

ICT Strategy

Department of Justice and Attorney General
2021 → 2026

Version 2.0

Safe Communities

Fair Communities

Justice for all through
safe, fair and
responsible
communities

Responsible
Communities

Integrated services

- ✓ Enable integrated justice services
- ✓ Enable digital frontline services
- ✓ Recognise the individual
- ✓ Information privacy and security
- ✓ Business adaptability to change

- ✓ Enterprise cooperation in delivery
- ✓ An enabled, mobile and collaborative workforce
- ✓ Trusted data and information
- ✓ Logical separation of judicial information
- ✓ Renew high risk systems

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Glossary of acronyms

Term	Definition
BDM	Births, Deaths and Marriages
BYOD	Bring Your Own Device
CL	Crown Law
CLAIMS	Civil Listing and Information management System
CoE	Centre of Excellence
COTS	Commercial-off-the-Shelf
CRM	Customer Relationship Management
CS	Corporate Services
CSQ	Court Services Queensland
DevOps	Development and Operations
DevSecOps	Develop, Security and Operations
DGTPs	Digital Government Technology Platforms
DJAG	Department of Justice and Attorney-General
eDocs	Electronic Documents
eDRMS	Electronic Document and Record Management system
IaaS	Infrastructure as a Service (Cloud Service adoption)
iBPM	Intelligent business process management
ICJ	Integrated Criminal Justice
ICT	Information and Communications Technology
ITS	Information Technology Services
JP	Justice of the Peace
JSD	Justice Services Division
KPI	Key Performance Indicator
LoB	Line of business
MODM	Mobile device management platform
MOG	Machinery-of-Government
MPaaS	Microsoft Platform as a Service
NGO	Non-government Organisation
ODCPL	Office of the Director of Child Protection and Litigation
ODPP	Office of the Director of Public Prosecutions
OLGFT	Office of Liquor, Gaming and Fair Trading
OfWVP	Office for Women and Violence Protection
OPA	Office of the Public Advocate

Glossary of acronyms *(continued)*

Term	Definition
OPG	Office of the Public Guardian
PaaS	Platform-as-a-Service
PoS	Point of Sale
QGov	Queensland Government
QJAS	Queensland Juries Administration System
QPS	Queensland Police Service
SaaS	Software-as-a-Service (Cloud Service adoption)
SAFe	Scaled Agile Framework
SDTS	Service Delivery and Transformation Strategy
SPLS	Strategic Policy and Legal Services
VAQ	Victim Assist Queensland
WAN	Wide Area Network
WoG	Whole of Government

Executive summary

Background

Since the launch of DJAG's ICT Strategy in January 2019 much progress has been made towards building enabling ICT capabilities - the core building blocks that will underpin future transformational change across the Department. The first iteration of our ICT Strategy was developed after extensive consultation and that input helped us to understand how we could build a stronger justice system not only for ourselves but for our partners and the community.

The ICT Strategy was centred around building a set of sustainable, re-useable components that can be configured in an agile way to create local solutions. A refresh of the Strategy in 2021 has confirmed that the Strategy is sound and that the core principles are still applicable.

Much has happened since the initial strategy was developed. Most significantly, an investment in foundational capabilities and the COVID-19 pandemic. The pandemic highlighted the need to have the right capabilities, comprised of people, process and technology, in place as technology alone is insufficient.

In order to maintain the momentum of ICT enabled change and to deliver meaningful business value this ICT Strategy must be complimented by a, yet to be drafted, DJAG Service Delivery and Transformation Strategy. Such a Strategy will shape future refreshes of this document.

This ICT Strategy provides an important step in positioning the Department for transformational change. It provides the technology roadmap for a set of enabling capabilities that can be pieced together to provide solutions to our most important challenges. The way we work to establish and mature these capabilities is another significant factor in our transformation journey. A template for a new way of working is being trialled through the Business - ITS partnership that is co-designing an enterprise case management solution. Our greatest transformation outcome will be achieved when our ICT strategies are informed by a DJAG-wide Service Delivery and Transformation strategy.

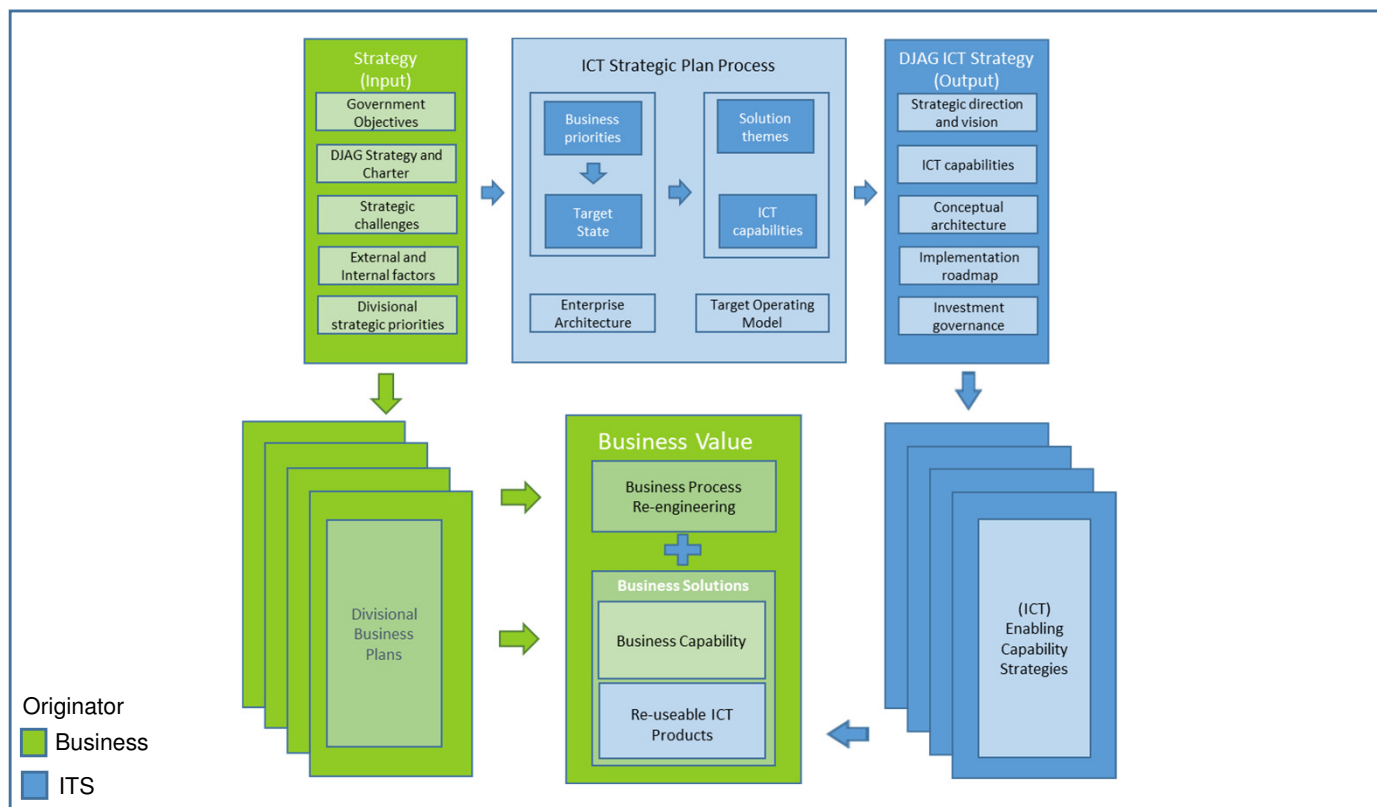


Figure 1. The role of the ICT Strategy in delivering business value within the context of other organisational planning activities.

Executive summary

Strategic Enabler – Business Transformation

The need to challenge, integrate and modernise our approach to the delivery of Justice Services is well recognised.

To guide our efforts, our Charter has been renewed to align business activities to three integrated service categories, namely:

- Criminal justice services
- Civil justice services
- Community justice services

Our Charter defines our Service Commitment to the community which must be reflected in all that we do. These commitments are all highly dependent upon our effective and efficient operations which we recognise are currently challenged by aging systems and dated business practices.

