



Australian Government
Attorney-General's Department

STRATEGIC PLAN

2010 2012



ACHIEVING A JUST AND SECURE SOCIETY

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THE AUSTRALIAN ATTORNEY-GENERAL'S DEPARTMENT

Our Department is the central policy and coordinating element of the Australian Government Attorney-General's portfolio and provides support for the Australian Attorney-General in his role as First Law Officer.

The portfolio is accountable to the Australian Parliament through the:

- Attorney-General, the Hon Robert McClelland MP, and
- Minister for Home Affairs and Minister for Justice, the Hon Brendan O'Connor MP.

The portfolio covers a broad range of law and justice matters, providing legal policy and services to the Australian Government in a wide range of areas including: national security, emergency management, customs and border control, Commonwealth courts and tribunals, legal assistance, native title, international law, domestic and international human rights issues, Indigenous law and justice policy and programs, copyright, criminal law and law enforcement and bankruptcy estate administration and regulation.

The Attorney-General's Department leads the portfolio which includes the following agencies:

- Administrative Appeals Tribunal
- Australian Crime Commission
- Australian Commission for Law Enforcement Integrity
- Australian Customs and Border Protection Service
- Australian Federal Police
- Australian Government Solicitor
- Australian Human Rights Commission
- Australian Institute of Criminology
- Australian Law Reform Commission
- Australian Security Intelligence Organisation
- AUSTRAC (Australian Transaction Reports and Analysis Centre)
- Criminology Research Council
- CrimTrac
- Family Court of Australia
- Federal Court of Australia
- Federal Magistrates Court
- High Court of Australia
- Insolvency and Trustee Service Australia
- National Native Title Tribunal
- Office of the Director of Public Prosecutions, and
- Office of Parliamentary Counsel.

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FOREWORD — A JUST AND SECURE SOCIETY



Since its inception as one of the seven original Australian Government Departments at Federation, the Attorney-General's Department has played a central role in developing law and justice in Australia.

The Department's functions and priorities have changed over time, but its enduring objective is encapsulated in the mission — “achieving a just and secure society”. This mission includes:

- building a fairer Australia by improving access to justice, protecting and promoting human rights, and promoting Indigenous law and justice, and
- strengthening Australia's national security by bolstering Australia's disaster resilience, promoting cyber and identity security, countering violent extremism, and combating organised crime.

Today, the Attorney-General's Department plays a central role in delivering the Government's commitment to build an Australia which is stronger and fairer.

Ensuring a just society contributes to social inclusion and resilience and helps ensure our security. At the same time, there is a potential tension between justice and security: government action to protect and support the community needs to be carefully weighed to ensure it is necessary, appropriate, proportionate and of no greater duration than required.

The Attorney-General's Department assists the Government to address the challenges of today and the future through our strategic understanding of our subject matter, leadership of the portfolio, contribution to thinking across Government, partnerships with other jurisdictions, effective relationships with industry and our increasing engagement with the community.

This Plan charts our work over the coming three years. To achieve all that is set out in this Plan we will, as a Department, need to deliver outcomes in a timely, disciplined and agile manner. We will increasingly use taskforces to leverage our expertise and develop our workforce. Additionally, we will be required to meet the challenges of world class public service laid down in the *Blueprint for Reform of Australian Government Administration*.

I look forward to working with all members of the Department to implement this Strategic Plan and in so doing to meet the expectations of our ministers and the community to deliver the priorities of the Australian Government, and achieve our mission of a just and secure society.

A handwritten signature in black ink, appearing to read 'R. Wilkins'.

Roger Wilkins AO
Secretary

ATTORNEY-GENERAL'S DEPARTMENT AGENDA FOR 2010-12

The work we do

The Attorney-General's Department is the central policy and coordinating department of the Attorney-General's portfolio.

The environment in which we work and the risks we face

Our greatest challenge is to ensure we are able to provide whole-of-portfolio advice to our ministers and to the Australian Government. The diversity of the portfolio and the range of information sources presents a challenge in ensuring we share knowledge and information across the portfolio to provide coherent and consistent policy advice to government.

The capacity of the Department to adapt to the changing policy environment, the timeliness and currency of our advice are critical to our effectiveness and capacity to implement this Strategic Plan.

