

Department of Communities and Justice

# Strategic Direction 2020-2024



Communities  
& Justice



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## Our Purpose

Our purpose is to help create a safe, just, resilient and inclusive NSW in which everyone has the opportunity to realise their potential.



# Message from the Secretary

**Our strategic direction sets out how the Department of Communities and Justice (DCJ) will begin to use the capabilities of our newly formed department to deliver the state outcomes assigned to us by the NSW Government.**



Our new department provides us with more ways and opportunities to effect positive change.

This document sets out what's expected of us to make a meaningful difference, not just for the people we work with but for everyone in NSW.

It's about the 'what' – state outcomes, Premier's Priorities – but also some of the 'how': the values we try to live at work and what the community, our partners and our staff can expect of our department.

In the coming months we'll develop detailed business and delivery plans for each of our state outcomes and Premier's Priorities.

We can't achieve the goals set for us on our own.

Our expertise and leadership is only one aspect of what's required to make an impact.

More than ever before we'll need to be excellent partners with families, communities, other government agencies, business, not-for-profits, researchers and philanthropists.

That will require curiosity, respect for others and what they know and can do and a willingness to seek out feedback on what is and isn't working.

We can all help to build a safe, just and resilient NSW and address the exclusion or disadvantage still experienced by too many.

**Michael Coutts-Trotter**

# Our Values

We are all responsible for creating and maintaining positive and supportive environments both in our community settings and in our workplaces. We engage and develop leaders who model the highest standards of conduct and actively demonstrate our values.

## Service



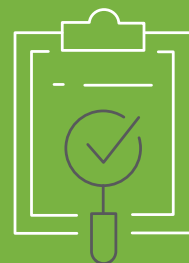
We put people at the centre of all we do and provide the highest quality services.

## Trust



We value the quality of our relationships and do what we say we will do.

## Accountability



We take responsibility for our decisions and actions.

## Integrity



Ethics are at the heart of all we do and we show courage by acting honestly, consistently and impartially.

## Respect



We are inclusive and how we talk with, and about, each other matters.

## What we are here to do

DCJ is accountable for seven of the NSW State Outcomes and five of the Premier's Priorities. We take this responsibility seriously and use these as our framework to both demonstrate our achievements to the citizens of NSW and to report back to government on our performance and progress.

We work across our Stronger Communities Cluster agencies and with other government departments to lead the development and delivery of coordinated support, services and programs to achieve our departmental goals for the outcomes below.



## **Improving outcomes for Aboriginal people and reducing domestic and family violence**

We are committed to focusing on, and supporting improved outcomes for people who engage with our services.

We will set our strategy with a greater focus on reducing the over-representation of Aboriginal people within our service systems.

Aboriginal people are disproportionately represented in our service systems and we play a key role in turning these figures around to help Aboriginal people, families and communities move to a better future.

Another key priority for DCJ is to reduce domestic and family violence (DFV) to create safer lives for women, men and children.





# State Outcomes

## Safer communities



Working across government with key law enforcement agencies to prevent crime, maintain social order and promote community security and safety.

## Efficient and effective legal system



Supporting the resolution of criminal and civil matters through legal services, the administration of courts and tribunals, and client services to victims and vulnerable people.

## Reduce reoffending



Supporting and managing adult and juvenile offenders in correctional centres, and in the community.

This supports the Premier's Priority of: **Reducing recidivism in the prison population.**

## Prepared for disasters and emergencies



Coordinating DCJ's emergency management response to enhance recovery efforts and build community resilience.

### Divisions

Child Protection and Permanency, District and Youth Justice Services				
Corporate Services				
Corrective Services NSW				
Courts, Tribunals and Service Delivery				
Housing, Disability and District Services				
Law Reform and Legal Services				
Strategy, Policy and Commissioning				
Lead Agency for Outcome	NSW Police			NSW Fire & Rescue Rural Fire Service State Emergency Services



= Lead responsibility



= Contributor

### Active and inclusive communities



Provide a range of community support to improve wellbeing, increase community participation, and promote social inclusion and cohesion.

### Children and families thrive



Supporting the safety and wellbeing of vulnerable children, young people and families.

This supports the Premiers' Priorities of:

- **Protecting our most vulnerable children**
- **Increasing permanency for children in out-of-home care**
- **Reducing domestic violence reoffending.**

### People have a safe and affordable place to live



Providing assistance for people unable to access or maintain appropriate housing, including homelessness services.