Work has already commenced toward achieving our future-state service model and the on-going execution of our ICT Strategy; Information and Technology will be key to enabling our future.

The journey ahead requires a collaborative approach across the Department and all court jurisdictions if we are to redesign the way in which justice services are delivered. Collaboration across our divisions and business units, that have frequently acted independently, is critical to the success of this Strategy.

The volume and significance of change will require whole of department transformational management to maximise benefit, minimise cost and to manage the many risks associated with change. New and additional capabilities will also be required to successfully deliver change across people, processes, information and technology.

Case for change

During consultation five key problems that present barriers to the achievement of our Service Commitments were identified. These problems (described below) were analysed to determine the ICT resolution required – thus forming the basis for the solution themes that the ICT Strategy should address. Further in this document the solution themes are unpacked into the sub-components to be delivered i.e. the ICT capabilities.



Figure 2. DJAG Charter

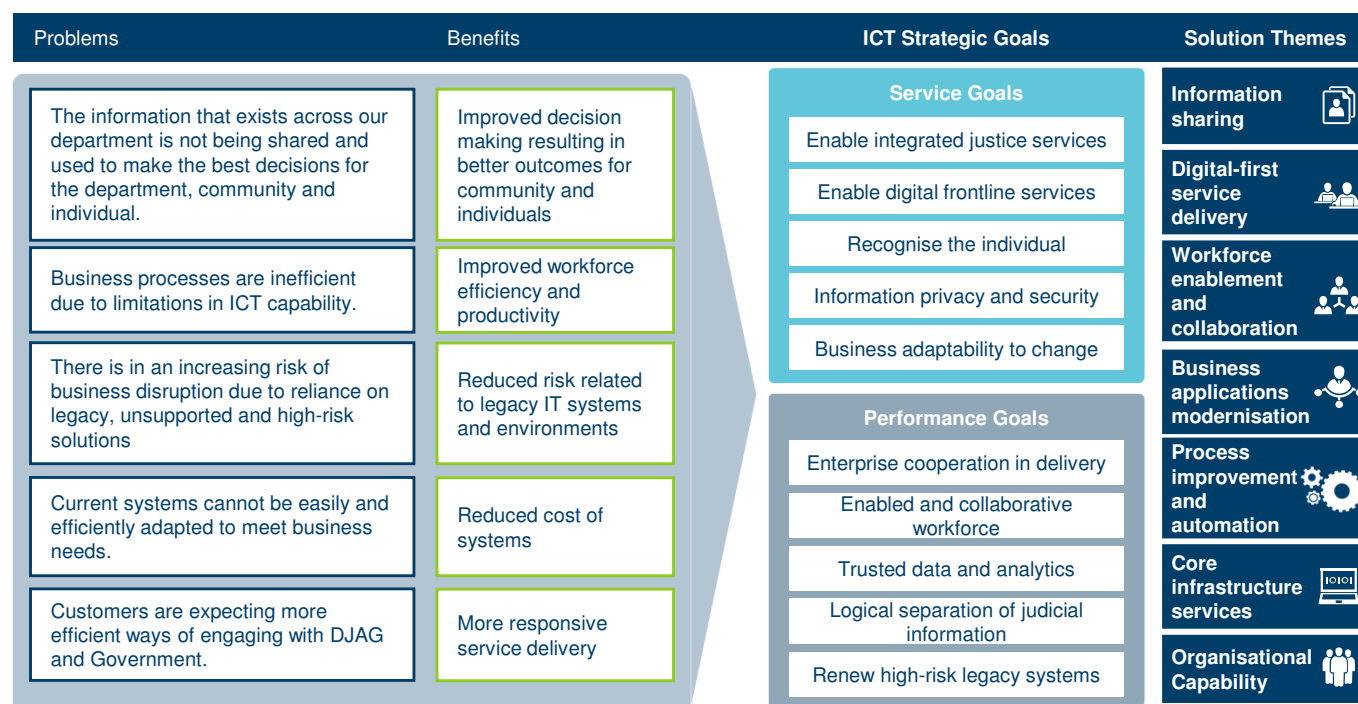


Figure 3. Diagram showing the link between problems, benefits, ICT strategic goals and Solution Themes

Strategy overview

VISION: “ICT is a foundation element of great service delivery and a responsive and high performing department, enabling both departmental and divisional priorities.”

Our divisions and business units are seeking to use digital solutions to improve service outcomes

Key drivers:

- Increasing public demand for justice services
- Increased public expectation for access to digital service options and experiences
- A need to be more adaptive to changing legislation or service delivery demands (e.g., ministerial requirements)
- State Government DIGITAL1ST Strategy promotes digital services.

Our divisions and business units are seeking to improve operational efficiency and to address increasing operational risk

Key drivers:

- Logical separation of judicial information
- Renewal of high-risk business systems (noting CLAIMS and QJAS)
- Improved reporting and information for decision making
- Utilisation of scarce resources
- Improved interoperability and information exchange between justice service providers.

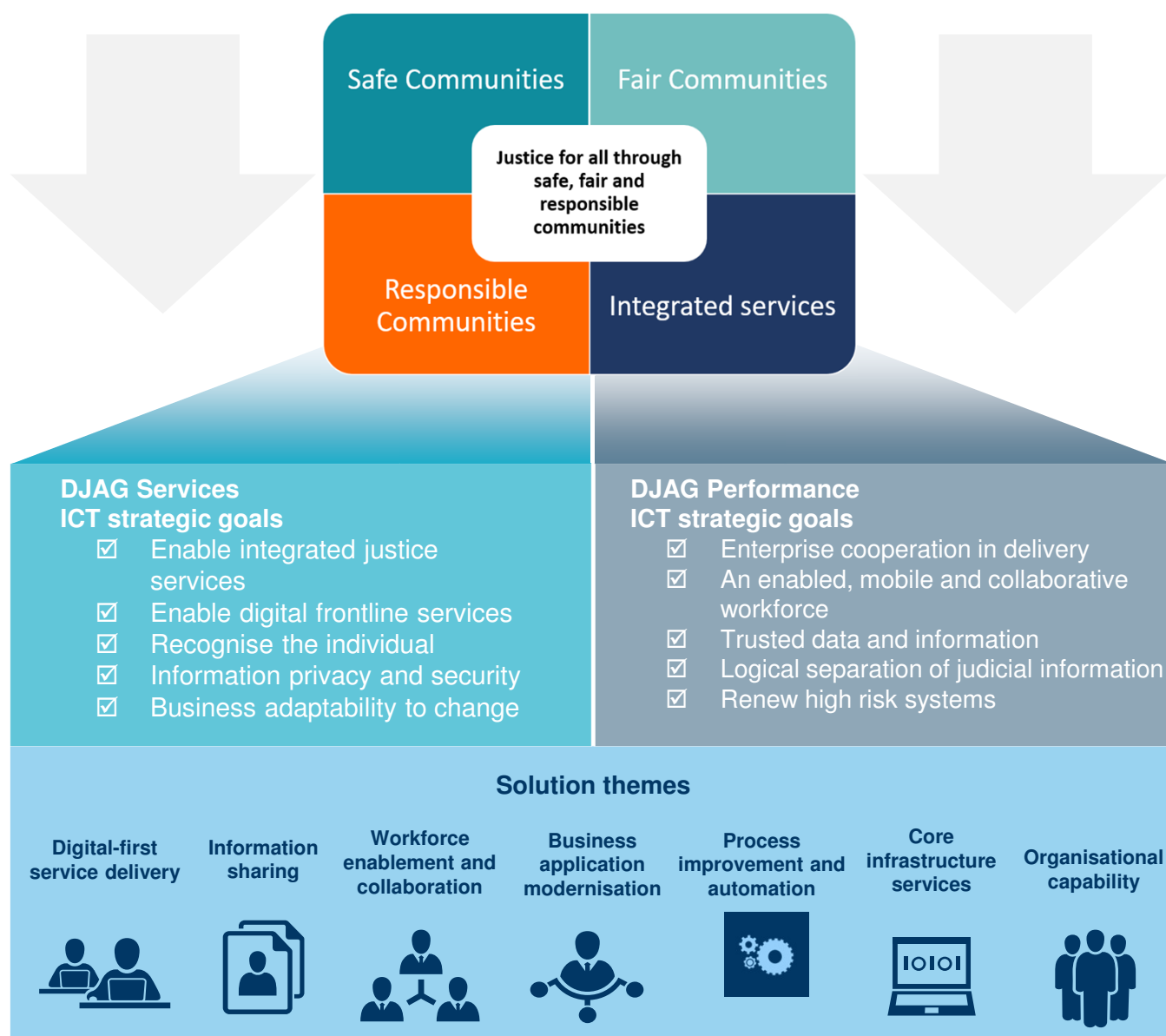


Figure 4. DJAG Services ICT strategic goals and DJAG Performance ICT strategic goals.

