



DEPARTMENT OF JUSTICE

# Strategic Plan

## 2022–2027



## Acknowledgement of Aboriginal People and Country

The Tasmanian Government acknowledges and pays respect to the Tasmanian Aboriginal people as the traditional and original owners and continuing custodians of lutruwita/Tasmania. We honour Tasmanian Aboriginal elders, past and present as the first peoples of this Land and recognise the deep history and culture of this Island.

We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our working relationships with all Aboriginal people.

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# MESSAGE FROM THE SECRETARY

I am pleased to present the Department of Justice Strategic Plan 2022–27 which identifies our key priorities for the next five years and sets out the diverse range of projects and initiatives we are progressing under four strategic goals. This plan brings together government priorities and key organisational projects; and responds to the environment in which we operate, including anticipated future developments.

While we have prepared an annual Corporate Direction statement, the Department has not had a comprehensive Strategic Plan for a number of years now, in part due to the challenges of developing such a document for an organisation as diverse as ours. It is difficult to achieve a balance between being broad and high level enough to encompass all areas of the department, without it becoming so vague that it is meaningless. Conversely though, the diversity of the work we do means it is even more important that we take the time to reflect on where we want to focus our efforts and what we want to achieve in the coming years.

This Strategic Plan sets out four strategic goals:

1. Improve Access to Justice
2. Deliver and Enhance Services
3. Build People and Culture
4. Be Well Managed.

Under each of these we have then listed a number of strategies we will pursue and the specific initiatives we will undertake to achieve these. We have also identified what success looks like, which adds another dimension to the Plan by looking at not just what we will do but importantly why and how we will do it. The Plan also aligns with and further embeds our organisational values, particularly ensuring our workplaces are collaborative and inclusive and that we act with respect, integrity and accountability.

Reflecting the interrelated nature of much of our work, a number of the strategies and initiatives require input from a range of areas across the Department if we are going to achieve them. The goals, strategies and initiatives set out in this Strategic Plan will flow through our planning and performance measurement processes and will inform individual Outputs' strategic and business plans as well as individual performance development agreements. This will ensure clear responsibility is assigned for each action and keep all of us accountable

for delivering on our commitments.

While the Plan has a five year life, given the inevitability of changes in priorities and additional projects coming on line during this time, the Plan will be subject to annual review and be updated as appropriate. We will track our progress on each initiative and report on work undertaken to date through the Department's Annual Report each year.

This Plan is not intended to replace or replicate other strategic documents which exist across the agency. I know that some Outputs have their own strategic plan and we have also developed a number of other key strategic documents such as the Corrections Strategic Plan, ICT Strategy, and the People Strategy. This Plan is intended to exist alongside those so does not reproduce their contents, instead referencing those documents as appropriate.

The Department of Justice provides support to the Supreme and Magistrates Courts, the Tasmanian Civil and Administrative Tribunal, as well as other Boards, Commissions and Statutory Office holders. While the justice system is by its nature interrelated, and some of the actions identified will impact on these entities, given the independence of these bodies, the Plan does not assign specific actions to them.

This Plan has been developed over the last 12 months, driven by a working group of senior staff from across the Department, and informed by consultation with Output Managers and staff. I would like to thank the members of the working group particularly for their efforts, along with all staff who have contributed to this process.

It is my hope that all staff across the Department of Justice can look at this Plan and see where the work they do contributes to achieving our strategic direction. I look forward to working collaboratively to achieve the strategic goals the Plan sets out over the coming years.



# ABOUT US

## OUR AIM

A safe, fair and just Tasmania

## OUR PURPOSE

To promote the rule of law by ensuring an effective, efficient and accessible justice system; protecting and respecting rights; improving laws; and influencing positive behaviour and enforcing responsibilities.

## OUR STRUCTURE

The Department delivers a range of services related to the administration of justice, legal services, corrections and enforcement and regulatory and other services.

The Department also supports the Supreme and Magistrates Courts, together with various legal Tribunals, Boards, Commissions and protective jurisdictions.

A complete organisational chart is available on our website.

## OUR VALUES

Our Values are a representation of who we are as a Department and encompass what we want to be known for in the Tasmanian community. Our Values:

- Influence policy, practices and service delivery
- Help form and strengthen our collective identity as a Department
- Influence how we engage with colleagues, clients and external organisations
- Create a productive and supportive work environment for all Department of Justice employees
- Set an expected level of employee behaviour.

