



ACT
Government

Justice and Community Safety

ACT Courts and Tribunal

2023-24 Business Plan

Our Purpose

The purpose of the ACT Courts and Tribunal (ACTCT) is to support the proper administration of justice by providing high quality support to judicial officers and tribunal members, and high quality services to those using the courts and tribunal. ACTCT contributes to the Justice and Community Safety Directorate's vision of a safe, just, and resilient community through providing equity of access to justice to the ACT community.

Our Values

We display the values of respect, integrity, collaboration and innovation by:

- undertaking our duties with reasonable care and diligence, impartiality and honestly;
- upholding the values of the ACT Public Service; and
- acting with integrity and upholding the reputation of the Supreme Court, the Magistrates Court, ACAT and ACTCT.

Our People

The ACTCT is part of the Justice and Community Safety Directorate and engages 211.48 FTE. The ACTCT is led by the Principal Registrar and Chief Executive Officer appointed under the Court Procedures Act 2004 and has the following business areas:

- Registrar Supreme Court (including Supreme Court Registry Operations and Sheriff's Office)
- Registrar Magistrates Court (including Magistrates Court Registry Operations and the Forensic Medicine Centre)
- Registrar ACAT (including ACAT Registry Operations)
- Corporate Services and Strategy.

Our Budget

2023-24 Budget is \$84,885,000, total cost including depreciation and amortisation.

Our Goals

How we plan to achieve our purpose	How we measure if we have achieved our purpose	Our intended impact on wellbeing
<p>Objective 1</p> <p>We enable timely access to justice for the Canberra community</p>	<p>Timely completion of criminal cases. Percentage of cases finalised within 12 months of lodgement:</p> <p>Supreme Court 80%</p> <p>Magistrates Court 95%</p> <p>Children’s Court 95%</p> <p>Coroners Court 95%</p> <p>Timely completion of civil cases. Percentage of cases finalised within 12 months of lodgement:</p> <p>Supreme Court 75%</p> <p>Magistrates Court 90%</p> <p>- Childrens Court 90%</p> <p>- Family Violence Court 90%</p> <p>Timely completion of ACT Civil and Administrative Tribunal (ACAT) cases. Percentage of cases finalised within 12 months of lodgement 95%</p>	<p>The ACT justice system seeks to ensure fairness to all persons involved. A fair justice system is accessible, deals with matters in a reasonably expeditious manner and is one in which all persons involved conduct themselves in a way that promotes, protects and respects rights.</p>
<p>Objective 2</p> <p>ACT Courts and Tribunal operations provide high quality support to judicial officers and tribunal members and high quality services to the ACT community by:</p> <ul style="list-style-type: none"> • using modern and efficient processes • adopting a digital first approach • making data informed decisions about our business • considering the environment in our decision making • being an employer of choice 	<p>Cost per finalisation criminal case</p> <p>Supreme Court \$56,272</p> <p>Magistrates Court \$2,683</p> <p>Cost per finalisation civil case</p> <p>Supreme Court \$27,013</p> <p>Magistrates Court \$4,406</p> <p>Criminal Case Clearance Indicator</p> <p>Supreme Court 100%</p> <p>Magistrates Court 100%</p> <p>Civil Case Clearance Indicator</p> <p>Supreme Court 100%</p> <p>Magistrates Court* 100%</p>	<p>The ACT justice system seeks to ensure fairness to all persons involved. A fair justice system is accessible, deals with matters in a reasonably expeditious manner and is one in which all persons involved conduct themselves in a way that promotes, protects and respects rights.</p>

ACT Civil and Administrative Tribunal
Clearance Indicator 100%

*The civil case clearance indicator for the Magistrates Court includes the Coroners Court and Children's Court.

Note for the purposes of this report a "case" is defined as per the counting rules detailed in the Report on Government Services (ROGS) Data Collection Manual Courts, Chapters 6,7 and 8.

Our Key Stakeholders

ACT Government

- Justice and Community Safety Directorate
- Corrective Services
- ACT Government Solicitors Office
- Director of Public Prosecutions
- Community Services Directorate
- Human Rights Commission
- Digital Data Technology Solutions

External

- ACT Community
- ACT judiciary and tribunal members
- ACT Legal Profession
- ACT Law Society
- ACT Bar Association
- Australian Federal Police
- Legal Aid
- Independent Competition and Regulatory Commission

Our Key Risks

- Damage to our reputation
- Independence of the judiciary or tribunal members is compromised
- Inadequate capacity and capability of court and tribunal operations to deliver quality services that meet the community's changing expectations
- Low digital and data maturity

ACT Courts and Tribunal Priorities for 2023-24

Our Purpose

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Source			
SP	Strategic Plan Commitment	BC	Budget Commitment
PAGA	Parliamentary and Governing Agreement Commitment	IC	Internal Commitment
WoG	Whole of Government Commitment	BAU	Business as Usual