Solution themes

Solution themes provide broad areas of capability uplift that are required to deliver upon our department's ICT strategic goals. Themes are presented here with relevant theme requirements and the ICT strategic goals to which they will contribute.

Information Sharing 	Theme requirements	ICT Strategic Goal contribution
<i>Enabling secure access to, and exchange of, information in order to support business processes, decision making, reporting and public and sector partner enquiries</i>	<ul style="list-style-type: none"> 360 degree view of citizen journey Data readied for digital services Data readied to support analytics Information and data governance Automate sharing of information Implementation of ISMS 	<ul style="list-style-type: none"> Trusted data and information Enable integrated justice services Logical separation of judicial information Information privacy and security Recognise the individual
Digital-first Service Delivery 	Theme requirements	ICT Strategic Goal contribution
<i>Providing citizens and our sector partners with an optimised, digital experience of our departmental services</i>	<ul style="list-style-type: none"> Enable digital service delivery Identity, privacy and security Integrate with State Government digital initiatives Self-service 	<ul style="list-style-type: none"> Trusted data and information Enable integrated justice services Enable digital frontline services Recognise the individual
Workforce Enablement and Collaboration 	Theme requirements	ICT Strategic Goal contribution
<i>Enabling our people to be effective whether in the office, at home or in the field, though mobility and collaboration</i>	<ul style="list-style-type: none"> Remote working for staff Extended office Wi-Fi coverage Ease of collaboration and sharing BYOD Standard and enablement Enabling end user devices ICT educated and trained staff 	<ul style="list-style-type: none"> An enabled, mobile and collaborative workforce Recognise the individual
Business Application Modernisation 	Theme requirements	ICT Strategic Goal contribution
<i>Uplifting the capabilities of our enterprise and divisional business applications to enable new levels of service delivery.</i>	<ul style="list-style-type: none"> Consolidate, simplify and standardise applications where possible Foundation enterprise case mgt Renew/replace aging case mgt systems Standardise content mgt capability Acquire key corp. admin. systems 	<ul style="list-style-type: none"> Renew high-risk systems Enable integrated justice services Trusted data and information Logical separation of judicial information Business adaptability to change
Process Improvement and Automation 	Theme requirements	ICT Strategic Goal contribution
<i>Eliminating waste in all its forms; in particular, removing manual or inefficient processes, data entry, underutilised resources, duplication of effort, etc.</i>	<ul style="list-style-type: none"> Secure and automated sharing of Case information Automatic notifications Automate repetitive processes Process configurability Recording and transcription services 	<ul style="list-style-type: none"> Trusted data and information Enable integrated justice services Business adaptability to change
Core Infrastructure Services 	Theme requirements	ICT Strategic Goal contribution
<i>Acquisition of core infrastructure services that enable the modernisation of our department's business operations and service delivery model.</i>	<ul style="list-style-type: none"> Improved WAN performance Extended Wi-Fi throughout offices Enabling access to BYO end-user devices On-demand infrastructure Courts audio visual 	<ul style="list-style-type: none"> All goals
Organisational Capability 	Theme requirements	ICT Strategic Goal contribution
<i>Establishing the organisational capabilities required to maintain operations, enable transformation and sustain the target state</i>	<ul style="list-style-type: none"> Portfolio practices that deliver enterprise-level good practice and resources for all business units Mature ICT governance and operating model Transformation delivery capabilities 	<ul style="list-style-type: none"> All goals

Conceptual target architecture

The following conceptual architecture shows the technology components that will enable delivery of required ICT capabilities and the achievement of stated ICT strategic goals.

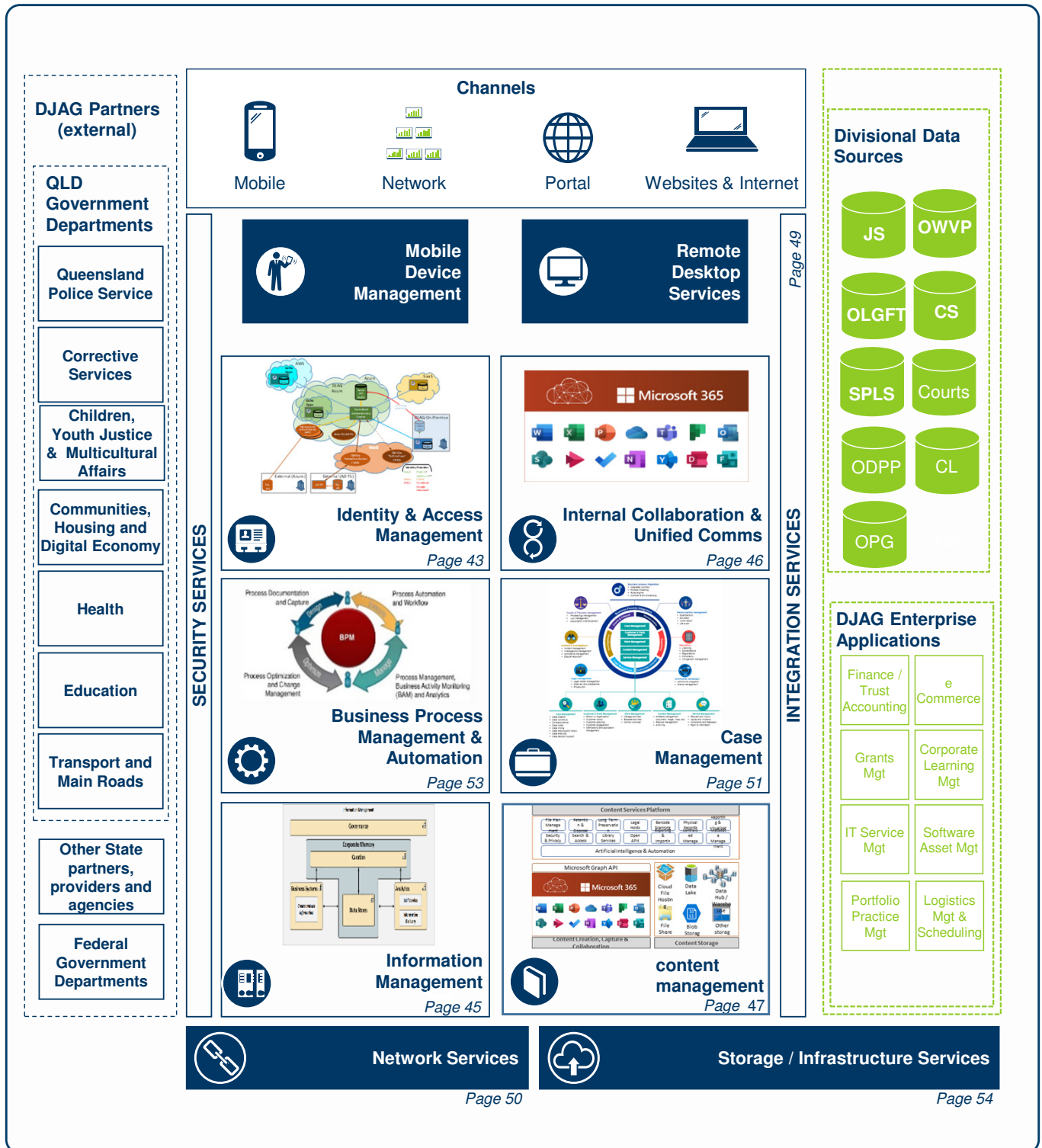


Figure 5. Diagram showing the ICT Strategy Conceptual Architecture

Implementation roadmap

The high-level implementation roadmap below, represents the five (5) tranches of work required to deliver the ICT Strategy. Each tranche corresponds to a time period with activity commencing January 2019. The roadmap has been prepared based the principles set out during the planning process and with a focus on prioritising activities in line with funding. **Funding has been approved for activities in Tranches 1 and 2.**

Transformation Readiness

We focus on establishing projects, governance, and the design authority to execute the enterprise transformation. Enterprise business requirements and early market engagement activities feature.

