

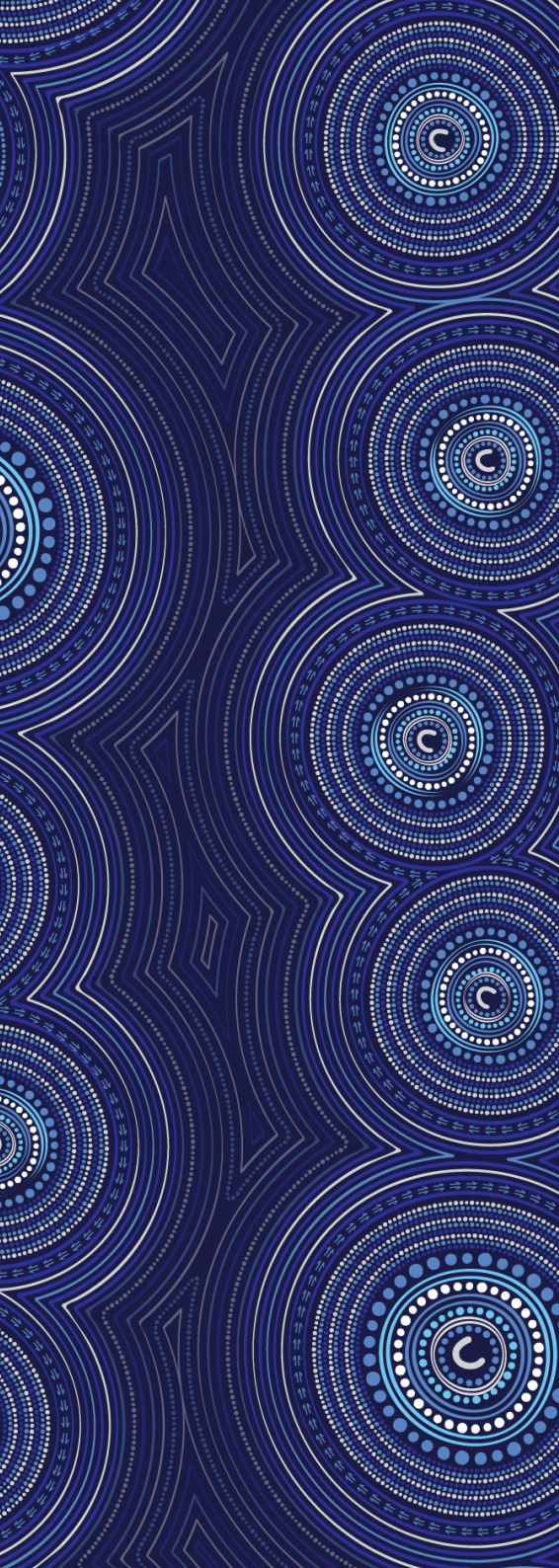
JUSTICE AND COMMUNITY SAFETY DIRECTORATE

STRATEGIC PLAN 2024-2027



ACT
Government





ACKNOWLEDGEMENT OF COUNTRY

The Justice and Community Safety Directorate would like to acknowledge the Ngunnawal people as traditional custodians of the land we are living and working on and recognise any other peoples or families with connection to the lands of the ACT and region.

We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region; and pay respects to their Elders past, present and emerging.

We would also like to acknowledge other Aboriginal and Torres Strait Islander people as First Australians and recognise their culture, history, diversity and their deep connection to the land.



DIRECTOR-GENERAL'S INTRODUCTION

I am delighted to present the Justice and Community Safety Directorate Strategic Plan 2024-2027.

Our vision is to support a **safe, just, resilient and inclusive community**.

To achieve our vision we are focussed on delivering services to government and the community that support individual and community wellbeing.

We are committed to:

- maintaining the rule of law and supporting a democratic society
- strengthening community safety
- enhancing access to justice
- caring for and supporting people who are at a higher risk of vulnerability
- protecting people's legal and human rights and interests
- building community and business resilience to emergencies, disasters and disruptions; and
- supporting formal partnerships and shared decision making with First Nations peoples.

A society in which everyone is physically safe and supported in their vulnerable times, where people can live their lives freely, have their rights protected and where democracy and the rule of law can flourish is neither accidental nor inevitable.

It is achieved through the services we provide to people directly and by the innovative laws, policies and systems we develop and put in place.

No one element of our vision can be delivered without the others. That is why we form one directorate – through the diversity of our functions we can make a real difference to the wellbeing of our community.

This Strategic Plan looks a little different to those we have had in the past. It shows how each JACS business unit contributes to the achievement of our vision and, in turn, how our work contributes to wellbeing. It also describes the capabilities that enable our work and are common across JACS. These are critical areas for continued whole of directorate investment.

