



**Attorney General
& Justice**

Department of Attorney General and Justice
Strategic Framework 2012–14



Message from the Director General



The Department of Attorney General and Justice is the Principal Department within the Attorney General and Justice Cluster. The Department employs almost 15,000 staff around NSW and supports the NSW community by providing access to justice services, through the protection of rights and public safety initiatives.

Our 2012–14 Strategic Framework outlines our vision and broad strategic directions for the next two years. Our business initiatives are clearly linked to the NSW Government’s goals and targets in the ten year Plan “NSW 2021”. We are committed to a high standard of performance against those targets for which our Department is the lead agency: *Improving community confidence in the justice system and Preventing and reducing the level of re-offending.*

Delivering quality services with a client centric focus is both a government and justice cluster imperative. We are working towards seamless service provision across a truly integrated justice system that is responsive to current issues in the justice sector and is well placed to understand and address the needs of individuals.

We recognise that achieving some of our expected outcomes relies on the strategic support and operational assistance of a number of NSW government and non-government agencies with whom we work closely. In clearly stating what we know must be achieved, we are indicating our commitment to ensuring that a high level of cooperation is achieved. Indeed, our partnerships are one of our great strengths in achieving a truly collaborative and coordinated approach to providing an effective justice system which supports safe communities and the protection of rights.

We have a proven record in working with other government and non-government agencies for the greater good of the people of NSW. We will continue on this path because reducing re-offending, increasing community confidence in the justice system and enhancing public safety can only be accomplished when all justice agencies work closely together, collaborate with other service providers and actively engage with the diverse NSW community.

I have confidence in the management and staff of the Department who will use this Strategic Framework to inform their planning and delivery of programs and services. We are all committed to achieving the goals we have set.

A handwritten signature in black ink that reads "Laurie Glanfield". The signature is written in a cursive, flowing style.

Laurie Glanfield
Director General

NSW 2021 Goals

1

Prevent and reduce the level of re-offending

Increase opportunities for people to look after their own neighbourhoods and environments

2

Improve community confidence in the justice system

Department of Attorney General and Justice Goals

Building safe communities

An accessible and effective justice system

Protection of rights and promoting responsibility in the community

Strengthen community crime prevention partnerships

An innovative organisation that provides high quality customer centric services in response to community needs

The Department of Attorney General and Justice Strategic Framework is supported by a professional workforce, strong corporate systems, processes and technology, effective communications and sound financial and resource management

The **Department of Attorney General and Justice** is responsible for:

- The provision of an accessible and effective criminal and civil justice system.
- Initiatives to prevent crime.
- The provision of advice on law reform and legal matters.
- The safe, secure and humane management of adult and juvenile offenders in custody.
- The effective supervision and management of adult offenders in the community.
- Supervision, case management and court support for young offenders with community orders, and initiatives to reduce juvenile re-offending.
- The delivery of programs and services which reduce the risk of re-offending and enhance community safety.

The **Department of Attorney General and Justice** plays a role in facilitating co-operative working arrangements with all agencies within the Attorney General and Justice Cluster which includes:

- Office of the Director of Public Prosecutions (ODPP)
- Legal Aid Commission
- Information and Privacy Commission (IPC)
- Judicial Commission
- Ministry for Police and Emergency Services
- NSW Crime Commission
- State Emergency Service (SES)
- NSW Rural Fire Service
- NSW Fire and Rescue
- NSW Police Force

Justice Cluster

**Attorney General and Minister for Justice
The Hon. Greg Smith MP**

**Department of
Attorney General and Justice**
(Principal Department)

Office of
the Director
of Public
Prosecutions

Legal Aid
Commission

Information
and Privacy
Commission

Judicial
Commission

**Minister for Police and Emergency Services
The Hon. Michael Gallacher MLC**

**Ministry for Police and
Emergency Services**

Disaster Welfare Assistance
Emergency Management NSW

NSW Police
Force

NSW Crime
Commission

NSW Fire
and Rescue

NSW Rural
Fire Service

State
Emergency
Service



Vision: A just and safe society

Purpose: The Department of Attorney General and Justice provides an effective justice system by delivering programs and services which contribute to building safe communities and the protection of rights.

Partnership approach: Our Department works closely with government and non-government agencies and the community to achieve our outcomes.

