annually in Budget Paper No. 2. Where appropriate these indicators are based on nationally agreed indicators, such as those published by the Report on Government Services.

Outputs will identify the relevant performance indicators for this key strategic issue as part of their Business Planning process. They will then identify appropriate targets, which if achieved, will demonstrate that the Agency is making progress on addressing the issue.

Outputs will then report on achievement against these targets in the subsequent annual report.

ENHANCING THE RIGHTS AND RESPONSIBILITIES OF THE TASMANIAN COMMUNITY

The Agency has a lead role in the protection of rights for Tasmanians, particularly vulnerable Tasmanians and is a major contributor to the frameworks of responsibilities. This is achieved in the following ways:

- Promoting the rights of workers through advice, compensation and dispute resolution mechanisms.
- Supporting victims of crime through a range of support services.
- Reinforcing criminal responsibility through the corrections and monetary penalties systems.
- Maintaining and enhancing an accessible system of justice, including those parts of the system which exists as protective jurisdictions for vulnerable Tasmanians.

- Improving the rights of Tasmanians to participate in our Community.
- Developing and maintaining protections for Tasmanians as consumers.

Strategies and initiatives to be adopted

Aspects of the Breaking the Cycle Corrections Plan will address restorative justice principles in corrections.

Ensuring adequate support and information for victims and witnesses, including children and young persons, before during and after their participation in the criminal justice system.

Tasmania continues to part of the COAG process to ensure standardisation of worker's rights legislation across Australia.

Enhancement of the State planning systems to ensure ease of use whilst maintaining a high standard.

Legislative review and development is fundamental to ensuring that rights are protected and balanced by appropriate responsibilities as we keep pace with changing values, attitudes and technologies in our community.

The design and implementation of process for the establishment and protection of individual identities in systems that protect the Birth, Death and Marriage records held by the Agency.

Community participation is built on our Parliamentary Democracy; confidence in our electoral systems is enhanced by better and more effective means of voting through the use of technology; and the development and use of effective electoral and civics education resources..

Proactive implementation of the *Right to Information Act*.

Major projects being undertaken in relation to this issue

- Community Consultation process for a Charter of Rights and Responsibilities for Tasmania.
- Finalisation of the Review of the Complaint process in the *Anti Discrimination Act*.
- Enhancement of Labour Protection laws for the protection of children.
- Modernisation of workplace laws in relation to health and safety and industrial relations

- Establishment of a Sentencing Advisory Council.
- Implementation of the Regional Planning initiative to promote the development of contemporary and consistent planning schemes across Tasmania.

Targets and indicators

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IMPROVING THE EFFECTIVENESS OF SERVICES DELIVERED TO THE TASMANIAN COMMUNITY

For the outputs delivered by the Agency to make a significant contribution to government outcomes they must be effective. In particular we are:

- Improving the accessibility of the services and programs delivered by our outputs,
- Ensuring that services and programs are delivered in a timely manner
- Ensuring equitable delivery of services which account for the needs all groups and individuals within the community
- Making sure that they are appropriately designed to meet the needs of the target clients.
- Ensuring that the outputs delivered by the agency are the most cost effective possible.

Strategies and initiatives to be adopted

Encouraging a culture of continual improvement.

Using the web and other information technologies to improve access to information and services.

Reviewing the management of information across the criminal justice system to ensure that appropriate information is available to decision makers in a timely manner.

Reviewing processes and support systems to improve the timeliness of the delivery of services and programs.

Major projects being undertaken in relation to this issue

- Criminal Justice Case Management project.
- The Magistrates Court will work with the Department of Health & Human Services to develop more efficient and effective procedures to deal with young offenders in the Court's Youth Justice Division.
- The Courts will trial electronic lodgement of documents in their civil divisions.
- BDM will implement electronic lodgement of new documents and imaging of existing documents.

Targets and indicators

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Outputs will identify the relevant performance indicators for this key strategic issue as part of their Business Planning process. They will then identify appropriate targets, which if achieved, will demonstrate that the Agency is making progress on addressing the issue.

Outputs will then report on achievement against these targets in the subsequent annual report.