The plan highlights the ACT Public Service Employee Values which are also common across the entire directorate. The values of integrity, innovation, respect and collaboration are the touchstones by which we measure our own and others' behaviour. How we conduct our business and relate to one another and our stakeholders is just as important as why we conduct our business.

I invite all JACS staff and volunteers to reflect on our shared vision and how your work and the values you bring contribute to its achievement.

It is an honour to lead JACS and I look forward to working with you to deliver this plan.

Richard Glenn
Director-General

OUR VISION AND PURPOSE

OUR VISION

Supporting a **safe, just, resilient and inclusive community**.

PURPOSE

Our purpose is to continuously improve the wellbeing of our community by delivering responsive justice and community safety services that:

- ▶ maintains the rule of law and supports a democratic society
- ▶ strengthens community safety
- ▶ protects peoples legal and human rights and interests
- ▶ cares for and supports people who are at a higher risk of vulnerability
- ▶ enhances timely access to justice
- ▶ builds community and business resilience to emergencies and disasters/disruptions and
- ▶ supports formal partnerships and shared decision making with First Nations Peoples.

We will invest in the capability of our people, and we will support them to deliver innovative and sustainable services for our ACT Community.

We will do this by demonstrating strong public sector values and behaviours; we will be community minded; legal and human rights focussed; inclusive and diverse; passionate about our work and we will listen to and genuinely engage with our stakeholders.

THE JACS ECOSYSTEM

Interact with this diagram to find out how the elements of JACS make up the JACS ecosystem



KEY

- Oversight Agencies
- Business Units/ Purchased Services
- Our Strategies
- Wellbeing Domains
- ACTPS/JACS Values

ENABLERS

OUR OPPORTUNITIES

WE WANT TO FOCUS ON:

- ▶ **Being more innovative and take advantage of every opportunity** by supporting our people to try new things and to fail fast to help deliver the functions and services to meet the changing needs of our community.
- ▶ **Developing and implementing workforce strategies** and initiatives that attract and retain high quality talented people, where they feel valued, supported and included.
- ▶ **Investing in our response to security risks** through the implementation of the Protective Security Framework which supports fit for purpose systems, improved security infrastructure, access controls and data management.
- ▶ **Leveraging off our ICT Strategic Plan** and work towards improved digital solutions, this may include how we automate business functions to create efficiencies, improve data collection and use, and improve access to information.



- ▶ **Improving how we use data** (including data sharing) to support evidence-based policy development and evaluation to determine if what we are doing improves individual and community wellbeing.



- ▶ **Improving how we 'partner' with our stakeholders** within and external to government and that engagement more explicit, genuine and sustainable, including partnering with the First Nations Community to deliver on priority reforms under the Justice Agreement and Closing the Gap.



- ▶ **Improving how we deliver and maintain our infrastructure assets** through a whole of directorate approach to ensure they support the delivery of our services.



- ▶ **Making strategic investments to respond to climate change** when we are upgrading or replacing our infrastructure and fleet assets.



OUR BUSINESS UNITS

BUSINESS UNIT	PURPOSE AND FUNCTION	CONTRIBUTION TO ACHIEVE THE VISION AND STRATEGIC OBJECTIVES AND GOVERNMENT PRIORITIES
ACT Government Solicitor (ACTGS) Link to Business Plan	Our purpose is to support the Attorney-General as First Law Officer in the efficient administration of justice through provision of legal services which protect the interests of the Territory and reflect the principles of a model litigant.	Our contribution to a safe, just and inclusive community is achieved through the Office of Solicitor-General and ACTGS ensuring that the ACT Government and its agencies have access to the broad and responsive legal expertise, advice and representation required to support municipal, state and federal administration.
Legislation Policy and Programs (LPP) Link to Business Plan	Our purpose is to drive a whole of government effort to provide equitable access to justice, particularly for those experiencing vulnerability within our community, through effective, evidence-based and human rights compliant legislation, policy and programs.	Our contribution to a safe, just and inclusive community will be achieved by delivering policy and legal policy advice, programs and law reform in support of the ACT's criminal, civil and regulatory frameworks. We will also develop, implement, monitor and evaluate policy reform to promote crime prevention and reduce the cycle of recidivism, applying justice reinvestment principles.
Parliamentary Counsel's Office (PCO) Link to Business Plan	Our purpose is to draft and publish legislation for the ACT and maintain the ACT Legislation Register	Our contribution to a safe, just and inclusive community will be achieved by enhancing access to justice and upholding the rule of law by providing access to the law and protects the rights and interests of the ACT by drafting legislation that is clear, legally effective and fit for purpose.
Security and Emergency Management Division (SEMD) Business Plan under development	Our purpose is to lead, advise and coordinate the ACT Government's security and emergency management arrangements to enhance security and safety, strengthen community resilience, drive collaboration, and develop strategies and policy settings that enhance community wellbeing.	Our contribution to a safe, just and inclusive community will be achieved by enhancing the overall frameworks and whole of government effort for security and emergency management in the ACT.
ACT Director of Public Prosecutions (DPP) Link to Business Plan	Our purpose is to prosecute criminal cases on behalf of the community, ensuring a fair and just legal process.	Our contribution to a safe, just and inclusive community will be achieved by upholding the rule of law, prosecuting criminal offenses, and ensuring justice for the ACT.