Tranche 1

Procure and Prove

We focus on demonstrating departmental collaboration through the identification and validation of vendor solutions that resolve our business problems and are fit for purpose.

Tranche 2

Finalise Proof of Concepts and enter continuous delivery

We commence delivering ICT capabilities and outcomes based on strategic ICT patterns defined within the ICT Strategy.

Tranche 3

Realise and Evolve

We focus on harvesting benefits from recent technology deployments and enhancing our ability to respond and adapt to the evolving ICT environment.

Tranches 4 and 5

In-focus goals:

- Enterprise cooperation in delivery
- Renew high-risk systems
- Information Privacy and security
- Trusted data and information

Key activities:

- Continued delivery of inflight ICT projects, aligning to the ICT Strategy
- Ready departmental ICT governance, enterprise architecture and transformation capabilities
- Establish divisional partnerships for requirements identification and market sounding in respect of enterprise ICT capabilities
- Early market sounding / scan for enterprise EDRMS, case mgt, business process mgt and workflow, master data mgt, integration platform and data warehouse
- Establish critical departmental infrastructure (identity and security)

In-focus goals:

- Enterprise cooperation in delivery
- Renew high-risk systems
- Information privacy and security
- Recognise the individual
- Trusted data and information
- Renew high-risk systems (QJAS and CLAIMS)

Key activities:

- Early market engagement for information and data, integration platform and online services, case management (service, case and customer), business process management, EDRMS, identity and security management
- Further mature ICT Governance and enterprise design capabilities
- Select enterprise ICT capabilities
- Prove solution and vendor capabilities for core enterprise ICT capabilities
- Establish contemporary and relevant project delivery processes
- Uplift core infrastructure services to enable departmental information sharing and specific online channels
- Finalise enterprise foundation projects for information and data, integration platform and online services, case management (service, case and customer), business process management, EDRMS, identity and security mgt

In-focus goals:

- Enterprise cooperation in delivery
- Business adaptability to change
- Information privacy and security
- Recognise the individual
- Enable integrated justice services
- Enable digital frontline services
- Trusted data and information

Key activities:

- Transition from proving ICT capabilities to business-led programs that continuously deliver case management, Information management, Analytics and iBPM solutions.
- Continued uplift of governance, centres of excellence, team effectiveness
- Focus on operationalising contemporary delivery processes and practices

In-focus goals:

- Renew high-risk systems (completed in this tranche)
- Logical separation of judicial information (completed in this tranche)
- An enabled, mobile and collaborative workforce (completed in tranche)
- Enable integrated justice services (ongoing)
- Enable digital frontline services (ongoing)
- Trusted data and information (ongoing)

Activities:

- Extension of business program delivery
- Leverage established program teams and maturing delivery processes to rollout technology capabilities to meet ongoing business needs over the next 3 years
- Continuously improve the ability to respond and adapt to the changing environment
- Delivery is supported by maturing enterprise governance, IT Enterprise Architecture Design Authority and Centres of Excellence.

Implementation risks and mitigations

The key risks associated with fulfilment of the ICT Strategy are highlighted below. Where possible and relevant, mitigation strategies have been incorporated into the Strategy's delivery approach, budget and timeframes.

Risk Name	Risk Description and Mitigation Strategy
Target State Business Service Delivery and Transformation Strategy	<p>The absence of several business-centric perspectives – including a progressive Business Operating Model, and Business Service Delivery and Transformation Strategy – fails to translate and unlock the inherent value of new technical capabilities into a transformed and modern suite of justice-related agencies valued by citizens and partners.</p> <p><i>Business leaders commit to the timely development of several business-centric perspectives that defines the modern DJAG and its justice-related business services, and motivates intentional technology architecture investments to build truly transformational business capabilities.</i></p>
Transformation governance capability	<p>A lack of mature transformational governance may reduce the likelihood that ICT investments are optimally coordinated which can result in increased implementation costs, manifestation of risks and sub-optimal realisation of benefits.</p> <p><i>Centralised governance capabilities will be matured and receive strong sponsorship from Executive Leadership. Additionally, across department compliance will be encouraged and governance processes will be streamlined, relevant and efficient.</i></p>
One-department approach is still developing	<p>Our divisions and business units are unaccustomed to a whole-of-department approach to the prioritisation, planning and execution of departmental strategies and genuine localised priorities. Continuing investment decision-making primarily at lower levels of the department results in dis-economies of scope (e.g. expensive siloed solutions) and scale (e.g. under utilisation / optimisation of new technical capabilities). This dramatically slows strategy execution and business value realisation.</p> <p><i>Adopt and mature centre-led portfolio management practices – including Strategy formulation, Enterprise Architecture, Investment management, Project/portfolio management, and Integrated risk management – that are interrelated and interoperable, to align strategy to execution. 'Do the right things'.</i></p>
Delivery capabilities	<p>Our ICT workforce and Ways of Working – designed for a different operating model and previous generations of technologies and capabilities – are unsuitable to execute the ICT strategy, and to operate the current and emerging portfolio of contemporary technologies and services.</p> <p><i>The ICT Operating Model and Ways of Working recommendations and opportunities for improvement have been delivered. An iterative plan for delivery is being developed so the ICT workforce is continuously uplifted with contemporary skills and knowledge suitable to sustainably deliver services that are strategically driven and customer focused.</i></p>
Funding for change	<p>Recurrent funding levels – required to maintain the unsustainable aging/legacy portfolio, and to concurrently transform and optimise the emerging portfolio defined in this strategy – are insufficient and/or focussed on sub-optimal activities.</p> <p><i>Executives commit to an operations and investment funding model that provides a balance between supporting/maintaining, and transforming/optimising, the portfolio. A flexible funding model is product-centric, enables delivery of re-usable and sustainable technology platforms that benefit the department, and justifies (accelerating strategy execution) investments from Treasury, through sound financial acumen and consistently delivering on commitments.</i></p>

1. Introduction to the ICT Strategy



1.1 Background, objectives, approach, and scope

Background

The Department of Justice and Attorney-General (DJAG) plays a vital role in ensuring safe, fair and responsible communities for Queenslanders. Growing demand for justice services and changing community expectations drive us to continually modernise our approach to service delivery. Across our department we recognise that a range of ICT capabilities are needed to enable these changes.

Current ICT capabilities within our department are variable in terms of their maturity and readiness for the future. Further, significant changes to our department in recent years has added complexity to the ICT environment, including the multiple federated ICT business units providing localised tailored solutions and front-line support.

This ICT Strategy acknowledges the need for the on-going development of specific ICT technology capabilities and the need for co-ordinated ICT service delivery across business units in order for the department to deliver a more integrated justice service response in the future.

Collaboration between divisions and business units will improve economies of scale in ICT sourcing and common platforms that will enable integrated justice service solutions. DJAG has taken on board the State Government's DIGITAL1ST Strategy which emphasises the value of collaboration to build capability and to move forward with a common purpose. Underpinned by a set of principles to inform decision making the DIGITAL 1st strategy seeks to make it easier, faster and cheaper to engage with government, a goal that is shared by DJAG.

Our department has prepared this ICT Strategy to:

- Support the agencies' business and service delivery needs into the future
- Integrate ICT capability demands from across our department to expedite and reduce the costs involved with sourcing and delivery of ICT capabilities
- Enable our department to become a more sophisticated user of modern technology.

The ICT Strategy document was deliberately developed as a 'living document' that describes the potential future needs of the Department supported by a set of ICT capabilities. This second, 2021, version of the strategy recognises the changing priorities of the Government, the Department and individual business units since the initial plan was released in January 2019.