Strategic agenda for 2010-12

STRATEGIC AIM ONE:	Improving access to justice
STRATEGIC AIM TWO:	Enhancing national security
STRATEGIC AIM THREE:	Combating organised crime
STRATEGIC AIM FOUR:	Improving identity and technology security
STRATEGIC AIM FIVE:	Protecting human rights and supporting Indigenous communities
STRATEGIC AIM SIX:	Strengthening emergency management and building resilience
STRATEGIC AIM SEVEN:	Enhancing productivity and service delivery

These strategic aims are set out in more detail in the following sections.

STRATEGIC AIMS AND OBJECTIVES

STRATEGIC AIM ONE: Improving access to justice

“An effective justice system must be accessible in all its parts. Without this, the system risks losing its relevance to, and the respect of, the community it serves. Accessibility is about more than ease of access to sandstone buildings or getting legal advice. It involves an appreciation and understanding of the needs of those who require the assistance of the legal system.”

Attorney-General Robert McClelland, Foreword to the Report of the Access to Justice Taskforce.
September 2009

Ongoing body of work

The Attorney-General’s Department plays a central role in advising the Government on law reforms, domestic and international family law, administrative law, courts and tribunals, uniformity in evidence laws across Australia, implementing measures to improve trans-Tasman and cross-border legal cooperation, managing the marriage celebrants program and overseeing ethical and viable inter country adoption arrangements. The Department is also responsible for a national system of legal assistance to deliver services to Indigenous and non-Indigenous Australians with a focus on providing support to disadvantaged people.



2010–12: Strategic agenda

- 1.1 Improve access to justice and support the rule of law consistent with the Australian Government's *Strategic Framework for Access to Justice* by designing and implementing federal justice and jurisdictional reforms focussed on prevention and early intervention.
- 1.2 Refocus the administrative justice system to support better informed, fair and more responsive government decision making.
- 1.3 Provide a national approach to enhancing family dispute resolution and addressing the needs of victims of families experiencing violence.
- 1.4 Implement reforms under the Legal Assistance National Partnership Agreement aimed at building an integrated, efficient and cost-effective system.
- 1.5 Put in place practical measures to improve the clarity and accessibility of Commonwealth laws.
- 1.6 Improve and modernise laws and policies on classification and copyright in relation to existing and emerging technologies.



STRATEGIC AIM TWO: Enhancing national security

“Countering extremism is a national challenge that requires a national response that focuses upon and develops best practice under an overarching strategic direction.”

Attorney-General Robert McClelland, Parliament Question Time. February 2010

Ongoing body of work

The Attorney-General’s Department plays a leadership role in a whole-of-government approach to national security, including countering terrorism and protecting our borders. The Department plays a critical role in framing terrorist legislation and in developing policy and strategies to counter violent extremism. The Department either directly performs or coordinates most of the key functions that determine Australia’s ability to prepare for, prevent, respond to and recover from acts of terrorism. A key aspect of this coordination role is the maintenance and enhancement of a range of national counter terrorism capabilities.

2010–2012: Strategic agenda

- 2.1 Develop measures to strengthen people smuggling legislation and penalties, and work with partner agencies and international counterparts supporting the management of irregular maritime arrivals.
- 2.2 Ensure national security legislation appropriately reflects the threats facing Australia, including through the Council of Australian Governments Review of terrorism laws.
- 2.3 Develop and implement measures to increase the ability of the Australian community to resist the influence of violent extremism and terrorism on the home front including through social policy, community education, targeted law enforcement and intelligence interventions.
- 2.4 Improve law enforcement and intelligence agency information coordination by developing a National Security Fusion Capability, establishing information sharing frameworks, removing legislative impediments and promoting the development of interoperable systems.
- 2.5 Lead development of the first National Security Capability Plan, working with all non-Defence national security agencies, to guide planning for responding to national security risks in the future.
- 2.6 Review and promulgate new protective security protocols under the 2010 *Commonwealth Protective Security Policy Framework*.

STRATEGIC AIM THREE: Combating organised crime

“Organised crime is increasingly employing information and communication technologies to facilitate their illegal activities, particularly in relation to money laundering and identity crime.”

Attorney-General Robert McClelland, Foreword to the Cyber Security Strategy. November 2009

Ongoing body of work

The Attorney-General’s Department provides national leadership on policy and legislation to combat serious and organised crime, including cybercrime. The Department is also responsible for coordination and oversight of portfolio agencies that provide the operational component of the response to organised crime. In addition, the Department provides technical legal assistance and capacity building to regional countries to develop or strengthen legal frameworks and responses to transnational organised crime, and is the central authority for providing international legal cooperation in criminal matters.