OUR BUSINESS UNITS

BUSINESS UNIT	PURPOSE AND FUNCTION	CONTRIBUTION TO ACHIEVE THE VISION AND STRATEGIC OBJECTIVES AND GOVERNMENT PRIORITIES
Public Trustee and Guardian (PTG) Link to Business Plan	Our purpose is to promote and support the rights, interests and life decisions of our clients and to deliver excellent trustee outcomes for the ACT community.	Our contribution to a safe, just and inclusive community will be achieved by the promotion of people's rights and interests.
Human Rights Commission (HRC) Link to Business Plan	Our purpose is to promote and protect human rights by advocating for and providing accessible and culturally safe services to Canberrans including those experiencing vulnerability due to social circumstances. We also educate and engage with the community, including children and young people to drive rights-based systemic change.	Our contribution to a safe, just, fair and inclusive community will be achieved by upholding people's human rights and supporting people during times of vulnerability due to social circumstances. We do this by providing services such as complaint management, supports for victims of crime and public advocacy.
Strategic Policy and Programs, Community Safety (SPP) Link to Business Plan	Our purpose is to contribute to community safety priority tasks, providing policy advice and program design on a project basis.	Our contribution to a safe, just and inclusive community will be achieved by providing and facilitating the development of policy and programs on identified priority issues
ACT Courts and Tribunal (ACTCT) Link to Business Plan	Our purpose is to support the proper administration of justice by supporting judicial officers and tribunal members and providing services to those using the courts and tribunal.	Our contribution to a safe, just and inclusive community will be achieved by ensuring access to justice, protecting people's rights, and strengthening community safety through effective Court and Tribunal operations.
First Nations Justice Branch (FNJB) Link to Business Plan	Our purpose is to provide a First Nations perspective on policy documents for JACS business units and lead direct program delivery for Indigenous people in the ACT.	Our contribution to a safe, just and inclusive community will be achieved by advancing First Nations justice, promoting cultural safety, and ensuring Indigenous perspectives are incorporated into policies and programs.

OUR BUSINESS UNITS

BUSINESS UNIT	PURPOSE AND FUNCTION	CONTRIBUTION TO ACHIEVE THE VISION AND STRATEGIC OBJECTIVES AND GOVERNMENT PRIORITIES
Emergency Services Agency (ESA) Business Plan under development	Our purpose is to protect and support a prepared, resilient and future focused community responsible for emergency prevention and mitigation as well as emergency preparedness, response and recovery strategies.	Our contribution to a safe, just and inclusive community will be achieved by promoting the safety and wellbeing of the community during emergencies and promoting resilience.
ACT Rural Fire Service (ACTRFS)	Our purpose is to protect and support a prepared, resilient and future focused community responsible for emergency prevention and mitigation as well as emergency preparedness, response and recovery strategies.	Our contribution to a safe, just and inclusive community will be achieved by responding to fires in rural areas of the ACT. Its priorities are to protect and preserve life, property and the environment from the impact of fires. The ACTRFS contributes to the delivery of the ACT Strategic Bushfire Management Plan and supports other emergency services.
ACT Fire and Rescue (ACTF&R)	Our purpose is to protect and support a prepared, resilient and future focused community responsible for emergency prevention and mitigation as well as emergency preparedness, response and recovery strategies.	Our contribution to a safe, just and inclusive community will be achieved by responding to fire in the built-up area, rescue (road accident, vertical, confined space, trench, urban search and rescue and animal rescue), and hazardous material incidents. The ACTF&R also provides first response support to any other incident to which another emergency service may respond. ACTF&R also facilitates and manages the Community Fire Unit program.
ACT Ambulance Service (ACTAS)	Our purpose is to protect and support a prepared, resilient and future focused community responsible for emergency prevention and mitigation as well as emergency preparedness, response and recovery strategies.	Our contribution to a safe, just and inclusive community will be achieved through the provision of emergency, non-emergency and aeromedical ambulance services to the ACT community. The ACTAS also assists other emergency services as needed during emergencies and provides medical support for major events.
State Emergency Service (ACTSES)	Our purpose is to protect and support a prepared, resilient and future focused community responsible for emergency prevention and mitigation as well as emergency preparedness, response and recovery strategies.	Our contribution to a safe, just and inclusive community will be achieved by response operations and planning for storms and floods and supports other emergency services in their functions. The ACTSES is predominantly a volunteer emergency service supporting the ACT Community.