How to read this document

The following diagram provides a guide in respect of the concepts that have been used within the ICT Strategy. These concepts explain a transition from business needs to the portfolio of work required to implement the ICT Strategy.

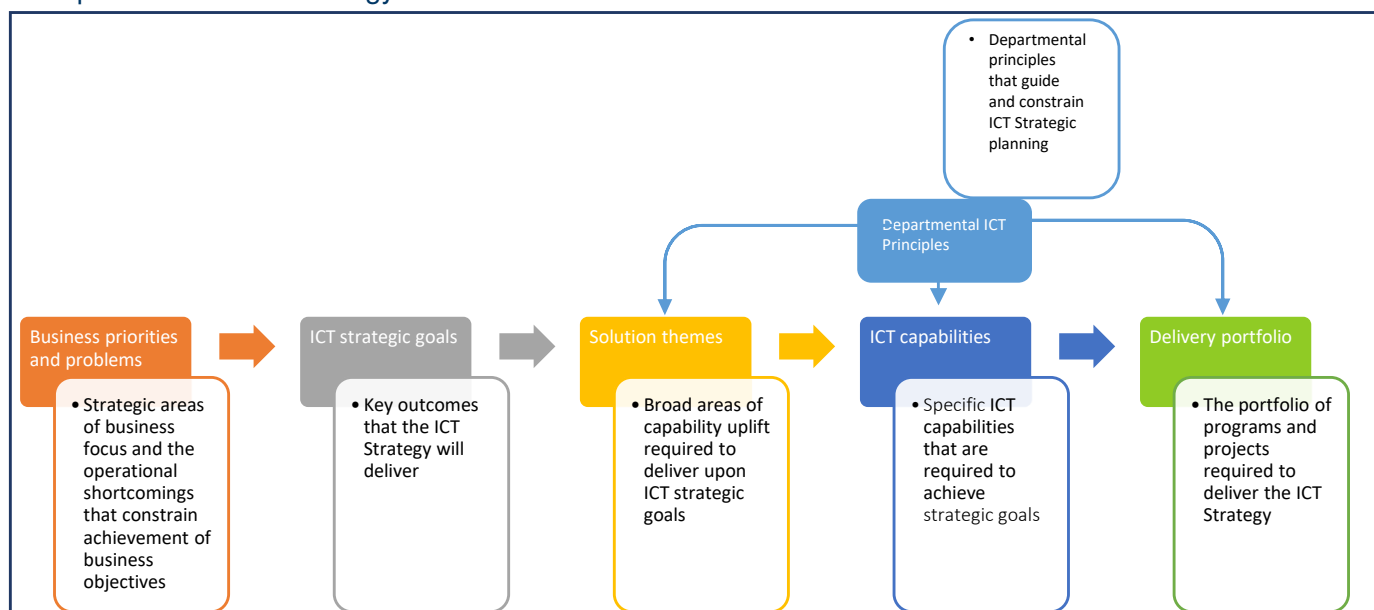


Figure 6. Flowchart describing document structure

1.2 Approach to ICT Strategy V 2.0

The ICT Strategy has been developed in conjunction with divisions and business units, using an approach that has leveraged existing strategies and direction wherever possible.

The green boxes represent consultative stages in the process, where workshops or meetings were held with stakeholders to obtain their input and feedback on the strategy.

1. Review current DJAG ICT Strategy and associated documentation including relevant whole of Government documents

- Review overall department strategy documents, divisional strategies and roadmaps
- Review business case, WoG and over-arching strategies
- Review status reports and identify progress towards ICT goals.



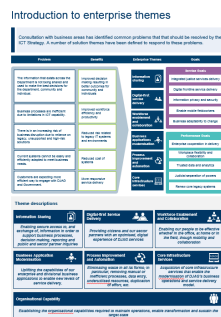
2. Consult with business stakeholders on their requirements, challenges and divisional nuances

- Interview business leaders (concurrent with an IT operating model analysis initiative)
- Assess currency of demand drivers, supply challenges, requirements and strategic goals
- Identify material changes that would impact the strategy



3. Update the ICT Strategy with changes to support business stakeholders needs.

- Refresh strategic context
- Refresh divisional strategic priorities
- Problem / goal / solution alignments
- Identify new ICT capabilities needed



4. Consult with ICT stakeholders on the current ICT context and progress towards ICT Strategy execution

- Confirm target state architecture
- Assess progress against development of ICT capabilities
- Refresh approaches based on experience
- Review risks and mitigations



5. Refresh the ICT roadmap for next stage transition activities between the current state and the future state

- Update high level strategic roadmap reflecting the programs of work that will deliver the target state capabilities through initiatives / projects
- Include a new approach for future unfunded initiatives



6. Circulate the draft ICT Strategy to stakeholders, incorporate feedback and iteratively update.

- Internal review of working draft by ITS stakeholders
- Updates incorporated
- Business Leader workshop conducted
- Draft ICT Strategy circulated
- Final draft created ready for ITIC endorsement



Figure 7. Flowchart showing the approach for the development of the ICT Strategy

2. Strategic context



2.1 Strategic planning framework

The diagram below demonstrates both the role of the ICT Strategy in contributing to business solutions as well as the importance of the partnership between the business and technology in delivering business value. A key aspect of the ICT Strategy is demonstrating departmental collaboration through the identification, development and validation of fit for purpose solutions that resolve our business problems. New ways of working have been established under the SAFe agile methodology used in Tranche 2.

