Hon Lia Finocchiaro, MLA
Chair
Public Accounts Committee
Legislative Assembly of the Northern Territory
GPO Box 3721
DARWIN NT 0801

Dear Ms Finocchiaro

RE: CALLS FOR SUBMISSIONS ON MANAGEMENT OF ICT PROJECTS

I refer to your letter of 4 September 2013 inviting the Department of the Attorney-General and Justice to make a submission to the above inquiry.

Enclosed (*) with this letter is the department's submission relating to project management of its major ICT initiative, the modernisation of the Integrated Justice Information System (IJIS).

The department is the custodian of the system. IJIS supports and reports on the justice business processes from Police apprehensions, Prosecutions, Courts, Fines Recovery, Research and Statistics and Correctional Services.

IJIS was developed and implemented in 1992 for the mainframe platform. A significant number of functional and technical upgrades have been required since its development to address emerging legislative requirements of the Territory justice system.
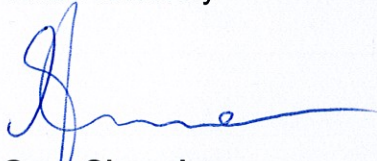
In August 2013, the department commissioned IBM Australia Limited (IBM) to undertake the first stage of the modernisation project, i.e. IJIS Enterprise Architecture. This is in accordance with the IJIS Steering Committee's endorsed priorities to commence the modernisation of IJIS.

The objective of the first stage of the project is to understand the current state of the integrated justice environment, map out the future state and develop a blueprint that will give direction to the modernisation program. The blueprint will provide guidance and enable the department to streamline and standardise business processes allowing more efficiencies, seamless data exchange and integration with other stakeholder systems, and improve accuracy and management of information for reporting purposes.

A robust governance structure has been established to guide the modernisation of IJIS. The structure includes a high level Steering Committee consisting of senior representatives from NT Police Fire and Emergency Services, Departments of Correctional Services, Transport, Corporate and Information Services and Attorney-General and Justice.

Should you require any further information please contact my office on 8935 7400.

Yours sincerely

Greg Shanahan
Chief Executive

November 2013

Encl. (*)

IJIS Modernisation Project

BACKGROUND

Business Context

The Integrated Justice Information System (IJIS) is a business critical system that is the primary information tool for the justice environment in the NT, supporting and aiding reporting on the justice business processes associated with police apprehension, prosecution, courts, correctional services and fines recovery. The Department of Attorney General and Justice (AGD) is the custodian of the system and the major stakeholders are Northern Territory Police Fire and Emergency Services, Department of Correctional Services, the Department of Transport and Department of Business.

IJIS has undergone significant upgrades, enhancements, maintenance and support programs to meet the changing legislative needs of the justice system in the NT. As such, IJIS is considered a significant strategic asset to the NTG. IJIS is now positioned to be modernised and is a major initiative of the AGD.

To progress modernisation an IJIS Steering Committee was established to steer and oversee the recommendations on the future development and direction of IJIS and to govern all future investment.

IJIS Modernisation Project Objective

The objective of the IJIS modernisation project is to modernise IJIS into a contemporary environment that:

a) readily allows seamless data exchange;

b) enables integration with other stakeholder systems;

c) enhances user experience;

d) streamlines business processes allowing more efficiencies;

e) reduces timeframes required to implement business requirements and Legislative changes;

f) improves accuracy and management of information; and

g) reduces the amount of time and complexity in training users in IJIS.

It is expected that the IJIS modernisation project will provide significant benefits in system capacity, agility, functionality and flexibility.

IJIS Modernisation Project Phases

A foundational project for the modernisation of IJIS commenced in August 2013 and is expected to be completed by January 2014. Deliverables include

- An Enterprise Architecture
- An architecture governance model and architecture principles;
- An integrated roadmap that will describe the projects needed to implement the target IJIS architecture.

The contract was awarded to IBM Australia at a total value of $783,000.

The roadmap of projects will be for a 3-5 year horizon and will be validated by key business and IT representatives. This approach will facilitate the identification and definition of key projects to transform IJIS; key benefits, risks and complexities associated with each of these

projects; and to ensure projects are sequenced based on priorities, dependencies and ease of delivery.

