



# MESSAGE FROM THE DIRECTOR-GENERAL



## **I am delighted to present the Justice and Community Safety Directorate Strategic Plan 2020-2024.**

The plan is our statement of how, together, we can deliver our shared vision of a Safe, Just and Resilient Community.

The plan will inform more detailed business planning in each JACS business unit, to ensure we prioritise our effort and deliver our work efficiently and effectively.

The challenges faced by our community are increasingly complex.

Our priorities, as reflected in this plan and its supporting strategies, look to address these challenges.

Strengthening community safety, building community resilience and achieving a community that is just are all deeply interrelated. No one element of our vision can be delivered without the others.

That is why we form one directorate – the diversity of our responsibilities and services gives us the tools to make a real difference.

Whether providing front line emergency services, supporting the administration of justice, protecting rights, delivering high quality legal and policy advice to government or providing enabling services, I invite all JACS staff and volunteers to reflect on how your work contributes to our shared vision.

Equally, our values and behaviours as a directorate are a key focus for the plan.

*How* we conduct our business is just as important as *why* we conduct our business.

We respect differences in our workforce and in the community. We conduct our business and deliver our services fairly, regardless of age, gender, cultural background or disability.

The community, government and our partners rely on our professionalism, leadership, willingness to engage and ability to innovate.

Valuing and developing these characteristics will enable our success today and build our workforce for the future.

I am proud to lead JACS and look forward to working with you to deliver this plan.

**Richard Glenn**  
*Director-General*

# OUR VISION

## A SAFE, JUST AND RESILIENT COMMUNITY

# OUR PURPOSE

### WORK WITH THE GOVERNMENT AND THE COMMUNITY TO:

- > Strengthen community safety
- > Protect people's rights and interests
- > Care for and support vulnerable people
- > Enhance access to justice
- > Build community resilience to emergency

### TO ACHIEVE THIS, WE WILL BE:

- > Community-minded
- > Human-rights focused
- > Inclusive and diverse
- > Passionate about our work
- > Committed to making a positive difference

### TO ENABLE OUR SUCCESS, WE WILL:

#### BE RECOGNISED FOR OUR PROFESSIONALISM

- > Providing professional advice to government.
- > Navigating challenges with well informed evidence and risk based approaches.

#### BE KNOWN FOR HOW WE ENGAGE

- > Working together and partnering across government.
- > Engaging the community to deliver integrated services and respecting differences in culture, gender, age and ability.

#### BE A WORKPLACE OF CHOICE

- > Investing in and empowering our people to realise their potential.
- > Promoting strong and effective leadership at all levels.

#### BE ADAPTIVE TO CHANGE

- > Anticipating, planning for and responding to emerging needs and opportunities.
- > Reacting positively to change.
- > Embracing innovation and evolving technology.

# SUPPORTING STRATEGIES

DELIVERING THIS PLAN WILL BE SUPPORTED BY A RANGE OF STRATEGIES:

STRATEGY	OUTCOMES
Reducing Recidivism by 25% by 2025 Plan Building Communities Not Prisons	Justice reinvestment to improve criminal justice outcomes
Canberra as a Restorative City	Embedding a restorative approach to justice
ACT Aboriginal and Torres Strait Islander Agreement 2019-2028	Aboriginal and Torres Strait Islander peoples have equitable access to justice and culturally safe restorative justice, prevention and diversion programs
Disability Justice Strategy	Improved access to justice for people with disabilities
ESA Strategic Plan 2019-24	An all hazards approach to emergency management in the ACT
Strategic Bushfire Management Plan 2019-2024	Addressing bushfire risk in the ACT
Territory Wide Risk Assessment	Building a resilient community
Women in Emergency Services Strategy	Building an inclusive emergency services workforce
ACT Corrective Services Strategic Plan 2019-2024 ACTCS Rehabilitation Framework ACTCS Women Offenders Framework ACTCS Aboriginal and Torres Strait Islander Offender Framework	Providing effective corrective services which positively change lives, reduce re-offending and prevent future victims
Property Crime Reduction Strategy Strategic CCTV Plan 2020-2022	Making Canberra a safe place to live

# ACKNOWLEDGMENT OF COUNTRY

The Justice and Community Safety (JACS) Directorate would like to acknowledge the traditional custodians of this land, the Ngunnawal people. 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. We acknowledge the responsibilities of JACS to fulfil our commitments under the ACT Aboriginal and Torres Strait Islander Agreement in our community.

## CULTURAL INTEGRITY

### THE FOLLOWING PRINCIPLES WILL GUIDE OUR EFFORTS TO ENSURE CULTURAL INTEGRITY:

- > **Commitment to cultural proficiency**— To continuously improve and embed an understanding of Aboriginal and Torres Strait Islander culture in the workplace, leading to the development of culturally-proficient policies and services.
- > **Respectful engagement**— Our engagement with Aboriginal and Torres Strait Islander Canberrans acknowledges their cultural authority and seeks to understand and appropriately address local need by ‘listening to understand, not react’.
- > **Build on economic participation**— Aboriginal and Torres Strait Islander people are valued at all levels of the workforce. We commit to increasing Aboriginal and Torres Strait Islander employment by continuing to develop recruitment processes that value life experiences and cultural expertise. We will continue to identify opportunities to partner with and procure services from Aboriginal and Torres Strait Islander providers to improve outcomes for the Aboriginal and Torres Strait Islander community.
- > **Celebrating cultural identity**— By promoting and understanding Aboriginal and Torres Strait Islander cultures and histories, acknowledging country and participating in reconciliation activities and other dates of cultural significance, we will embed a culture of respect and appreciation for Aboriginal and Torres Strait Islander people and their significant contribution to the community.
- > **Delivering culturally specific and accessible services**— In our understanding of cultural preferences and by being flexible in the way services are delivered, we will strive to build trust and strong relationships with Aboriginal and Torres Strait Islander people.

Original artwork - Rachele Kelly



# OUR PURPOSE IN ACTION

## **STRENGTHEN COMMUNITY SAFETY**

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

## **PROTECT PEOPLE'S RIGHTS AND INTERESTS**

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

## **CARE FOR AND SUPPORT VULNERABLE PEOPLE**

We are dedicated to caring for and supporting people during times of vulnerability, whether because of emergencies, health, crime, offending, discrimination, legal conflict or other circumstances.

## **ENHANCE ACCESS TO JUSTICE**

We are committed to ensuring access to justice by supporting the community in navigating the justice system. We ensure the human rights of people in contact with the justice system are upheld, and work to create a justice system that is restorative and sustainable.

## **BUILD COMMUNITY RESILIENCE TO EMERGENCY**

We are building the ACT community's resilience to emergency by keeping the community informed, engaged and consulted. We work with our volunteers, social justice and special interest networks and other local and national stakeholders to ensure the community is prepared for and able to respond to, and cope with, the impact of an emergency.

# OUR VALUES

## **RESPECT**

We value our differences and relate to each other and the community in a fair, decent, caring and professional manner.

## **INTEGRITY**

We are ethical, accountable, responsible and transparent.

## **COLLABORATION**

We work openly with others and actively seek out other views when solving problems.

## **INNOVATION**

We continually look for ways to improve our services and skills.