OUR BUSINESS UNITS

BUSINESS UNIT	PURPOSE AND FUNCTION	CONTRIBUTION TO ACHIEVE THE VISION AND STRATEGIC OBJECTIVES AND GOVERNMENT PRIORITIES
ACT Corrective Services (ACTCS) Link to Business Plan	Our purpose is to contribute to strengthening community safety through the provision of safe, secure, and humane management of offenders and delivery of sustainable rehabilitation and reintegration opportunities for offenders to lead productive lives.	Our contribution to a safe, just and inclusive community will be achieved by ensuring justice, security and good order in custodial and community environments; consideration of the needs and safety of victims; promotion of rehabilitation of offenders and their reintegration into the community; management of offenders in a decent, humane and just way.
Community Operations	Our purpose is to contribute to strengthening community safety through the provision of support and case management of offenders and delivery of rehabilitation and reintegration opportunities for offenders to lead productive lives.	Our contribution to a safe, just and inclusive community will be achieved by management of offenders in a decent, humane and just way; consideration of the needs and safety of victims; promotion of rehabilitation of offenders and their reintegration into the community.
Custodial Operations	Our purpose is to contribute to strengthening community safety through the provision of safe, secure and humane management of detainees and delivery of rehabilitation and reintegration opportunities for offenders to lead productive lives.	Our contribution to a safe, just and inclusive community will be achieved by ensuring justice, security and good order in custodial environments; consideration of the needs and safety of victims; promotion of rehabilitation of detainees and their reintegration into the community; management of detainees in a decent, humane and just way.
Offender Reintegration	Our purpose is to contribute to strengthening community safety through the provision of integrated offender management and delivery of rehabilitation and reintegration opportunities for offenders to lead productive lives.	Our contribution to a safe, just and inclusive community will be achieved by promotion of rehabilitation of offenders and their reintegration into the community; bridging the gap between the custodial sentence and successful reintegration into the community; and consideration of the needs and safety of victims.
ACT Policing (ACTPol) (contracted service ACT Policing Agreement) Link to Purchase Agreement	Our purpose is to provide a professional, innovative and effective policing service.	Our contribution to a safe, just and inclusive community is to provide a professional, innovative and effective policing service to the people of the ACT.
ACT Legal Aid (LAACT) (contracted service Cth) Link to Annual Report	Our purpose is to help people in the ACT with their legal problems, especially people who are socially or economically disadvantaged. We can help in criminal law, family law and some civil law matters.	Our contribution to a safe, just and inclusive community is to ensure that vulnerable and disadvantaged people receive the legal services they need to assert or defend their rights; developing an improved community understanding of the law; and seeking reform of laws that adversely affect those we assist.

OUR BUSINESS UNITS

BUSINESS UNIT	PURPOSE AND FUNCTION	CONTRIBUTION TO ACHIEVE THE VISION AND STRATEGIC OBJECTIVES AND GOVERNMENT PRIORITIES
JACS Corporate Link to Business Plan	The JACS Corporate Services Group (CSG) supports the Directorate's shared vision of <i>A Safe, Just and Resilient Community</i> by providing strategic advice and enabling services to the Director-General and JACS business units to support the delivery of services to the community in alignment with the JACS Strategic Objectives.	Our contribution to a safe, just and inclusive community will be achieved by providing corporate services to internal and external clients and stakeholders including the Ministers, agencies within the Directorate's portfolio, senior management and Executives.
Strategic Finance (SF)	Our purpose is to undertake strategic financial management, budget preparation and performance, and financial accounting.	Our contribution to a safe, just and inclusive community will be achieved by providing budgeting and financial reporting advice to internal and external clients and stakeholders including the Ministers, agencies within the Directorate's portfolio, senior management and Executives.
Capital Works and Infrastructure (CWI)	Our purpose is to undertake the strategic planning, development and delivery of infrastructure projects within JACS.	Our contribution to a safe, just and inclusive community will be achieved by providing the necessary infrastructure to support the delivery of justice and community safety services.
Governance and Business Improvement (GBI)	Our purpose is to support staff to meet their legislative, parliamentary and policy obligations, and to ensure the Directorate maintains appropriate organisational governance to deliver on our strategic priorities while meeting our accountability requirements.	Our contribution to a safe, just and inclusive community will be achieved by providing effective organisational governance, including organisational frameworks, policies and procedures, audit, risk management, assurance and compliance activities, as well as ministerial and government business functions.
People and Workplace Strategy (PWS)	Our purpose is to develop and deliver services and initiatives that enable our people to be effectively engaged, managed and supported.	Our contribution to a safe, just and inclusive community is achieved by ensuring that strong people practices are applied across the directorate to support our leaders, our workers and volunteers to deliver government commitments to the community.
Chief Information Officer Branch (CIOB)	Our purpose is to oversee the strategic management of information systems and technology across the Directorate, ensuring the efficient and secure operation of those systems.	Our contribution to a safe, just and inclusive community will be achieved by facilitating the adoption of innovative technologies, enhancing data management and cybersecurity, and supporting the digital transformation efforts.
Communications and Engagement (C&E)	Our purpose is to lead strategic communications, engagement activities, media management and digital services for JACS.	Our contribution to a safe, just and inclusive community will be achieved by fostering effective communications and engagement with our audiences and stakeholders to promote JACS initiatives and support the ACT community.