How we plan to achieve our purpose	Key activities we will work on to support delivery of our purpose	Primary wellbeing domain that will be impacted	Source	Budget	Lead	Key Stakeholders	Key risks	Key treatments	Completion timeframe
<p>Objective 1</p> <p>We enable timely access to justice for the Canberra Territory community through user focussed design and acknowledgment of human diversity</p>	<p>Project 1.1</p> <p>Implement recommendations from Court User Research completed in 2022-23. Includes:</p> <ul style="list-style-type: none"> Implement ACTCT rebranding Redesign website Design and release Court and Tribunal information sheets and other court user information Pilot and assess wayfinding app 	Governance and institutions	IC	Internally funded	EBM	<ul style="list-style-type: none"> ACT Judiciary Tribunal Members ACT Community Legal Profession 	<ul style="list-style-type: none"> Lack of support from Judiciary Accessibility is not improved or is reduced 	<ul style="list-style-type: none"> Early engagement of Judiciary Clear scoping and user centred design principles followed 	June 2024
	<p>Project 1.2</p> <p>Strengthen therapeutic processes through integrating the Therapeutic Courts across all jurisdictions by developing capability through shared knowledge and best practice. Includes:</p> <ul style="list-style-type: none"> Pilot Circle Sentencing in Supreme Court Continuation of Care & Protection Intensive List (CPIL) Expanding DASL in Supreme Court Therapeutic Resourcing for Coroners Court Formalise ACTCT approach to therapeutic courts/tribunal by creating a therapeutic team, establishing a therapeutic framework and supporting procedures. 	Governance and institutions	BC, IC	<p>Internally funded</p> <p>Budget Funded</p> <ul style="list-style-type: none"> CPIL DASL Therapeutic resourcing for Coroners Court 	SC and MC Registrar	<ul style="list-style-type: none"> Corrective Services Director of Public Prosecutions Community Services Directorate ACT Community ACT judiciary and tribunal members ACT Legal Profession ACT Law Society ACT Bar Association Australian Federal Police Legal Aid 	<ul style="list-style-type: none"> Poor design of Supreme Court pilot resulting in unclear findings to support any subsequent business case Low engagement by users in the pilot Lack of leadership in therapeutic areas resulting in a continued fragmented approach across court services and/or low engagement by users 	<ul style="list-style-type: none"> Appropriate consultation with communities and stakeholders Structured approach to design and implementation of therapeutic services. Research into best practice. 	June 2024

ACT Courts and Tribunal Priorities for 2023-24

How we plan to achieve our purpose	Key activities we will work on to support delivery of our purpose	Primary wellbeing domain that will be impacted	Source	Budget	Lead	Key Stakeholders	Key risks	Key treatments	Completion timeframe
	<p>Project 1.3</p> <p>Improve timeliness and quality of service across all jurisdictions by:</p> <ol style="list-style-type: none"> 1. Increasing judicial and member time to clear matters greater than 12 months old 2. Continuous improvement of registry processes 3. Improved monitoring and reporting of relevant KPIs 4. Appointing adequate resources to support judiciary, outputs and improvements in processes. 5. Pilot Sunday Court in Magistrates Court 	Governance and institutions	BAU	Internally funded	Registrars	<ul style="list-style-type: none"> • Corrective Services • Director of Public Prosecutions • Community Services Directorate • ACT Community • ACT judiciary and tribunal members • ACT Legal Profession • ACT Law Society • ACT Bar Association • Australian Federal Police • Legal Aid • Unions 	<ul style="list-style-type: none"> • Additional judicial and member resources are redirected to backfill leave. • Inadequate staffing in legal support and registry operations. 	<ul style="list-style-type: none"> • Commitment obtained from Heads of Jurisdiction • Appoint adequate staffing in registry. • Implementation of identified process improvements • Targeted performance monitoring and reporting 	June 2024
	<p>Project 1.4</p> <p>Improve fines management process</p>	Governance and institutions	BAU	Internally funded	EBM	<ul style="list-style-type: none"> • ACT Community • ACT Government Shared Services • JACS • ACT Staff 	<ul style="list-style-type: none"> • Fines and fees remain uncollected in a timely way resulting in loss of revenue for ACT Government and justice not being served. • Reputational damage if collection of older fines is not managed well • Data integrity may increase errors in any proposed collection approach. 	<ul style="list-style-type: none"> • Pilot collection of fines by third party using a de-risked sample of debtors • Thorough analysis of the legacy debtors and recommendation on approach to be provided to DG. • Structured approach to user centred design and implementation of new fines management process. • Communication strategy to support any collection approach. • Expertise engaged to assist. 	December 2023