*We act with* ↘

### Integrity

We are honest, ethical, reliable, and fair in everything we do.

### Respect

We treat our colleagues, stakeholders and clients with courtesy and value the diverse experiences of others.

### Accountability

We are transparent, take ownership for our actions and acknowledge the responsibility we have to our colleagues, stakeholders and clients.

*Our workplaces are* ↘

### Inclusive

We enable our colleagues, clients and stakeholders to be respected, valued and treated equitably.

### Collaborative

We actively engage with our colleagues, stakeholders and clients to make informed decisions that benefit the Tasmanian community.



# STRATEGIC GOALS

GOAL

1

## Improve Access to Justice



### What success looks like:

- ▶ Our information is easy to access and understand
- ▶ We promote early intervention and timely resolution of matters
- ▶ We make it easier for people to appear and finalise matters before our courts and tribunals
- ▶ We treat our clients and stakeholders with courtesy, fairness and respect
- ▶ We provide safe and humane correctional facilities and environments
- ▶ We deliver education and rehabilitation services to enhance community safety
- ▶ We progress the government's reform agenda
- ▶ We engage with the community to ensure everyone has a say in shaping our justice system
- ▶ We respect the independence of our judicial and statutory officers
- ▶ We make sure victims are supported in accessing the justice system
- ▶ We promote fair marketplaces by upholding consumer protections
- ▶ We enable Tasmanians to be safe and healthy at work.

Strategy and initiatives	Lead responsibility	Targets / Measures
<b>1.1 Deliver Government priorities</b>		
1.1.1 Implement the recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse and lead the response to the Commission of Inquiry into the Tasmanian Government's Response to Child Sexual Abuse in Institutional Settings	Child Abuse Royal Commission Response Unit	Reported in the Tasmanian Government Annual Progress Report and Action Plan
1.1.2 Implement the Safe Homes, Families, Communities: Tasmania's action plan for family and sexual violence 2019–2022 and its successor (due second half 2022)	Safe at Home	Completion by 2027
1.1.3 Deliver capital projects: <ul style="list-style-type: none"> <li>• Northern Correctional Facility</li> <li>• New maximum security facility at Risdon</li> <li>• Burnie Court relocation</li> <li>• New Risdon Prison kitchen</li> </ul>	Strategic Infrastructure Projects	Stage 1 completion by 30 June 2027 Completion by 30 June 2027 Completion by 30 June 2025 Completion by 30 June 2024

Strategy and initiatives	Lead responsibility	Targets / Measures
1.1.4 Develop new disability justice actions for the next Tasmanian Disability Strategy to improve access to justice services for people with disability	Office of the Secretary	By 30 September 2022
1.1.5 Support businesses to actively manage their COVID-19 risks	WorkSafe Tasmania	Average of 30 inspections per week
<b>1.2 Implement the Government's reform agenda</b>		
1.2.1 Progress Closing the Gap initiatives to improve outcomes for Aboriginal people in contact with the justice system	Office of the Secretary	Progress towards reducing the Aboriginal adult incarceration rate by 15% by 2031
1.2.2 Progress key legislative initiatives: <ul style="list-style-type: none"> <li>• <i>Electoral Act 2004</i> reforms</li> <li>• Amendments arising from the Tasmania Law Reform Institute's Review of the <i>Guardianship and Administration Act 1995</i></li> <li>• Integrity Commission reforms</li> <li>• Transfer of further powers and functions to expand the jurisdiction of the Tasmanian Civil and Administrative Tribunal</li> <li>• Reforms arising from the Meeting of Attorneys-General</li> </ul>	Strategic Legislation and Policy	Provide Parliamentary packages to Ministers office by agreed timeframes for tabling
1.2.3 Implement a new framework for managing high risk offenders under the <i>Dangerous Criminals and High Risk Offenders Act 2021</i>	Office of the Secretary	Framework and protocols in place by 30 September 2022
<b>1.3 Meet community expectations and enhance stakeholder engagement</b>		
1.3.1 Implement and embed National Principles for Child Safe Organisations throughout the Department of Justice	Office of the Secretary/Child Abuse Royal Commission Response Unit	By 31 December 2023
1.3.2 Implement accepted recommendations from the Custodial Inspector and National Preventive Mechanism established under the Optional Protocol to the Convention Against Torture	Tasmania Prison Service	By agreed timeframes
1.3.3 Develop a new user-focused website	Office of the Chief Information Officer	30 June 2023
1.3.4 Establish interagency data sharing agreements (e.g. to address family violence; Closing the Gap)	Office of the Chief Information Officer	Agreements established by 30 June 2023
1.3.5 Develop a Legal Assistance Strategy and Action Plan under the National Legal Assistance Partnership	Office of the Secretary	Strategy and Action Plan in place for the 2022–23 financial year