2010–2012: Strategic agenda

- 3.1 Implement the *Organised Crime Strategic Framework*, including by developing an Organised Crime Response Plan to address critical threats and working with industry to develop preventative measures.
- 3.2 Strengthen Commonwealth criminal asset confiscation arrangements by implementing a more coordinated and proactive approach to tracing, restraining and recovering the proceeds and instruments of crime.
- 3.3 Develop innovative approaches to combating online crime, particularly fraud.
- 3.4 Work with States and Territories, and with international partners, to develop and implement national and international measures to combat organised crime.

STRATEGIC AIM FOUR: Improving identity and technology security

“The Government’s National Security Statement identified cyber security as a top national security priority and highlighted the fact that cyber security is an increasingly important and evolving national security threat.”

Attorney-General Robert McClelland, Launch of Cyber Storm III. September 2010

Ongoing body of work

The internet and other electronic communications have become an essential part of the Australian economy and the lives of Australians. Technology is a feature of all aspects of the Attorney-General’s Department’s national security responsibilities. In particular the Department has the policy lead for cyber security, cyber crime and telecommunications interception. The Department seeks to ensure that the criminal justice system is able to deal with technology enabled crime. It also takes a leadership role in advancing business and government partnerships through the national Computer Emergency Response Team (CERT Australia).



The Attorney-General's Department provides national leadership on identity security policy, and is the lead Australian Government agency for the 2005 Council of Australian Governments National Identity Security Strategy. The Attorney-General's Department provides policy advice on complex issues relating to identity security and identity management to support cross portfolio and whole of government strategic reforms.

2010–2012: Strategic agenda

- 4.1 Ensure the security of Australians and Australian business online and continue to grow the capabilities of the national computer emergency response team – CERT Australia.
- 4.2 Implement the *National Identity Security Strategy* and strengthen verification of identity credentials, including an enhanced Document Verification Service.
- 4.3 Develop national principles to support whole of government, cross jurisdictional use and sharing of biometrics, particularly for border protection.
- 4.4 Develop responses to the impact of new technologies on telecommunication interception.



STRATEGIC AIM FIVE: Protecting human rights and supporting Indigenous communities

“The Australian Government is committed to a fairer and more inclusive Australia. We believe that everyone is entitled to respect and to a fair go and should be able to participate fully in the economic, political and social life of our nation.”

Attorney-General Robert McClelland, Foreword Australian Human Rights Framework. April 2010

Ongoing body of work

The Attorney-General’s Department provides policy and legal advice on domestic human rights, the drafting and publishing of anti-discrimination legislation and the implementation of international human rights obligations. It is also responsible for leading Australian Government initiatives regarding Indigenous community safety and improved justice outcomes for Indigenous Australians, including administering programs that seek to prevent and divert Indigenous people from interaction with the criminal justice system. The Department also formulates and provides legal and policy advice on native title and assists the Attorney-General in the administration of the *Native Title Act 1993*.

2010–2012: Strategic agenda

- 5.1 Implement *Australia’s Human Rights Framework*, including:
 - a. consolidating federal anti-discrimination laws to remove unnecessary regulatory overlap
 - b. developing a new National Action Plan on Human Rights
 - c. promoting community and public sector human rights education.
- 5.2 Progress the ratification of the *Optional Protocol to the Convention against Torture*.
- 5.3 Contribute to improving the safety of Indigenous communities by working in collaboration with States and Territories to implement Indigenous community safety proposals relating to policing, coordinated service delivery, alcohol management and support for victims.
- 5.4 Work with stakeholders to achieve faster and better outcomes in native title claims resolution and agreement-making, with a strong focus on promoting economic opportunities for Indigenous communities.
- 5.5 Support work on constitutional recognition of Indigenous Australians.

STRATEGIC AIM SIX: Strengthening emergency management and building resilience

“Protecting Australia from the impacts of disasters is a shared responsibility for governments, businesses, organisations and individuals...By working in partnership, building on our current strengths and capabilities, better understanding the risks we face and allocating our resources accordingly, we can nurture the flexibility and adaptability we require to achieve a more resilient Australia.”

Attorney-General Robert McClelland, Speech to the Australasian Fire and Emergency Services Council. October 2009



Ongoing body of work

The Attorney-General's Department performs a number of functions to support other Australian Government departments and the States and Territories to develop the national capability and capacity to prevent, prepare for, respond to and recover from emergencies and disasters. This includes: leadership of national emergency policies and capability; developing community awareness and providing assistance in preventing and preparing for disasters and emergencies; planning and coordinating Australian Government physical assistance in response to disasters and emergencies; and facilitating the implementation and enhancement of nationally significant systems such as the telephone based warning system, the National Registration and Inquiry System and the national aerial fire fighting capability.

