

# Strategic Plan

2025 – 2028

## Our Vision

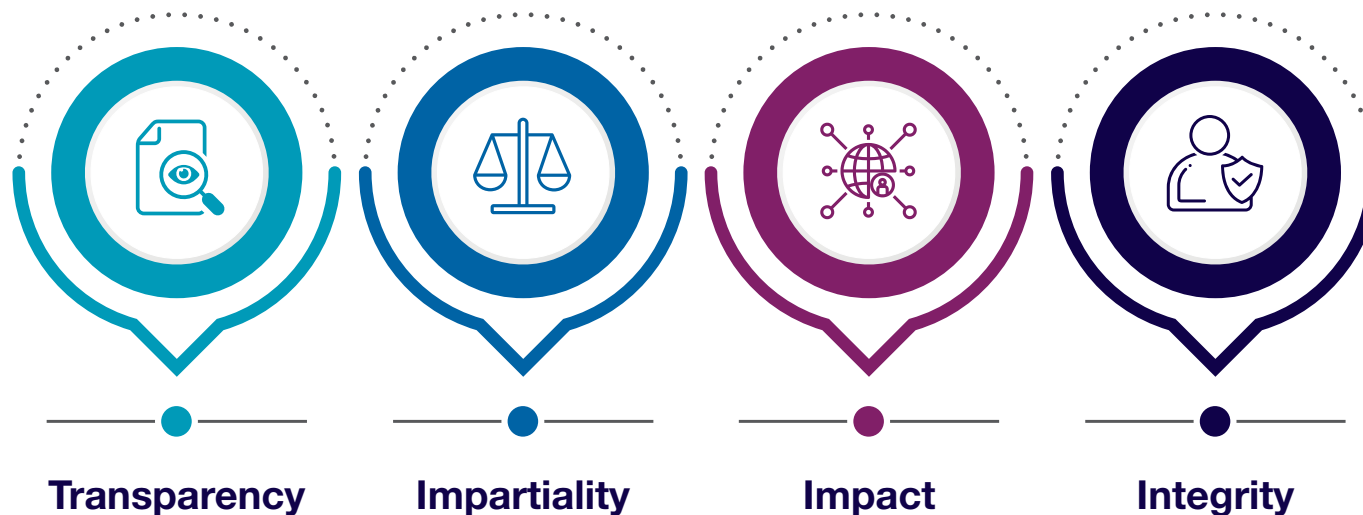
Safe and respectful  
Victorian Courts  
and Tribunals

## Our Mission

Guiding the highest  
standards  
of judicial behaviour

## Our Values

Transparency, Impartiality, Impact, Integrity





**Our Purpose**



**Our strategic  
outcomes**



**Our strategic  
choices to deliver  
those outcomes**



**Our measures  
of success**

## Our purpose

# Safeguarding the public and judiciary

## Our strategic outcomes

- The public have confidence in the complaint process and trust that the outcomes are fair and independent
- Judicial officers have confidence and trust in the complaint investigation process and accept complaint outcomes
- Achieve a sustainable financial position to ensure effective operations

## Our strategic choices to deliver those outcomes

- We will engage early with complainants where appropriate to divert, stream or prioritise sensitive or complex matters
- We will communicate with clarity and produce informative and thorough reports
- We will publish complaint information to strengthen understanding about appropriate judicial conduct
- We will visit jurisdictions to understand changing, dynamic and complex environments
- We will consider the policy on vexatious complainants and apply where appropriate
- We will advocate through internal and external channels to develop a roadmap to achieving financial sustainability for the agency

## Our measures of success

- Decreased time to review and process complaints that do not justify further consideration
- Complainants are kept informed during the investigation process
- Media reporting of any complaint information is aligned with statements published
- Judicial officers continue to engage meaningfully with the Commission's investigation process
- A sustainable and ongoing funding model is in place

## Our purpose

# Continuously improving through data, evidence and feedback

## Our strategic outcomes

- Data and feedback drives our strategic choices and continuous improvement activities
- Decisions are well researched, objective and evidence based

## Our strategic choices to deliver those outcomes

- We will explore opportunities to evolve our data footprint to collect reliable and informative complaint related data
- We will build staff data capability and identify opportunities to efficiently capture and analyse data
- We will engage in ongoing professional development to stay up to date on current developments in judicial integrity and conduct
- We will regularly hold work in progress and feedback sessions to drive collaboration and build legal and complaints knowledge and consistency.
- We will ensure complaint outcomes are written with clear language and set out the reasons for the outcome

## Our measures of success

- Our Annual Report tells our story through clear representation of data, including complaint trends
- Processes for data capture are automated and reliable
- Board papers receive positive feedback, are consistently endorsed and recommendations adopted
- Professional stakeholders understand the standard expected and accept complaint outcomes

## Our purpose

# Advancing judicial integrity

## Our strategic outcomes

- Recognised as leaders in judicial integrity
- Published Judicial Conduct Guidelines are considered authoritative within Victoria and other jurisdictions

## Our strategic choices to deliver those outcomes

- We will present at legal sector conferences and workshops and nurture collaborative engagement with other commissions
- We will proactively identify emerging integrity issues through data analysis, research and engagement
- We will contribute to the induction of newly appointed judicial officers
- We will consult widely and publish relevant and appropriate guidelines on judicial conduct issues

## Our measures of success

- Invitations to present and attend events, and positive feedback from participants
- Increased awareness and interest in our website and resources
- Participation in the induction of new appointees and/or provide revised induction material to each jurisdiction
- Guidelines are used by jurisdictions or agencies in complaints, judicial conduct training or investigations

## Our purpose

# Promoting and supporting wellbeing

## Our strategic outcomes

- Our team feel confident and safe to speak-up
- Stakeholders are treated with dignity and respect

## Our strategic choices to deliver those outcomes

- We will encourage collaboration across the agency at all levels, where all views are sought and listened to
- We will proactively seek feedback in different forums and communicate clearly about organisational issues
- We will adopt work practices that promote autonomy, empowerment and trust and support and guidance where appropriate
- We will be transparent, consistent and clear with complainants and judicial officers about complaint processes
- We will identify people who may need additional support in the complaints process and make accommodations
- We are receptive to all feedback about experiences of participants in the complaints process

## Our measures of success

- Staff contribute meaningfully to discussions and collaborate across teams
- Staff surveys have a 100% completion rate and any issues raised are addressed in a timely manner
- Psychosocial hazards are identified and addressed
- Improvements to complaints processes considers stakeholder feedback
- Ongoing training of staff in effective communication and engaging in difficult conversations
- Engagement and referral to specialist supports is undertaken early
- We engage with complainants in a respectful and dignified manner resulting in no substantiated complaints about complainant treatment

# Delivering our priorities

To effectively deliver our priorities, we will take a strategic approach that:

- Aligns the Commission's efforts with the overarching strategic plan.
- Engages stakeholders and staff through clear and thorough communication.
- Develops annual action plans that outline specific initiatives, accountabilities, resources, and timelines.
- Integrates action plan execution with our risk management framework.
- Establishes measures of success with defined monitoring and reporting processes.