ACT Courts and Tribunal Priorities for 2023-24

How we plan to achieve our purpose	Key activities we will work on to support delivery of our purpose	Primary wellbeing domain that will be impacted	Source	Budget	Lead	Key Stakeholders	Key risks	Key treatments	Completion timeframe
<p>Objective 2</p> <p>ACT Courts and Tribunal operations are sustained by:</p> <ul style="list-style-type: none"> • Demonstrating excellence in our service to the community • Being an employer of choice • Using modern and efficient processes • Adopting a digital first approach • Making data informed decisions about our business • Considering the environment in our decision making 	<p>Project 2.1</p> <p>Implement People Strategy developed in 2022-23 and continue to work on Cultural Change Plan, including:</p> <ul style="list-style-type: none"> • Middle management leadership development • Communications and behavioural change activities • Intranet workflows developed to support HR activities 	Governance and institutions	IC	Internally funded	EBM	<ul style="list-style-type: none"> • Unions • JACS People and Workplace Strategy • ACTCT Employees • ACT judiciary and tribunal members 	<ul style="list-style-type: none"> • Lack of senior support for cultural change • Resistance to change from staff • Employee strategy does not deliver the outcome 	<ul style="list-style-type: none"> • KPI's set for senior staff • Staff engagement supported by communication plan • People Strategy tested against objectives throughout implementation 	June 2024
	<p>Project 2.2</p> <p>Implement Digital Strategy including:</p> <ul style="list-style-type: none"> • Build phase of Energy and Water new system • Design Phase of Coroners system that will retire in 2025-26 • Complete ICMS move to Cloud and implement process improvements to support registry operations • Develop and implement Cyber Security Plan and supporting governance • Scoping of online self-service portal for ordering transcriptions, e-lodgement and smart forms • Corporate services to adopt JIRA 	Governance and institutions	BC, IC and SP	<p>Internally funded</p> <p>Budget funded</p> <ul style="list-style-type: none"> • Energy & Water Build Phase 	EBM	<ul style="list-style-type: none"> • JACS CIO • DDTS • WA Government • ACTCT Employees • ACT judiciary and tribunal members • ACTCT Court and Tribunal Users • ACT Community 	<ul style="list-style-type: none"> • Lack of leadership support for increasing digital maturity • Resistance to change from staff • Digital strategy does not deliver the outcome or is not sequenced to achieve best outcomes • Court and Tribunal users are not engaged 	<ul style="list-style-type: none"> • Communication with DDTS and CIO on workplan for 2023-24 to agree timing and resources • Early engagement with ACTCT leaders and supporting communications plan developed. • Sequencing of workplan to minimize impact on operations • Subject matter expertise engaged as appropriate • Clear scoping and user centred design principles followed 	June 2024
	<p>Project 2.3</p> <p>Implement Data Strategy including:</p> <ul style="list-style-type: none"> • Data cleansing in ICMS • Enterprise data warehouse: <ul style="list-style-type: none"> - interim align with ICMS infrastructure upgrade - system integration layer • Expand Power BI reporting 	Governance and institutions	IC	Internally funded	EBM	<ul style="list-style-type: none"> • JACS CIO • DDTS • WA Government • ACTCT Employees • ACT judiciary and tribunal members 	<ul style="list-style-type: none"> • Lack of leadership support for increasing digital maturity • Resistance to change from staff • Data strategy does not deliver the outcome 	<ul style="list-style-type: none"> • Communication with DDTS and CIO on workplan for 2023-24 to agree timing and resources • Early engagement with ACTCT leaders and supporting communications plan developed. 	June 2024

ACT Courts and Tribunal Priorities for 2023-24

How we plan to achieve our purpose	Key activities we will work on to support delivery of our purpose	Primary wellbeing domain that will be impacted	Source	Budget	Lead	Key Stakeholders	Key risks	Key treatments	Completion timeframe
	<ul style="list-style-type: none"> Develop plan for archiving & digitising hard copy records 					<ul style="list-style-type: none"> ACTCT Court and Tribunal Users ACT Community 	<ul style="list-style-type: none"> Data integrity compromises reporting 	<ul style="list-style-type: none"> Sequencing of workplan to minimize impact on operations Subject matter expertise engaged as appropriate Clear scoping and user centred design principles followed 	
	<p>Project 2.4</p> <p>Actively plan and manage infrastructure, including:</p> <ul style="list-style-type: none"> Develop Infrastructure Master Plan based on future technology & population growth. Includes FMC Mid-life asset review paper as part of broader JACS SAMP Program Design and install new cold storage solution at FMC Design and implement Court Room technology upgrade due under PPP lifecycle replacement. Undertake discovery to consider and support joint bid with AMC, Bimberi & hospitals for remote hearing capability that is fit for purpose. 	Governance and institutions	BC, IC	<p>Internally funded</p> <p>Budget Funded</p> <ul style="list-style-type: none"> Cold Storage Solution at FMC 	EBM	<ul style="list-style-type: none"> JACS PPP Contract Members ACTCT Employees ACT judiciary and tribunal members ACTCT Court and Tribunal Users ACT Community CMTEDD ACT Health CSD Corrections 	<ul style="list-style-type: none"> Population growth continues to increase demand for ACTCT services and no commensurate plan for accommodation or alternative methods of delivery are in place Interruption to operations expected from TRAM and building development adjacent to Courts is not considered in future planning Resistance to change from staff and/or judiciary or members AV upgrade does not integrate with other digital projects or support user requirements Negative impact of climate change eg. extreme weather events 	<ul style="list-style-type: none"> Communication with JACS on workplan for 2023-24 Early engagement with ACTCT leaders Sequencing of workplan to minimize impact on operations Subject matter expertise engaged as appropriate Clear scoping and user centred design principles followed 	June 2024