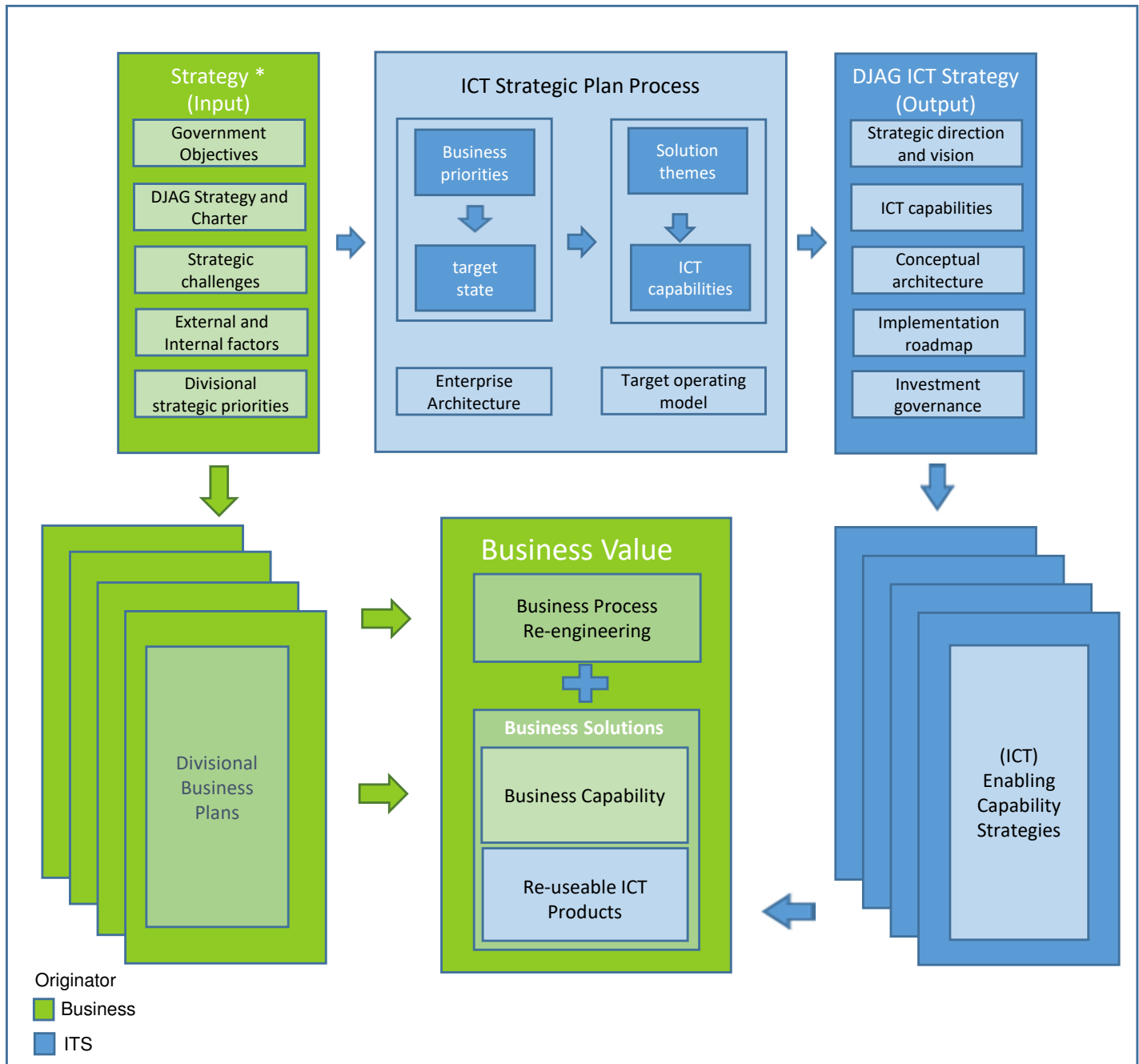


Figure 8. The role of the ICT Strategy in delivering business value within the context of other organisational planning activities.

NB. The next evolution in planning will be the creation of a Service Delivery and Transformation Strategy that outlines DJAG's desired position on embracing new technology to provide enhanced services and becoming a digitally optimised organisation. This strategy will deliver a clear set of guidelines that can be used to create an agreed, prioritised enterprise plan, providing transparency and clarity on our digital investments.

2.2 Supporting strategic considerations

As a Queensland Government department, we are obliged to comply with State Government ICT policies and wherever possible align to ICT guidelines and initiatives. The ICT Strategy has been developed in the context of State Government directives and considerations, to not only further the objectives of the department, but also those of the State Government.



Figure 9. Factors impacting the ICT Strategy

2.3 External and internal factors

The social, technological, and legislative environment in which we operate will continue to redefine the future vision and strategy for the department. The ICT Strategy has been designed to not only address current needs and challenges but to also prepare us for a more dynamic future, leveraging disruptive technologies that are already impacting upon the lives of Queenslanders.

Justice changes

Justice drivers that are influencing service change within our department's divisions.

- QGov review into the experience of women across the criminal justice system.
- Government priority to reduce domestic violence and alcohol related violence
- Women's taskforce investigating coercive control and the needs for a standalone offence of domestic violence
- Evaluating the impact of legislative reform continuously improves the effectiveness of policies and initiatives.
- Investing in early intervention strategies / approaches to prevent people from experiencing violence, abuse and neglect
- Regular changes to legislation, political and social demands.

Internal challenges

Departmental and divisional circumstances that will challenge implementation of the ICT Strategy

- A constrained funding environment contrasts with increasing demand on justice services, requiring the department to do more with less
- A federated culture and federated business operating model, challenges enterprise strategy
- Experience from COVID reinforces our need for more resilience in our systems i.e.
 - I. We must address our exposure to legacy core business systems and technologies that are at, or are approaching, end-of-life
 - II. Reduce ICT maintenance demands that consume resources and detract from our ability to innovate and improve services
- The ability to innovate is also challenged by capacity and capability shortfalls
- The ICT operating model is in transition, creating a new operating context for ICT staff and business customers.

DJAG

External forces

Societal and environmental trends that will have service delivery implications for our department.

- The impact of the COVID-19 pandemic on ways of working and the need to support a remote workforce
- Increased demand for *Right to Information* requests
- Growing expectations of citizens and organisations for access to digital services and Open Data
- Changes to legislation in the public and business environments impact the department and individual divisions uniquely
- External dependencies (e.g., data communications provided by the Public Safety Network) are outside of the direct control of the department
- Stringent legislative and privacy requirements exist surrounding the information gathered and services being performed within our department.

Technology trends

ICT advances and trends being adopted across sectors that also represent opportunity for our department.

- Business systems technologies are increasingly moving away from "Pure Play" solutions to re-usable "Platform" models, offering highly adaptable software and lower risk, faster time to market for business process solutions
- Electronic signatures are becoming more prevalent and are increasingly recognised as legally binding.
- QGov increasing adoption of cloud-based services enabling the transition from internal, high cost customised solutions to lower cost solutions subject to competitive market forces
- Machine learning, robotic process automation and simple chat bots are rapidly being adopted to automate repetitive processes and can offer low-cost adoption for many use cases.

2.4 Technology trends

A review of the latest technology trends reveals that many emerging and maturing technologies are more capable of addressing our priorities in a more distributed workplace. The concept of anywhere operations (highlighted below) has driven the search for how data can be exchanged securely across distributed infrastructure whilst still providing the desired level of performance. Many organisations have reflected on their preparedness for the pandemic and begun to design solutions that will provide future business adaptability and resilience.

Strategic Technology Trends

Internet of Behaviours

Data that is captured from a variety of sources (social media, customer data etc) is combined to draw insights and used to influence service design and delivery behaviours

Total Experience

Combines customer experience, employee experience and user experience practices to provide a better overall experience for all parties

Privacy Enhancing Computation

A range of technologies that protect data during data processing and analytics enabling organisations to safely share data in untrusted environments

Distributed Cloud

Public cloud services that execute at the point of need addressing latency and privacy issues and avoiding costly private cloud solutions

Anywhere Operations

IT operating model that supports customers and employees anywhere by deploying business services across distributed infrastructure

Cybersecurity mesh

Technology that allows secure access to distributed digital services and assets no matter where it is located, at the necessary level of security.

Intelligent composable business

Technology platforms providing pre-assembled business capabilities that support application personalisation and architecture flexibility

AI engineering

A robust AI engineering strategy that facilitates the performance, scalability, interpretability and reliability of AI models

Hyperautomation

Automation of as many business and IT processes as practical using a variety of tools e.g., robotic processing, machine learning etc



Figure10. Summary view of strategic priorities

Balancing priorities, opportunities and reality

The COVID 19 pandemic has disrupted the way we work and deliver services. It has challenged our thinking and our priorities and highlighted the need for resilient operations, accessible information and secure data. At the same time, it has brought into focus our need to be agile, adaptable and to design solutions with the future in mind.

This ICT Strategy aligns key business priorities with existing and emergent technologies to support not only our new ways of working but also with an eye to the future where adaptable, enterprise platforms support the autonomy of diverse business units across the department.

The way forward is a balancing act of delivering today's requirements with technology that can take us into the future. This will best be achieved by aligning business and technology strategies so that our endeavours are focussed where the most value can be created. The unifying theme is the recognition of the importance of trusted, secure data informing all that we do.

* Top Strategic Technology Trends for 2021 – Gartner

2.5 Divisional strategic priorities

Our department's divisions and business units have unique priorities and face a spectrum of challenges in the delivery of services. These priorities have been considered in the development of the ICT Strategy, to design a cost-effective approach to enable improved outcomes for everyone. A summary of the key divisional priorities that have guided our planning are provided.