2010–12: Strategic agenda

- 6.1 Coordinate the Commonwealth implementation of the National Disaster Resilience Strategy including the development of a national all-hazards risk assessment framework.
- 6.2 Work with States and Territories and other Australian Government agencies to implement the National Partnership Agreement on Natural Disaster Resilience.
- 6.3 Implement the National Crisis Coordination Capability, including the National Crisis Coordination Centre.
- 6.4 Work closely with critical infrastructure stakeholders to implement the Critical Infrastructure Resilience Strategy, which will contribute to the continuity of essential services during an emergency or disaster.
- 6.5 Work closely with all stakeholders in delivering the highest quality, strategically aligned emergency management education and training by the *Australian Emergency Management Institute*.

STRATEGIC AIM SEVEN: Enhancing productivity and service delivery

“The Commonwealth Government is committed to bringing its service delivery capacity into the 21st century. This is driven by intergenerational change as well as the populations’ expectations of service delivery.”

Ahead of the Game: Blueprint for the Reform of Australian Government Administration. May 2010

Ongoing body of work

The Attorney-General’s Department provides support to the Attorney-General as First Law Officer in discharging his responsibilities in relation to legal services to government, litigation involving the Commonwealth, legislative drafting and supporting the Australian Government’s productivity reform agenda. The Department provides advice and assistance across government on questions of constitutional policy arising in relation to the development of amendment proposals, the conduct of litigation and the provision and assessment of advice. The Department also provides advice and analysis of public law issues having ‘whole of government’ significance. The Department works with non-government, community based agencies and businesses to deliver a range of services including legal assistance, family relationship services and emergency and national security management.

2010–12: Strategic agenda

- 7.1 Continue and enhance support for the Attorney-General as First Law Officer.
- 7.2 Develop measures to reduce regulatory burdens and improve productivity through harmonisation of laws and support for economic reforms.
- 7.3 Work with other Australian Government agencies on the development of service delivery and community consultation strategies which better meet the needs of citizens and make more effective use of online technologies and communication tools.
- 7.4 Implement reforms to Commonwealth procurement of legal services to achieve greater value for money.
- 7.5 Support work on constitutional recognition of local government.

LEADERSHIP FRAMEWORK

Our progress against this Strategic Plan is regularly monitored by the Department's Senior Leadership Team, which is made up of the Secretary and three Deputy Secretaries.

The leadership team is supported by Division Heads from the Department's 14 Divisions who meet regularly as members of the Departmental Operations Executive Committee.

Division Heads report on achievements against the Strategic Plan at each quarterly performance review with the Secretary and Deputy Secretaries. The Senior Leadership Team initiates cross and intra-divisional projects under the Department's Project Management Framework to progress specific agenda items under the Strategic Aims.

Attorney-General's Department Leadership Team



Roger Wilkins AO
Secretary



Elizabeth Kelly
Deputy Secretary
CIVIL JUSTICE AND
LEGAL SERVICES GROUP



Renée Leon
Deputy Secretary
STRATEGIC POLICY AND
COORDINATION GROUP



Tony Sheehan
Deputy Secretary
NATIONAL SECURITY AND
CRIMINAL JUSTICE GROUP

ORGANISATION AND PEOPLE

The Attorney-General's Department contributes to the Australian Government's commitment to a stronger and fairer Australia by striving to achieve a just and secure society. The Department achieves this through the maintenance and improvement of Australia's law and justice framework and its national security and emergency management system.

Achieving this broad set of functions requires a departmental focus on recruiting, training and involving skilled, professional and dedicated people with a strong commitment to the role of our Department.

The Department manages its resources flexibly to meet changing priorities and makes extensive use of taskforces and project teams to address policy issues which go across traditional departmental structural lines. The Department also has a key role in engaging with portfolio agencies to progress whole of government policy expectations in the core functional areas above.

The Department's senior executive has identified the following values as being critical to achieving the Department's mission:

- *Integrity* – commitment to honesty and ethical action
- *Respect* – trust and tolerance, accepting other perspectives
- *Collaboration* – working across boundaries
- *Openness* – communication and clarity of intentions
- *Responsiveness* – serving the community and Government
- *Excellence* – consistently professional advice
- *Innovation* – creative and courteous challenges to current practice, and
- *Courage* – balancing risks and opportunities.