STRATEGIC OBJECTIVES

We are committed to the wellbeing of our community through our Strategic Objectives.

The ACT Wellbeing Framework provides the framework that supports how we prioritise the mental, physical and emotional wellbeing of the ACT Community, our stakeholders and staff. This strategic alignment ensures the Directorate's strategies and initiatives are not only focused on operational success but also creates a supportive and nurturing environment where individuals can thrive.

The Framework has identified 12 aspects of wellbeing, called domains:



[Access and connectivity](#)



[Economy](#)



[Education and life-long learning](#)



[Environment and climate](#)



[Governance and institutions](#)



[Health](#)



[Housing and home](#)



[Identity and belonging](#)



[Living standards](#)



[Safety](#)



[Social Connection](#)



[Time](#)

OBJECTIVE

MAINTAINING THE RULE OF LAW AND SUPPORTING A DEMOCRATIC SOCIETY

We are committed to developing laws and policy that enable and support economic growth, safety and justice in the community.

We are committed to administering laws that protect citizen's rights and obligations in a way that is accessible, simple, fair and timely.

WELLBEING DOMAIN & INDICATORS



Having a say, being heard, and working together for better outcomes

All Canberrans can have their say, connect with and be part of key government processes. Canberrans have a government and other institutions that respect human rights, are responsible, reliable, have integrity, are open, and fair.

Access to justice and restorative practice

A fair justice system which is accessible and deals with matters in a reasonable, expeditious manner. Canberra is progressing to become a restorative city to benefit the community's wellbeing. We are working across government with research partners to develop long term measures for restorative practices.

Feeling that voice and perspective matter

We need to feel like we can have our say – and be listened to. Being able to get involved in decision making and be confident that our voices will have an impact effects our wellbeing.

Human rights

We are a jurisdiction committed to upholding the human rights and welfare of all people living in the ACT.

Trust in government

Trusting that the government will do the right thing, listen, lead, respond effectively and represent the community has an impact on our wellbeing.

OBJECTIVE

STRENGTHENING COMMUNITY SAFETY

We are committed to keeping the ACT community safe from harm. By understanding the causes and drivers of emergencies, disasters, disruptions and crime we can ensure we have the right infrastructure, people and legal framework to respond effectively.

WELLBEING DOMAIN & INDICATORS



Feeling safe and being safe

Canberrans are and feel safe and secure around their families, homes, community and on-line.

Community resilience to emergencies

How prepared are we for future floods, fires, storms, drought, or other emergencies? This indicator measures our community's perception of their readiness and resilience to emergency events over time.

Emergency services

Confidence in our emergency services is vital to our safety and security. This indicator measures community satisfaction with policing and response times of emergency services.

Feeling safe

Perceived safety can be as important to wellbeing as the actual rate of crime in our city. These indicators measure people's perception of their safety. The perception of safety is an indicator of the government's objective to contribute to a safe and secure community that enables people to undertake their lawful pursuits confidently and safely.

Victims of crime

Being a victim of crime can have a significant impact on individual and community wellbeing. 'Crime victimisation' is an indicator of the government objective to contribute to a safe and secure community that enables people to undertake their lawful pursuits confidently and safely. This indicator measures crime rates in the ACT.

OBJECTIVE

PROTECTING PEOPLE'S LEGAL AND HUMAN RIGHTS AND INTERESTS

We are committed to providing high quality advice to government to progress justice related outcomes and uphold people's personal, legal and financial interests.

WELLBEING DOMAIN & INDICATORS



Having a say, being heard, and working together for better outcomes

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Access to justice and restorative practice

A fair justice system is accessible and deals with matters in a reasonable, expeditious manner. Canberra is progressing to become a restorative city to benefit the community's wellbeing. This indicator will measure the finalisation of criminal and civil matters in the ACT courts and tribunal. Measures of restorative practices in the ACT are under development.

Feeling that voice and perspective matter

We need to feel like we can have our say – and be listened to. This indicator will measure the agency people feel they have in our city, including whether they can get involved in decision-making processes, and if they're confident their voices will have an impact.

Human rights

We are a jurisdiction committed to upholding the human rights and welfare of all people living in the ACT. This indicator will measure our community's experience of human rights protection and the confidence of the community that these rights are being effectively upheld.