Corporate Services <ul style="list-style-type: none"> Adopt a more sustainable ICT operating model Ensure financial, procurement and governance practices support effective business operations, decision-making and service delivery Improve practices to deliver an integrated communication service Aligning the organisational structure to services Refining the service catalogue. 	Office of the Public Guardian <ul style="list-style-type: none"> Mobile solutions to allow staff to work anywhere, anytime e.g., remote access to eDocs, reliability of remote desktop services Single case management system that is fit for purpose e.g., reporting requirements, data extraction, search capabilities Integration of systems removing the need for manual data entry External self service solution to improve service delivery e.g., doctor lodgements etc 	Office of the Director of Child Protection Litigation <ul style="list-style-type: none"> Improve the processes for sharing and receiving sensitive information and the effective management of these records Increasing operational efficiency i.e. <ul style="list-style-type: none"> Integrated document record management system with Courts and Child Safety Single sign-on Searchable records Improve mobility and remote access (incl., stable video conferencing, secure connections) Reduce risk of systems failures and improve business resilience.
Justice Services <ul style="list-style-type: none"> Criminal Justice System reliability and support Improve the delivery of integrated criminal justice services across Government Modernisation of Courts, incl., move to electronic Court's systems and processes in particular a case management system that better supports needs Logical separation of judicial information Ability to have 360° view of subject Resolve disputes, civil and criminal matters in a timely manner. Ability to work effectively from remote locations e.g., more bandwidth, IT support Access to strategic thinking and innovation to drive business improvements 	Liquor, Gaming and Fair Trading <ul style="list-style-type: none"> Decision support through data analytics to shift from a reactive 'policing' role to a proactive and preventative approach Ability to serve customers through self-serve automated systems providing 24/7 access to services e.g., ability to request a permit on a weekend Fit for purpose grants mgt system that provides efficiencies and improves decision-making rigour and transparency An eDRMS that enables file sharing amongst team members and enhances information security Introduce efficiencies through automation of manual processes e.g., licence processing Mobile solutions to allow staff to work anywhere, anytime Improved workflows through ability to integrate systems efficiently such as an integration platform Continuous investment to ensure our staff are equipped with the right tools and best practice techniques to remain a contemporary regulator 	Office of the Director of Public Prosecutions <ul style="list-style-type: none"> Address the administrative burden associated with legacy systems that are not fit for purpose e.g., a case management system that better supports needs Improve the delivery of integrated justice services across Government e.g., integration with police, courts, corrective services etc Improved mobility and remote access (incl., stable video conferencing, secure connections) Ability to deal with digital audio / video files Responsive ICT support Improve use of data (incl. criminal statistics)
Office for Women and Violence Prevention <ul style="list-style-type: none"> Transition operations to a division in DJAG following MOG changes late 2020 Ability to report on the effectiveness of the 110 organisations providing services to the Division <ul style="list-style-type: none"> Services - provided and potential Key Performance Indicators Business Intelligence capability <ul style="list-style-type: none"> Move from output to outcomes Reduce the administrative burden of the many platforms that are at play in the sector Improve the useability of the Domestic and Family Violence case management System (currently hosted by Child Safety) Reduce the administrative burden associated with RFI's from the Coroner's Court 	Strategic Policy and Legal Service <ul style="list-style-type: none"> Transition to electronic ways of working and remove the need for paper Ability to work remotely Improve delivery of services through online channels – better experience, faster Access to ICT strategic, analysis and operational support services Meeting the unique and individual needs of independent statutory bodies. Lodgement of digital submissions with appropriate confidentiality A case management system that is fit for purpose and integrated with the document management system Improved reliability of eDocs 	Crown Law <ul style="list-style-type: none"> Mitigate the risk of losing market share and the ability to maintain financial viability High-quality legal services delivery Modern and efficient IT systems that are well designed, fit for purpose and meet industry standards for a legal practice. Having industry standard systems assists with attracting and retaining high quality lawyers/legal professionals...particularly younger lawyers. Maintain positive client perceptions Increasing operational efficiency Improved workflow Reliable and state of the art IT systems (for a legal practice) to enable a mobile workforce Rapid response for ICT issues

Figure 11. Diagram showing the divisional strategic priorities

2.6 Introduction to solution themes

Consultation with business areas identified key business priorities and operational barriers. This context has directed the preparation of strategic ICT priorities and solutioning directions which are represented below as ICT strategic goals and solution themes respectively. Detailed description of themes and associated requirements is available in the Appendix.

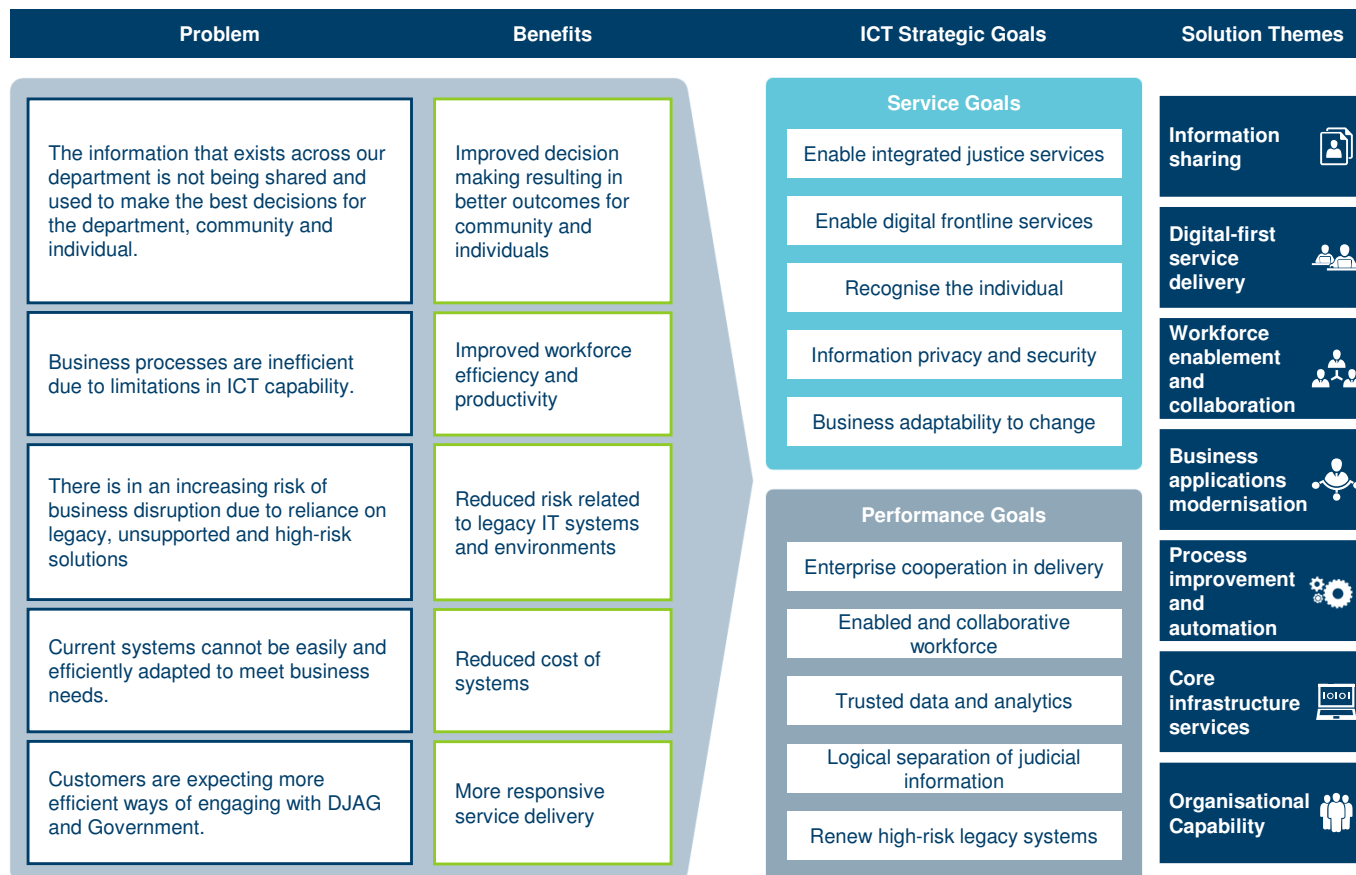


Figure 12. Diagram showing the link between problems, benefits, ICT strategic goals and solution themes

Solution Theme descriptions

Information Sharing <p><i>Enabling secure access to, and exchange of, information in order to support business processes, decision making, reporting and public and sector partner enquiries</i></p>	Digital-first Service Delivery <p><i>Providing citizens and our sector partners with an optimised, digital experience of DJAG services</i></p>	Workforce Enablement and Collaboration <p><i>Enabling our people to be effective whether in the office, at home or in the field, though mobility and collaboration</i></p>
Business Application Modernisation <p><i>Uplifting the capabilities of our enterprise and divisional business applications to enable new levels of service delivery</i></p>	Process Improvement and Automation <p><i>Eliminating waste in all its forms; in particular, removing manual or inefficient processes, data entry, underutilised resources, duplication of effort, etc.</i></p>	Core Infrastructure Services <p><i>Acquisition of core infrastructure services that enable the modernisation of DJAG's business operations and service delivery model</i></p>
Organisational Capability <p><i>Establishing the organisational capabilities required to maintain operations, enable transformation and sustain the target state</i></p>		

Figure 13. Diagram showing the solution themes and their descriptions

2.6.1 Solution themes

Solution themes provide broad areas of capability uplift that are required to deliver upon our department's ICT strategic goals. Themes are presented here with relevant theme requirements and the ICT strategic goals to which they will contribute.