This supports the Premier's Priority of: **Reducing homelessness.**

### Our organisation enables improved service delivery



We partner across the organisation to invest in our people and to deliver the information, systems and infrastructure needed to achieve service delivery outcomes.

#### Divisions

Divisions	Active and inclusive communities	Children and families thrive	People have a safe and affordable place to live	Our organisation enables improved service delivery
Child Protection and Permanency, District and Youth Justice Services				
Corporate Services				
Corrective Services NSW				
Courts, Tribunals and Service Delivery				
Housing, Disability and District Services				
Law Reform and Legal Services				
Strategy, Policy and Commissioning				
Lead Agency for Outcome	Office of Sport Multicultural NSW Ageing & Disability Commissioner			

# Who we are

The establishment of DCJ will enable us to better work together to support everyone's right to access justice and other help for families and to deliver services with a more unified and collaborative approach, with benefits for the whole community. We have structured our organisation to maximise these potential benefits and outcomes.

## **Courts, Tribunals and Service Delivery**

Courts, Tribunals and Service Delivery manages and supports the Local, District and Supreme courts, the NSW Civil and Administrative Tribunal, Alternative Dispute Resolution services and Community Justice Centres to deliver fast and fair justice for NSW.

The Office of the Sheriff provides security for courts and tribunals, administers the jury system, and has an enforcement function for some civil debts and fines.

Victims Services provides support and services to victims of crime and families and friends of missing persons.

The Office for Veterans Affairs manages state programs commemorating and assisting veterans.

## **Corrective Services NSW**

Corrective Services NSW is responsible for people both in the state's correctional centres and under supervised community orders. It maintains and enhances community safety by keeping inmates secure, supervising offenders in the community, and breaking the cycle of reoffending.

To support their successful reintegration into society, programs for education, vocational training and employment experience are provided for inmates.

Officers based across the state supervise offenders in the community who are on a range of orders including parole and community corrections orders.

## **Child Protection and Permanency, District and Youth Justice Services**

Child Protection and Permanency, District and Youth Justice Services delivers services across the departmental functions of child protection, out of home care, youth justice and public housing. It works with children, young people, families and communities who are experiencing vulnerability and disadvantage to support them to realise their life potential.

Its directorates include the Office of the Senior Practitioner which works with child protection practitioners to promote good practice and support continuous improvement. Youth Justice provides conferencing for young offenders referred by police or courts and supervises for young offenders in the community and in youth justice centres.

## **Housing, Disability & District Services**

Housing, Disability and District Services division leads the management of public housing tenancies and the delivery of other forms of housing assistance across the state and has responsibility

over DCJ's remaining disability services including its Large Residential Centres. It is also the lead agency for Community Justice and Intensive Support programs.

## **Strategy, Policy and Commissioning**

Strategy, Policy and Commissioning provides the policy, strategy and data analytics work required across the departmental functions. These are wide-ranging and include leading the development and implementation of policy and strategy for housing and homelessness, family preservation, child protection, out-of-home care, ageing, disability and carers, diversity services, youth and volunteering, targeted early intervention, crime prevention, counterterrorism and counter violent extremism, sexual assault and Aboriginal services.

Its data analytics teams include BOCSAR, FACSIAR and Performance and Analysis which provide research and evaluation support, cost modelling, reporting and operational reviews to identify trends to support evidence-based decision making across DCJ's service delivery and policy functions.

## Law Reform and Legal Services

Law Reform and Legal Services is the principal source of advice for cluster Ministers and the Department on legal matters and law reform. It develops legislative and strategic policy related to departmental responsibilities, supports the development and passage of legislation, coordinates cluster-wide Cabinet processes and provides legal counsel for DCJ.

Its role includes administrative oversight of a range of independent statutory offices in the NSW legal system such as the Law Reform Commission, Sentencing Council, Anti-Discrimination

NSW, Public Defenders, Legal Services Commissioner, Legal Services Council, Solicitor General and Crown Advocate and Inspector of Custodial Services.

## Corporate Services

Corporate Services provides integrated support functions which enable service delivery across the Department of Communities and Justice. Its services include strategy, advisory, business partnering, enterprise policy and legislative compliance and reporting across its range of functions.

The functions include People (Human Resources), Finance, Procurement, Business and Transactional Support, Information and Digital Services, Infrastructure and Asset Management, Ministerial and Media Communications and Governance, including Risk, Audit and Assurance.