Trust in government

Trusting that the government will do the right thing, listen, lead, respond effectively and represent the community has an impact on our wellbeing.

OBJECTIVE

CARING AND SUPPORTING PEOPLE AT A HIGHER RISK OF VULNERABILITY

We are committed to caring for and supporting people during times where they are at a higher risk of vulnerability

WELLBEING DOMAIN'S & INDICATORS



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Canberrans are and feel safe and secure around their families, homes, community and on-line.

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Having a place to call home

Canberrans have access to secure, suitable and affordable housing throughout their lives.

Rental stress

Having access to affordable, safe and sustainable housing affects social and economic participation. Rental affordability is based on rental supply and demand and is affected by employment and income levels. This indicator measures rental stress in Canberra by tracking the percentage of low-income households that spend more than 30% of income on rental costs.

OBJECTIVE

ENHANCING ACCESS TO JUSTICE

We are committed to ensuring access to justice by supporting the community in navigating the justice system.

WELLBEING DOMAIN & INDICATORS



Having a say, being heard, and working together for better outcomes

All Canberrans can have their say, connect with and be part of key government processes. Canberrans have a government and other institutions that respect human rights, are responsible, reliable, have integrity, are open, and are fair.

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OBJECTIVE

BUILDING COMMUNITY AND BUSINESS RESILIENCE TO EMERGENCIES, DISASTERS AND DISRUPTIONS

We are committed to building the ACT community's and business resilience to emergencies, disasters and disruptions by keeping the community informed, engaged and consulted.

WELLBEING DOMAIN & INDICATORS



Feeling safe and being safe

Canberrans are and feel safe and secure around their families, homes, community and on-line.

Community resilience to emergencies

How prepared are we for future floods, fires, storms, drought, or other emergencies? This indicator measures our community's perception of their readiness and resilience to emergency events over time.

Emergency services

Confidence in our emergency services is vital to our safety and security. This indicator measures community satisfaction with policing, and response times of emergency services.

OBJECTIVE

SUPPORTING FORMAL PARTNERSHIPS AND SHARED DECISION MAKING WITH FIRST NATIONS PEOPLES

We are committed to partnering with Aboriginal and Torres Strait Islander Peoples in meeting our commitments under the Justice Agreement and Closing the Gap.

WELLBEING DOMAIN & INDICATORS



Valuing Aboriginal and Torres Strait Islander cultures and recognising our Traditional Custodians

Valuing Aboriginal and Torres Strait Islander Cultures and recognising our Traditional Custodians are significant indicators of the social fabric of Canberra. This indicator measures the level of understanding Canberrans have in acknowledging and respecting the Traditional Custodians of this land, and in celebrating and valuing Aboriginal and Torres Strait Islander cultures as the cornerstone of Australia's identity.

Being able to express identity, feel a sense of belonging, and participate fully in society

All Canberrans can participate on equal terms, regardless of age, gender, cultural background or disability. We recognise and value the First Nations residents of the ACT region and celebrate our Australian identity. We are proud to be Canberrans.

Connection to Canberra

Our sense of connection to our city plays an important role in establishing a sense of belonging. This indicator will measure whether Canberrans would recommend our city to others as a good place to live, as well as how proud we are to live in the ACT region.

Sense of belonging/inclusion

This indicator measures people's self-rated sense of belonging in their community, how inclusive they find their local area, and whether different people experience discrimination in Canberra.

OUR ENABLERS

Enablers are inputs or capabilities that are embedded and/or common across JACS that help us to deliver on our strategic objectives now and into the future.

The following enablers have been identified by JACS Business Units as those that are important for us to focus on to support our people to deliver our strategic objectives and the government priorities in a way that supports individual and community wellbeing.

PEOPLE

Attracting, developing and retaining the best for an inclusive workplace



What does this mean? We need to...

- ▶ Offer an environment in which people can achieve their potential.
- ▶ Develop internal capabilities or bring in the talent needed to deliver on this plan.
- ▶ Foster a safe, supportive and inclusive culture.
- ▶ Address feedback from our Staff Survey.

What are we trying to achieve? We are trying to...

- ▶ Make JACS a place where people want to work
- ▶ Build a capable and motivated workforce.
- ▶ Employ people with a shared vision and purpose, agreed values and behaviours.
- ▶ Embed a culture of accountability and performance.

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ 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.

LEADERSHIP

Enabling our leaders to inspire, innovate and work as one



What does this mean? We need to...

- ▶ Support leaders at every level creating and driving the Directorates future.
- ▶ Focusing on the quality of our leader-to-leader relationships to ensure we deliver outcomes for the government and the community.
- ▶ As leaders modelling the behaviour we want our staff to emulate.

What are we trying to achieve? We are trying to...

- ▶ Deliver better outcomes as a product of our collaboration.
- ▶ Establish positive relationships that enable issues that impact performance to be identified and resolved quickly.
- ▶ Create bench strength in our future leadership community.