ENHANCING TASMANIA'S REGULATORY FRAMEWORKS

The Agency as part of its approach to enhancing rights and responsibilities and increasing safety for the Tasmanian Community ensures that the regulatory framework that it administers and operates under is implemented and is as fit for purpose as it can be

The Agency outputs contribute in the following way:

- Enforcing employers and employees regulatory obligations through advice and assistance and sanctions if necessary
- Requiring behaviour in the marketplace to conform to regulated standards and protocols
- Mediating and/or arbitrating on disputes that arise from the operation of legislation
- Codifying and preparing legislation and regulations requested by the Government of the day
- Providing support for a range of independent statutory bodies operating under their legislation
- Courts

Strategies and initiatives to be adopted

Ensuring that statutory objectives are met in all levels of decision making involving the exercise of powers derived from regulatory and legislative instruments

Participating in National meetings including Ministerial Councils and COAG working groups to ensure that Tasmanian priorities are reflected in National agreements

Liaising with stakeholders and interested parties as part of the process of developing new regulatory and changing existing regulatory frameworks

Developing and disseminating educative materials and participating in public information forums that inform about requirements and responsibilities that are created through legislative instruments including codes of conduct

Continuing development of the *Criminal Code*.

Major projects being undertaken in relation to this issue

- The finalisation of the review into the *Residential Tenancy Act* and development of legislative changes required
- Implementation of COAG Agreements requiring regulatory response including
 - Occupational Health and Safety
 - Occupational Licensing reform,
 - Consumer law and consumer credit
 - Personal Property Securities

- Directors Liability
 - Product safety
 - Trustee corporations
 - Building Code
 - Chemicals and Plastics
 - Legal Profession
- Review of the Tasmanian *Industrial Relations Act*,
 - Review of the Tasmanian *Sex Industry Act*,
 - National standardisation of legislation including surrogacy.
 - Provision of education programs by Anti Discrimination Commission, Guardianship and Administration Board, Mental Health Tribunal and Workplace Standards
 - Review of the regulatory framework covering the Criminal Division of the Magistrates Court

Targets and indicators

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Outputs will identify the relevant performance indicators for this key strategic issue as part of their Business Planning process. They will then identify appropriate targets, which if achieved, will demonstrate that the Agency is making progress on addressing the issue.

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Attachment I

Specific *Tasmania* Together Goals and Standards

The Department has previously identified that its outputs contribute to the achievement of the following *Tasmania* Together goals and standards.

The *Tasmania* Together Progress Board is carrying out a ten year review of *Tasmania* Together. Recommendations on changes to *Tasmania* Together will be made to State Parliament by the *Tasmania* Together Progress Board during 2011.

Goal 1 ***A reasonable lifestyle and standard of living for all Tasmanians.***

Standard 1 Ensure that all Tasmanians have the economic capacity to enjoy a reasonable standard of living and access to basic services.

Goal 2 ***Confident, friendly and safe communities.***

Standard 1 Support safe and responsible behaviour and ensure that community facilities and spaces, transport systems, workplaces and private homes are and are perceived to be, safe environments.

Goal 5 ***Vibrant, inclusive and growing communities where people feel valued and connected.***

Standard 2 Tasmania will have viable rural communities.

Standard 6 Foster an inclusive society that acknowledges and respects our multicultural heritage, values diversity and treats everyone with compassion and respect.

Standard 7 Increase population levels and distribution subject to sustainable levels.

Goal 8 ***Open and accountable government that listens and plans for a shared future.***

Standard 1 Provide an opportunity for all Tasmanians to participate in decisions that affect their lives.

Standard 2 Support the participation of young people in decision making.

Standard 3 All levels of government are accountable.

Standard 4 Government services are accessible and responsive and information is available

Goal 9 ***Increased work opportunities for all Tasmanians.***

Standard 1 Increase the number of secure, flexible and well paid jobs.

Standard 2 Promote fair workplaces

Goal 11 ***Built and natural heritage that is valued and protected.***

Standard 1 Encourage the protection of our built heritage.

Goal 12 ***Sustainable management of our natural resources.***

Standard 1 Encourage sustainable and appropriate land use.

Attachment 2

2010-2011 Planning Timeframe

By the end of	Whole of Agency
December 2010	Complete strategic planning and Corporate Plan Agency Executive (AE) to approve Corporate Plan
March 2011	Business Units to prepare business plans for 2011-12 to 2013-14 with main focus for the period 1 April 11 to 30 June 12
May 2011	Agency Executive to complete review and approval of business plans