Strategy and initiatives	Lead responsibility	Targets / Measures
1.3.6 Increase accountability and transparency through the release of routine information	Office of the Secretary	Number of datasets routinely published
1.3.7 Develop a Stakeholder Engagement Strategy	Strategic Communications	30 June 2024
1.4 Improve Corrections outcomes		
1.4.1 Implement the Corrections Strategic Plan – 2022 and Beyond – A Strategic Plan for Corrections in Tasmania	Corrective Services	In line with milestones set out in the Corrections Strategic Plan





## GOAL

## 2

## Deliver and Enhance Services



### What success looks like:

- ▶ We proactively engage with and listen to our clients and stakeholders
- ▶ We provide contemporary, fit for purpose facilities for our staff and clients
- ▶ We adopt a client centric approach to service delivery
- ▶ Our services are delivered sustainably, efficiently and effectively
- ▶ We reduce our impact on the environment through increased use of technology.

Strategy and initiatives	Lead responsibility	Targets / Measures
<b>2.1 Analysis and insights to improve services</b>		
2.1.1 Establish a Data Collection Framework	Office of the Chief Information Officer	By 31 December 2024
2.1.2 Develop an internal data sharing and security framework	Office of the Chief Information Officer	By 31 December 2024
2.1.3 Develop our capacity to analyse and interpret data	Office of the Chief Information Officer	By 31 December 2023
<b>2.2 Evolve workplace environment and systems</b>		
2.2.1 Implement a new Human Resources Information System	Human Resources	By 31 December 2026
<b>2.3 Implement business improvements to increase efficiencies</b>		
2.3.1 Participate in whole of government programs: <ul style="list-style-type: none"> <li>• Trusted Digital Identity (TDI)</li> <li>• Citizen centric service delivery</li> <li>• Deliver services via digital channels.</li> </ul>	Office of the Chief Information Officer	<ul style="list-style-type: none"> <li>• Implement TDI by 31 December 2025 (dependent on Digital Strategy and Services for timing)</li> <li>• Conduct customer satisfaction surveys regularly via web feedback pop-up</li> <li>• Service Tasmania Portal pilot in 2022-23 financial year</li> <li>• All new services to have a digital alternative</li> </ul>
2.3.2 Improve productivity through more efficient use of resources/reduce input required by people, process, time	Output Managers	Number of improvements reported annually by Outputs

## GOAL

## 3

## Build People and Culture



## What success looks like:

- ▶ We incorporate our values in all aspects of our work
- ▶ We have role clarity
- ▶ Our people feel supported
- ▶ We encourage feedback and respond appropriately to concerns
- ▶ We provide opportunities for staff development and growth
- ▶ We recognise the need for change and manage change effectively
- ▶ We attract and retain a diverse workforce and embrace differences
- ▶ We value our people and show this in our words and actions
- ▶ We are committed to ensuring our employees are safe and well at work.

Strategy and initiatives	Lead responsibility	Targets / Measures
<b>3.1 Develop positive culture</b>		
3.1.1 Enhance Agency Induction processes	Human Resources	<ul style="list-style-type: none"> <li>• 100% of new starters to complete</li> <li>• Satisfaction rate &gt;80%</li> </ul>
3.1.2 Continue to embed the Agency Values in policy, practices and service delivery	Office of the Secretary	Progress reviewed and new initiatives developed annually
3.1.3 Implement the Department's People Strategy <ul style="list-style-type: none"> <li>• Value, include and support priority area initiatives</li> </ul>	Human Resources	As per annual People Strategy Action Plan
3.1.4 Support Diversity and Inclusion through: <ul style="list-style-type: none"> <li>• Launch of revised Diversity and Inclusion Strategy</li> <li>• Implementation of Gender Respect and Fairness Plan</li> <li>• Implementation of LGBTIQ+ Action Plan</li> <li>• Development and implementation of Disability Action Plan</li> </ul>	Human Resources	In line with milestones set out in each plan
3.1.5 Develop an Aboriginal Reconciliation Plan in consultation with Aboriginal people	Human Resources	Developed by 1 July 2023
3.1.6 Support the health, safety and wellbeing of our people <ul style="list-style-type: none"> <li>• Develop and implement a new Work Health and Safety Plan</li> <li>• Develop and implement a Wellbeing Strategy</li> </ul>	Human Resources Wellbeing Support	<ul style="list-style-type: none"> <li>• Developed by 31 December 2022</li> <li>• Developed by 1 July 2023</li> </ul>