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ 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.

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INFORMATION TECHNOLOGY, DATA AND RESEARCH



Enabling an accessible, secure, scalable, integrated, data informed and digitally enabled environment

What does this mean? We need to...

- ▶ Ensure our systems are well maintained and fit for purpose.
- ▶ Ensure our data is well managed and leveraged to support evidence-based policy development.
- ▶ Ensure our systems, data and information is safe and secure.

What are we trying to achieve? We are trying to...

- ▶ Ensure our ICT is fit for purpose.
- ▶ Ensure the security of our data and systems.
- ▶ Ensure our data is of high quality to support policy development.

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ Creating strong governance and oversight to support our systems and our data.
- ▶ Supporting our people to understand and respond to cyber security and risk.
- ▶ Ensuring our systems are part of a life cycle management approach.

FINANCIAL

Supporting the sustainability of our business



What does this mean? We need to...

- ▶ Improve corporate practices and business systems to better support service delivery.
- ▶ Provide leadership and expert advice that enables us to be a sustainable, vibrant and a cost effective organisation.
- ▶ Ensure statutory obligations are met.

What are we trying to achieve? We are trying to...

- ▶ Embed financial accountability into all aspects of our work.
- ▶ Maximise the value derived from our asset base and enhance future planning.
- ▶ Increase performance and value for money.
- ▶ Coordinate our activity to make the most of investment and deliver better services.

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ Developing strong future focused plans (staff, infrastructure, ICT).
- ▶ Building capability within our teams to manage their resources well.
- ▶ Delivering consistent, integrated and transparent business processes and systems.
- ▶ Identifying and implementing opportunities for improved compliance and service delivery.

OUR ENABLERS

Enablers are inputs or capabilities that are embedded and/or common across JACS that help us to deliver on our strategic objectives now and into the future.

The following enablers have been identified by JACS Business Units as those that are important for us to focus on to support our people to deliver our strategic objectives and the government priorities in a way that supports individual and community wellbeing.

COMMUNICATION, ENGAGEMENT AND PARTNERSHIP



Investing in critical relationships and partnerships

What does this mean? We need to...

- ▶ Work 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? We are trying to...

- ▶ Work in partnership with government agencies and our community to develop and implement solutions.
- ▶ Develop and maintain effective partnerships so we can deliver on Directorate and government priorities.

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ Creating an environment where our people are supported to work constructively with our stakeholders.
- ▶ Building an organisation where strategic partnerships and collaborations are at the centre of everything we do.

GOVERNANCE, RISK AND COMPLIANCE



Supporting a transparent, accountable and socially responsible organisation

What does this mean? We need to...

- ▶ Ensure our vision and purpose is clear and communicated.
- ▶ Ensure our system of rules, practices and policies are clear and accessible.
- ▶ Ensure our staff act ethically, understand their obligations and are accountable.
- ▶ Ensure the community has confidence in our integrity, efficiency and effectiveness in the use and application of government resources to deliver services to the community.

What are we trying to achieve? We are trying to...

- ▶ Embed a shared vision and purpose, agreed values and behaviours.
- ▶ Embed a culture of accountability and performance.
- ▶ Demonstrate we are ethical and deliver services with integrity.
- ▶ Demonstrate we use government resources efficiently and effectively.

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ Building an organisation of capable people who understand their role, responsibilities and obligations.
- ▶ Building an organisation where risk management is well understood and where risk is treated as an opportunity.

OUR ENABLERS

Enablers are inputs or capabilities that are embedded and/or common across JACS that help us to deliver on our strategic objectives now and into the future.

The following enablers have been identified by JACS Business Units as those that are important for us to focus on to support our people to deliver our strategic objectives and the government priorities in a way that supports individual and community wellbeing.

INFRASTRUCTURE AND ASSET MANAGEMENT (INCLUDING SUSTAINABILITY)



Planning and sustaining infrastructure and asset management to meet the demand for services

What does this mean? We need to...

- ▶ Improve corporate practices and business systems to better support service delivery.
- ▶ Provide leadership and expert advice that enables us to be a sustainable, vibrant and cost effective organisation.
- ▶ Ensure statutory obligations are met.

What are we trying to achieve? We are trying to...

- ▶ Embed financial accountability into all aspects of our work.
- ▶ Maximise the value derived from our asset base and enhance future planning.
- ▶ Increase performance and value for money.
- ▶ Coordinate our activity to make the most of investment and deliver better services

What do we need to focus on to deliver on those objectives? We need to focus on...

- ▶ Developing strong future focused plans (staff, infrastructure, ICT).
- ▶ Building capability in our teams to manage their resources well.
- ▶ Delivering consistent, integrated and transparent business processes and systems.
- ▶ Identifying and implementing opportunities for improved compliance and service delivery.