Strategic Framework 2012–14

1

NSW 2021 Goal:

Prevent and reduce the level of re-offending

Increase opportunities for people to look after their own neighbourhoods and environments

DAGJ GOALS:

- **Building safe communities**
- **Strengthening community crime prevention partnerships**

Strategic direction	Expected outcomes	Performance indicators
1. Effective and efficient crime prevention	<ul style="list-style-type: none"> • A comprehensive and integrated crime prevention program to maximise community safety 	<ul style="list-style-type: none"> • Demonstrated leadership in cross-agency programs that address high volume crimes, specifically graffiti, break and enter, theft and assault • Established partnerships with key government, non-government and private business stakeholders to target specific crime hot spots/issues • Increased opportunities for the community and stakeholders to participate in local crime prevention groups
2. Diversionary programs without compromising public safety	<ul style="list-style-type: none"> • Statewide integrated, court-based diversionary programs and alternative sentencing options for low-risk adult and young offenders • Increased use of restorative justice programs • Reduced time remandees spend in custody pre-trial 	<ul style="list-style-type: none"> • Increased percentage of young and adult offenders who are eligible to participate in diversionary programs completing the programs • Increased referral to circle sentencing, forum sentencing and youth justice conferencing • Increased number of eligible Aboriginal offenders in restorative justice programs • Reduction in the percentage of adult and juvenile offenders on remand in custody and the reduction in the percentage who are unable to meet bail conditions

Strategic Framework 2012–14 (continued)

1

NSW 2021 Goal:

Prevent and reduce the level of re-offending

Increase opportunities for people to look after their own neighbourhoods and environments

Strategic direction	Expected outcomes	Performance indicators
<p>3. Effective and efficient interventions and programs addressing risk factors for re-offending</p>	<ul style="list-style-type: none"> • Reduce juvenile and adult re-offending by 5% by 2016 in collaboration with other government and non-government service providers • Increased focus on the supervision, monitoring, management and rehabilitation of serious violent and sex offenders on release from custody • Increased focus on provision of programs for offenders with serious alcohol and drug dependency issues • Decreased incidence of re-offending in Aboriginal communities • Increase in adult offender participation in education programs in custody 	<ul style="list-style-type: none"> • Decreased percentage of adult and juvenile offenders who have one or more new proven offences within 12 months • Percentage and number of adult offenders attending programs appropriate to their assessed risk/need • Percentage increase in adults and young offenders who have successfully completed specific treatment and intervention programs • Percentage and number of eligible offenders completing community-based group programs • Increased percentage of assessed eligible serious violent and sex offenders under intensive supervision • Increased percentage of eligible offenders successfully completing alcohol and drug programs • Increase in Aboriginal offenders successfully completing rehabilitation programs • Increased percentage of assessed eligible offenders successfully completing education programs

Strategic Framework 2012–14 (continued)

1

NSW 2021 Goal:

Prevent and reduce the level of re-offending

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Strategic direction	Expected outcomes	Performance indicators
<p>4. Effective management and supervision of offenders in the community</p>	<ul style="list-style-type: none"> • Increased compliance of adult and young offenders with community-based orders • Increased focus on adult offenders posing the greatest risk to public safety • Increased collaboration with human services agencies enhancing offender access to appropriate criminogenic services 	<ul style="list-style-type: none"> • Increased percentage of adult community-based orders and juvenile supervision orders being successfully completed • Decreased percentage of violent and sexual offenders who are under community-based orders being subject to breach actions • Number of service level agreements with regional and local human services providers

Strategic Framework 2012–14 (continued)

1

NSW 2021 Goal:

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Strategic direction	Expected outcomes	Performance indicators
<p>5. Safe, secure and humane management of offenders in custody</p>	<ul style="list-style-type: none"> • One hundred percent of eligible juvenile detainees participate in school/education or work programs • Optimal access for adult inmates to programs, services and family contact • Nil serious assaults by prisoners on officers or other prisoners • Nil escapes from maximum security facilities and from Juvenile Justice Centres • Decreased serious juvenile detainee on staff assaults • Decreased serious juvenile detainee on detainee assaults 	<ul style="list-style-type: none"> • The percentage and number of eligible young offenders enrolled in school/education/work • Average time out of cell • The percentage and number of assessed and eligible adult offenders on external leave programs • Number of serious prisoner on officer assaults • Number of serious prisoner on prisoner assaults • Rate of escapes from maximum security facilities • Rate of escapes from Juvenile Justice Centres per 1,000 admissions • Rate of staff assaults per 1,000 admissions • Rate of detainee assaults per 1,000 admissions

Strategic Framework 2012–14

2 NSW 2021 Goal: Improve community confidence in the justice system

DAGJ GOALS:

- An accessible and effective justice system
- An innovative organisation that provides high quality services responsive to community needs
- Protection of rights and promoting responsibility in the community

Strategic direction	Expected outcomes	Performance indicators
6. High quality client services	<ul style="list-style-type: none"> • High quality, equitable, customer focussed services that are responsive to the needs of individuals and the community 	<ul style="list-style-type: none"> • Increased customer satisfaction with the quality of and access to justice services • Implementation of the Department's Disability Strategic Plan • Implementation of the Department's Cultural and Linguistically Diverse Action Plan
7. Accessible, high quality information and community education	<ul style="list-style-type: none"> • Accessible information which provides the community with the information they need to understand and access justice services • Legal information is accessible, equitable and timely 	<ul style="list-style-type: none"> • Increased customer satisfaction with the quality and accessibility of information • Increased assistance for self represented litigants

Strategic Framework 2012–14 (continued)

2 NSW 2021 Goal: Improve community confidence in the justice system

Strategic direction	Expected outcomes	Performance indicators
8. Timely and effective resolution of disputes, civil and criminal matters	<ul style="list-style-type: none"> Efficient and equitable court system Maximised use of technology in courts Successful resolution of Alternative Dispute Resolution matters 	<ul style="list-style-type: none"> Percentage and number of Local Court criminal cases that are finalised within 6 months Percentage and number of District Court civil cases finalised within 12 months Increased use of technology in the court system including audio visual conferencing Increased use of audio visual conferencing for juvenile offenders in custody Increased percentage of matters resolved through mediation
9. Law reform, and evidence based justice policy and research	<ul style="list-style-type: none"> Legislative reform takes into account community and stakeholder views High quality, evidence based, research reports and proposals that inform and influence contemporary issues 	<ul style="list-style-type: none"> Level of community participation in consultations and submissions to contribute to legislative reform and policy development Research reports are completed on schedule and evidence shows that they contribute to reform and policy development
10. Business-focused corporate services via centres of excellence	<ul style="list-style-type: none"> Consistent and integrated corporate services provided at best practice standards of quality and service delivery support the ability of the Department to deliver services to the NSW community 	<ul style="list-style-type: none"> Corporate Services are performing at or above best practice standards of cost, quality and timeliness

Strategic Framework 2012–14 (continued)

2 NSW 2021 Goal: Improve community confidence in the justice system

Strategic direction	Expected outcomes	Performance indicators
<p>11. Support for vulnerable participants in the justice system</p>	<ul style="list-style-type: none"> The needs of vulnerable people in the justice system are identified and met High quality and responsive services for voluntary and involuntary clients Improved understanding of issues faced by people with decision making disabilities Increased opportunities to divert offenders with a mental illness from custody into treatment Increased successful participation of people with cognitive disability in court-based diversion programs Meaningful engagement and partnerships with emerging communities (e.g., African and Iraqi) and Aboriginal communities to increase knowledge of, and access to, the justice system 	<ul style="list-style-type: none"> The percentage of victims of violent crimes receiving financial and practical support for identified needs within agreed time frames Increased use of remote witness facilities for victims of crime in court proceedings Increase in the percentage of courts with safe rooms at court locations Results of bi-annual victims survey Improved performance against benchmarks for client satisfaction with financial management and Trust services Increased ability of service providers to meet the needs of people with decision making disabilities Decrease in the percentage of incarcerated offenders identified as having a serious mental illness Increased completion rate of people with cognitive disabilities in court based diversion programs Implementation of recommendations emerging from consultation with Aboriginal and emerging communities. Increased access and improved services delivered to Aboriginal and emerging communities

Strategic Framework 2012–14 (continued)

2 NSW 2021 Goal: Improve community confidence in the justice system

Strategic direction	Expected outcomes	Performance indicators
12. Representation and management of life matters for individuals	<ul style="list-style-type: none"> Individuals can express their wishes related to their life matters through legally binding instruments NSW citizens are aware of, and act in accordance with, their rights and responsibilities regarding life records 	<ul style="list-style-type: none"> An increase in the number of people with a will, power of attorney, enduring guardianship and advanced care directive Evidence that records of NSW life events are accurate and secure
13. Promotion and protection of rights	<ul style="list-style-type: none"> An informed community who can exercise their rights The justice system provides a framework within which individual's legal rights are protected 	<ul style="list-style-type: none"> Percentage of complaints to the Anti-Discrimination Board that are finalised within 12 months of receipt Victims are able to access their rights according to the established Charter of Victims' Right Code of Practice