Strategy and initiatives	Lead responsibility	Targets / Measures
<b>3.2 Improve capacity</b>		
3.2.1 Implement the Department's People Strategy: <ul style="list-style-type: none"> <li>• Right People Right Role priority area initiatives</li> <li>• Manage and Lead priority area initiatives</li> </ul>	Human Resources	As per annual People Strategy Action Plan
3.2.2 Develop a future workforce plan	Human Resources	By 31 December 2023
<b>3.3 Develop capability</b>		
3.3.1 Performance Development Plans for all staff in place and reviewed regularly	All managers	90% of staff to have plans in place by 2025
3.3.2 Implement the Department's People Strategy: <ul style="list-style-type: none"> <li>• Engage Grow and Develop priority area initiatives</li> </ul>	Human Resources	As per annual People Strategy Action Plan
3.3.3 Develop and implement an internal communication framework	Strategic Communications	By 31 December 2023



## GOAL

## 4

## Be Well Managed



## What success looks like:

- ▶ We analyse and use data to inform our decisions
- ▶ We plan our work and work to our plans
- ▶ We identify and monitor our risks and act to mitigate them
- ▶ We collaborate and share information, people and resources
- ▶ We have effective governance structures and processes in place
- ▶ We manage our resources and finances to maximise outcomes and minimise our risks
- ▶ We proactively manage and replace infrastructure and systems.

Strategy and initiatives	Lead responsibility	Targets / Measures
<b>4.1 Governance</b>		
4.1.1 Develop a Strategic Risk Register and accompanying Management Plan	Finance	By 1 July 2023
4.1.2 Undertake a review of meetings, governance and organisational structures and decision making processes	Office of the Secretary	By 1 July 2024
<b>4.2 Finance</b>		
4.2.1 Improve budget management at Agency and Output level	Finance	Satisfaction of Agency Executive with budget submissions
4.2.2 Budget initiatives developed in partnership to enhance quality, manage risks and improve outcomes	Finance	Applied to all budget initiatives from 1 July 2022
4.2.3 Enhance our client focused financial management model in order to respond to changing priorities	Finance	Stakeholder feedback
<b>4.3 Assets, Systems, Processes/IT (including critical infrastructure replacement and upgrades)</b>		
4.3.1 Develop a 5 year ICT Strategy	Office of the Chief Information Officer	By 1 July 2022 and review annually
4.3.2 Implement the new Astria digital solution	Office of the Chief Information Officer	Stage 1 (criminal justice) implementation by 28 February 2024
4.3.3 Implement the new PlanBuild Tasmania portal	Consumer, Building and Occupational Services	By 30 June 2023



Pictured left to right: Kerrie Crowder, Deputy Secretary Corporate Strategy and Policy; Ross Smith, Deputy Secretary Regulation and Service Delivery; Ginna Webster, Secretary; Kristy Bourne, Deputy Secretary Justice and Reform; and Rod Wise, Deputy Secretary Corrective Services

Strategy and initiatives	Lead responsibility	Targets / Measures
4.3.4 Develop a 20 year Infrastructure Strategy	Strategic Infrastructure Projects	By 30 June 2024
4.3.5 Develop a Strategic Asset Management Plan	Strategic Infrastructure Projects	By 30 June 2024
4.3.6 Develop and Implement Information Asset Management Plans	Office of the Chief Information Officer	By 30 June 2024
4.3.7 Develop a cyber security uplift program	Office of the Chief Information Officer	By 31 December 2023
4.3.8 Upgrade video conferencing facilities	Office of the Chief Information Officer	By 30 June 2023



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