KEY STAKEHOLDERS AND RELATIONSHIPS

- ▶ ACT Ministers
- ▶ ACT Cabinet (Committees of Cabinet – SEMSOG, SEMC)
- ▶ ACT Legislative Assembly

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- ▶ Federal Government
 - ▶ State/Territory Governments

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- ▶ ACT Magistrates Court
 - ▶ ACT Supreme Court
 - ▶ ACT Civil & Administrative Tribunal

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- ▶ ACT Bar Association
 - ▶ ACT Law Society
 - ▶ ACT Legal Profession

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- ▶ Procurement ACT
 - ▶ Major Projects Canberra
 - ▶ DDTS

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- ▶ Non-Government Organisations (NGOs)

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- ▶ Victims Advisory Board
 - ▶ Sentence Administration Board
 - ▶ ACT Official Visitors
 - ▶ Multi Hazards Advisory Council
 - ▶ Australian Guardianship and Administration Council

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- ▶ Industrial Stakeholders
 - ▶ Utility Groups

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- ▶ Australian Federal Police
 - ▶ ACT Policing
 - ▶ National Emergency Management Agency
 - ▶ Intelligence Agencies
 - ▶ Australian Cyber Security Centre

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- ▶ Aboriginal and Torres Strait Islander Community
 - ▶ ACT Multicultural Community
 - ▶ Canberra Restorative Community Network
 - ▶ ACT Community Clubs
 - ▶ ACT Council of Social Services
 - ▶ ACT Legal Assistance Sector

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- ▶ Our Volunteers

OVERSIGHT AGENCIES

▶ **ACT Inspector of Corrections (including OPCAT)** - The Inspector of Correctional Services provides this oversight through conducting reviews of ACT correctional facilities and services, and reviewing critical incidents. Initially this was limited to adult correctional facilities and services. However, in December 2019 this expanded to youth justice, including oversight of Bimberi Youth Justice Centre.

▶ **Environment Protection Authority** - The Environment Protection Authority (EPA) is established under the *Environment Protection Act 1997 (the Act)*. As a statutory position, the EPA is responsible for the administration of the Act.

The EPA meets its objectives by granting environmental authorisations, promoting environmental awareness, public and industry education, entering into environmental protection agreements, developing codes of practice with industry and issuing notices, environment protection orders and a range of other instruments. The Act covers all activities that have the potential to cause harm to human health or the environment through emissions to air, land and water.

▶ **ACT Ombudsman (including OPCAT)** – The ACT Ombudsman manages complaints about unfair treatment by ACT government agencies.

▶ **ACT Audit Office** – The ACT Auditor-General's Office provides an independent view on the accountability, efficiency and effectiveness of the ACT Public Sector.

The role of the Auditor-General is to provide independent assurance to Parliament and the community that those responsible for the public administration of the Territory are undertaking their roles efficiently and effectively and are publicly accountable for the outcomes of their decisions and actions.

▶ **Office of the Information Privacy Commissioner** – the OIAC is the independent national regulator for privacy and freedom of information, and they promote and uphold your rights to access government-held information and have your personal information protected.

▶ **Human Rights Commission (including OPCAT)** - The ACT Human Rights Commission promotes the human rights and welfare of all people living in the ACT.

The Commission:

- Handles complaints in relation to health, disability and community services, abuse of vulnerable people, and complaints under discrimination law.
- Increases awareness of the rights and responsibilities of service users and service providers, and encourage service improvement.
- Provides advice to government and others regarding their human rights obligations.
- Advocates for children, young people and adults experiencing vulnerability.
- Advocates for and supports victims of crime.

▶ **Worksafe ACT** - Worksafe ACT is an independent entity established by the Act which supports the Regulator to administer the Territory's work, health and safety related legislation by providing information, advice and support as well as compliance and enforcement activities to ensure safe, fair, productive working lives for Canberrans.

▶ **ACT Integrity Commission** - The Integrity Commission's role is outlined in the *Integrity Commission Act 2018* and the *Public Interest Disclosure Act 2012*.

The Commission receives and assesses reports regarding wrongdoing in the ACT public sector.

The Commission's task is to decide whether a report of wrongdoing involves corruption, maladministration or conduct that poses a substantial and specific danger to public health or safety, or the environment. If the Commission decides that the report could involve this type of conduct, it may investigate the information or refer the report to another agency for investigation. The Commission will review investigations performed by other agencies and monitor how reports are dealt with to ensure just outcomes.

OPCAT (Optional Protocol Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment) – Outcomes are delivered, through a system of regular preventative visits to places of detention by independent bodies known as the National Preventative Mechanism (NPM). The ACT has implemented the Protocol with the appointment responsibility for the NPM role shared between The Inspector of Correctional Services, The ACT Ombudsman, and ACT Human Rights Commission.