PLANNING AND GOVERNANCE

The Attorney-General's Department's planning model incorporates:

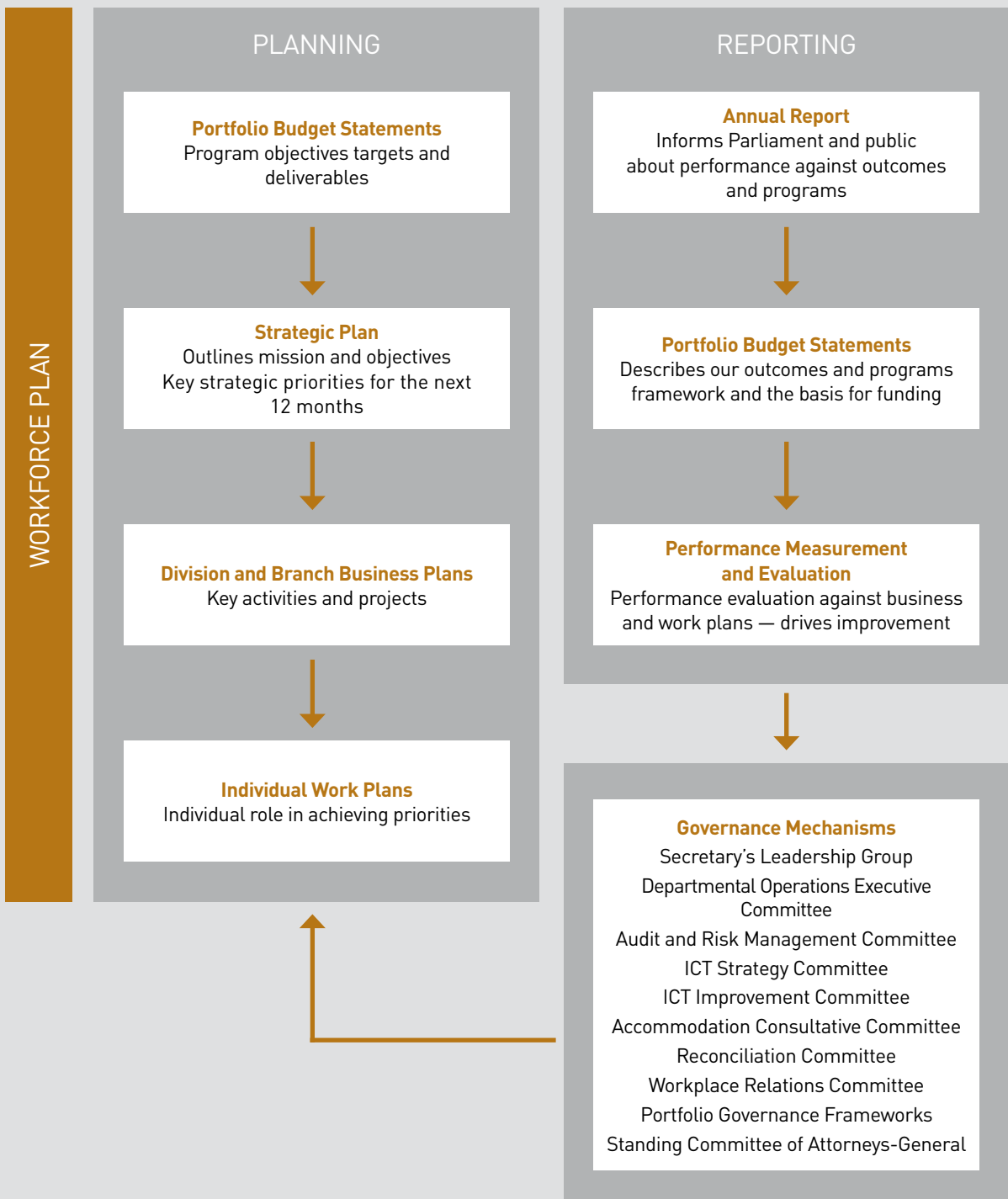
- annual Branch and Division business plans and budgeting processes
- project plans for specific activities to achieve items on the Strategic Agenda
- individual work plans to ensure staff understand how their achievements contribute to those of the Department, and
- a continuous review model to ensure such plans address changes to departmental priorities.

The Department's governance framework incorporates:

- a scalable risk management framework integrated as part of the business planning model
- business continuity and fraud control arrangements, and
- a robust internal audit focus supporting the Audit and Risk Management Committee.



Our Planning & Performance Framework





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