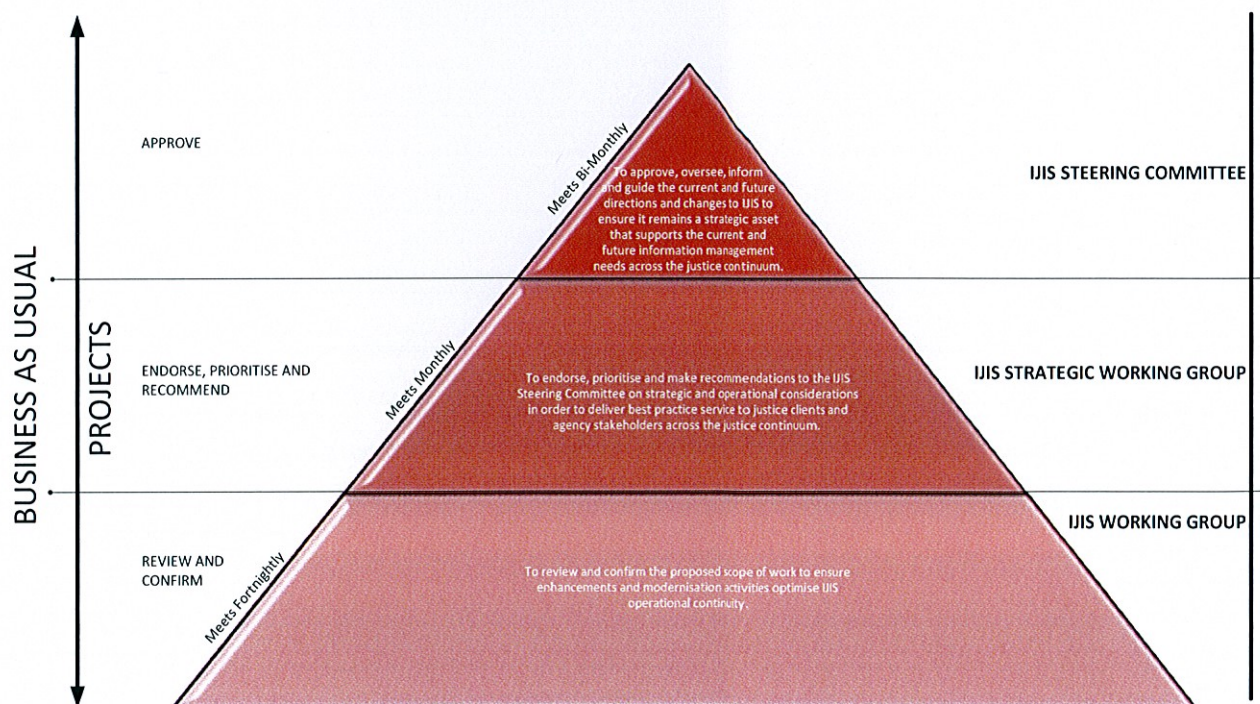# IJIS Modernisation Project Governance Framework

The following groups form part of the IJIS modernisation project governance structure:
a)   IJIS Steering Committee
b)   IJIS Strategic Working Group
c)   IJIS Working Group

The governance structure is made up of members from all the stakeholder groups comprising full representation of the justice continuum.   The steering committee is chaired by the Chief Executive- AGD and members include the Deputy Commissioner of Police and Executive Directors from stakeholder agencies.

The role of the IJIS Steering Committee is "*To oversee, inform and guide the current and future investment, directions and changes to IJIS to ensure it remains a strategic asset that supports the current and future information management needs across the justice continuum*".

The diagram below illustrates the roles of the relevant groups:

APPROVE

ENDORSE, PRIORITISE AND RECOMMEND

REVIEW AND CONFIRM

BUSINESS AS USUAL

PROJECTS

Meets Bi-Monthly

Meets Monthly

Meets Fortnightly

IJIS STEERING COMMITTEE

IJIS STRATEGIC WORKING GROUP

IJIS WORKING GROUP

To approve, oversee, inform and guide the current and future directions and changes to IJIS to ensure it remains a strategic asset that supports the current and future information management needs across the justice continuum.

To endorse, prioritise and make recommendations to the IJIS Steering Committee on strategic and operational considerations in order to deliver best practice service to justice clients and agency stakeholders across the justice continuum.

To review and confirm the proposed scope of work to ensure enhancements and modernisation activities optimise IJIS operational continuity.

IJIS Modernisation Project delivery

The IJIS Modernisation program has a dedicated team headed by a Program Director and two FTEs and a short-term contracted project manager. The project team will be supplemented by contract resources as needed to manage related projects that emerge on the completion of Phase 1.

The Director is accountable to the AGD Chief Executive and the IJIS Steering Committee for schedule, budget and quality of all program elements and for the escalation of decisions to the steering committee as necessary.

For the foundation phase of this project, AGD has engaged two independent and trusted authorities to review project outputs and advice governance groups.   AGD will look to continue engaging external experts to advice and review project deliverables on future projects.

IJIS Project Management processes

Approval for the IJIS Modernisation project was provided by Cabinet on the basis of a cabinet submission and supporting business case.   The IJIS Modernisation Project Manager is responsible for the development of project management plans, financial management, risk and change management processes and procedures.   These have been undertaken using project management methodology best practice and are approved by the IJIS Steering Committee.

IJIS Modernisation roadmap projects will be subject to IJIS Steering Committee approval and NTG Procurement processes.

Financial Management

For this stage a separate cost centre has been setup to record budgets and expenditure. Financial reports are generated on a monthly or on an as-needed-basis for senior management.   As the agency's project portfolio grows, project budgets and expenses will be tracked at the project level.