Information Sharing 	Theme requirements	ICT Strategic Goal contribution
<i>Enabling secure access to, and exchange of, information in order to support business processes, decision making, reporting and public and sector partner enquiries</i>	<ul style="list-style-type: none"> 360 degree view of citizen journey Data readied for digital services Data readied to support analytics Information and data governance Automate sharing of information Implementation of ISMS 	<ul style="list-style-type: none"> Trusted data and information Enable integrated justice services Logical separation of judicial information Information privacy and security Recognise the individual
Digital-first Service Delivery 		
<i>Providing citizens and our sector partners with an optimised, digital experience of our departmental services</i>	<ul style="list-style-type: none"> Enable digital service delivery Identity, privacy and security Integrate with State Government digital initiatives Self-service 	<ul style="list-style-type: none"> Trusted data and information Enable integrated justice services Enable digital frontline services Recognise the individual
Workforce Enablement and Collaboration 		
<i>Enabling our people to be effective whether in the office, at home or in the field, though mobility and collaboration</i>	<ul style="list-style-type: none"> Remote working for staff Extended office Wi-Fi coverage Ease of collaboration and sharing BYOD Standard and enablement Enabling end user devices ICT educated and trained staff 	<ul style="list-style-type: none"> An enabled, mobile and collaborative workforce Recognise the individual
Business Application Modernisation 		
<i>Uplifting the capabilities of our enterprise and divisional business applications to enable new levels of service delivery.</i>	<ul style="list-style-type: none"> Consolidate, simplify and standardise applications where possible Foundation enterprise case mgt Renew/replace aging case mgt systems Standardise content mgt capability Acquire key corp. admin. systems 	<ul style="list-style-type: none"> Renew high-risk systems Enable integrated justice services Trusted data and information Logical separation of judicial information Business adaptability to change
Process Improvement and Automation 		
<i>Eliminating waste in all its forms; in particular, removing manual or inefficient processes, data entry, underutilised resources, duplication of effort, etc.</i>	<ul style="list-style-type: none"> Secure and automated sharing of Case information Automatic notifications Automate repetitive processes Process configurability Recording and transcription services 	<ul style="list-style-type: none"> Trusted data and information Enable integrated justice services Business adaptability to change
Core Infrastructure Services 		
<i>Acquisition of core infrastructure services that enable the modernisation of our department's business operations and service delivery model.</i>	<ul style="list-style-type: none"> Improved WAN performance Extended Wi-Fi throughout offices Enabling access to BYO end-user devices On-demand infrastructure Courts audio visual 	<ul style="list-style-type: none"> All goals
Organisational Capability 		
<i>Establishing the organisational capabilities required to maintain operations, enable transformation and sustain the target state</i>	<ul style="list-style-type: none"> Portfolio practices that deliver enterprise-level good practice and resources for all business units Mature ICT governance and operating model Transformation delivery capabilities 	<ul style="list-style-type: none"> All goals

2.7 Common divisional requirements

An assessment of current business directions identified commonalities in required ICT capability uplift across DJAG's divisions and business units. The diagram below summarises the key ICT capabilities within divisions and business units requiring an uplift – based on demand, value to be gained and technology risk to be mitigated.

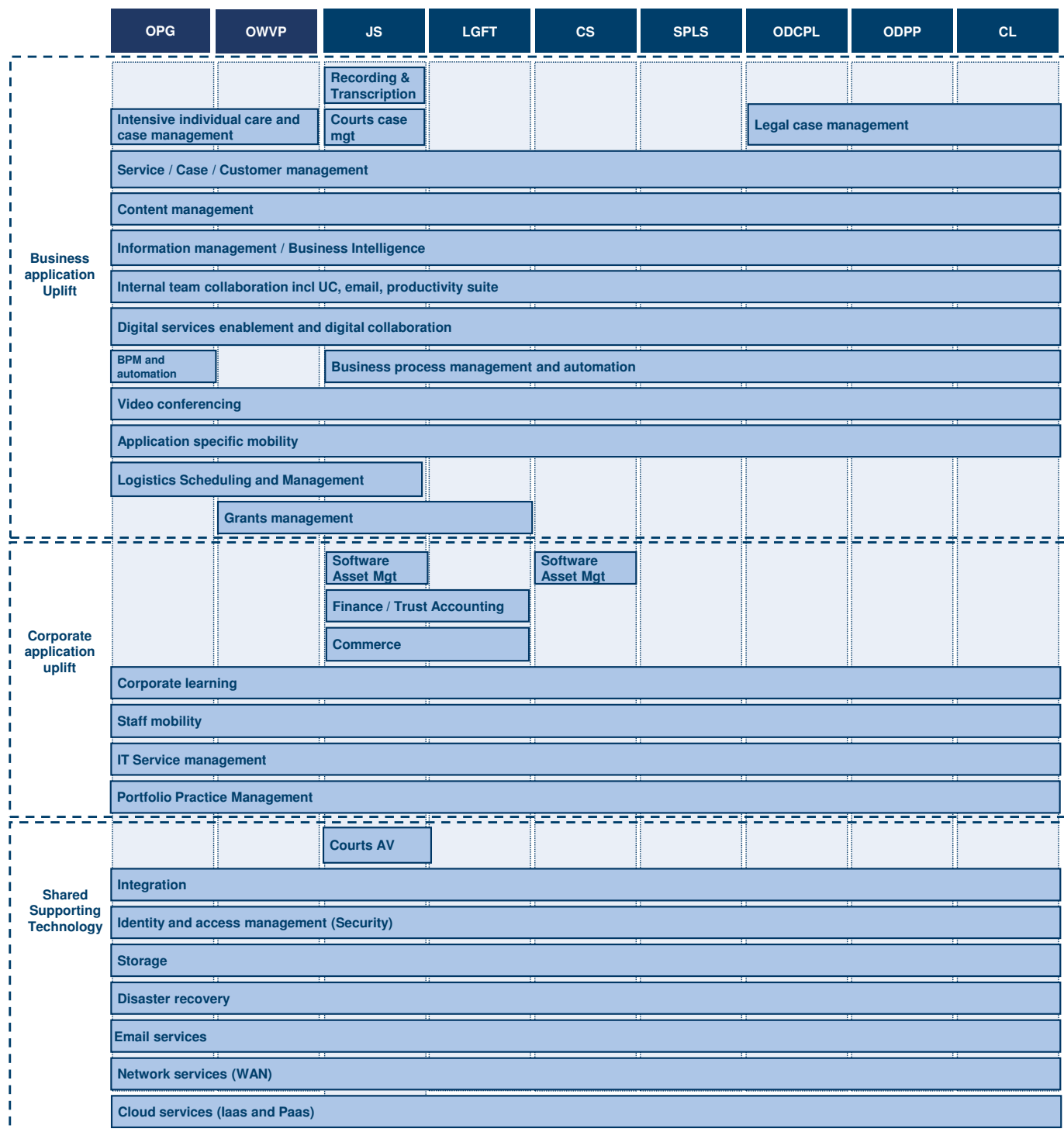


Figure 14. Diagram showing the Common divisional requirements

Business applications

Corporate application

Shared supporting technology

- Capabilities that support core business functions (i.e.. services to customers)
- Capabilities that support corporate functions (HR, IT, Finance, Procurement)
- Capabilities that relate to foundational technology.

2.8 Common divisional solutions

To optimise investment in technology, DJAG will build common and re-usable solution building blocks (ICT capabilities), composed into an ecosystem of integrated digital platforms. Line of Business solutions will utilise these 'build once, leverage many times' robust platforms, accelerating and de-risking solution delivery. Business Owners' focus will shift away from enabling technologies toward enhancing customer experiences and optimising business value.

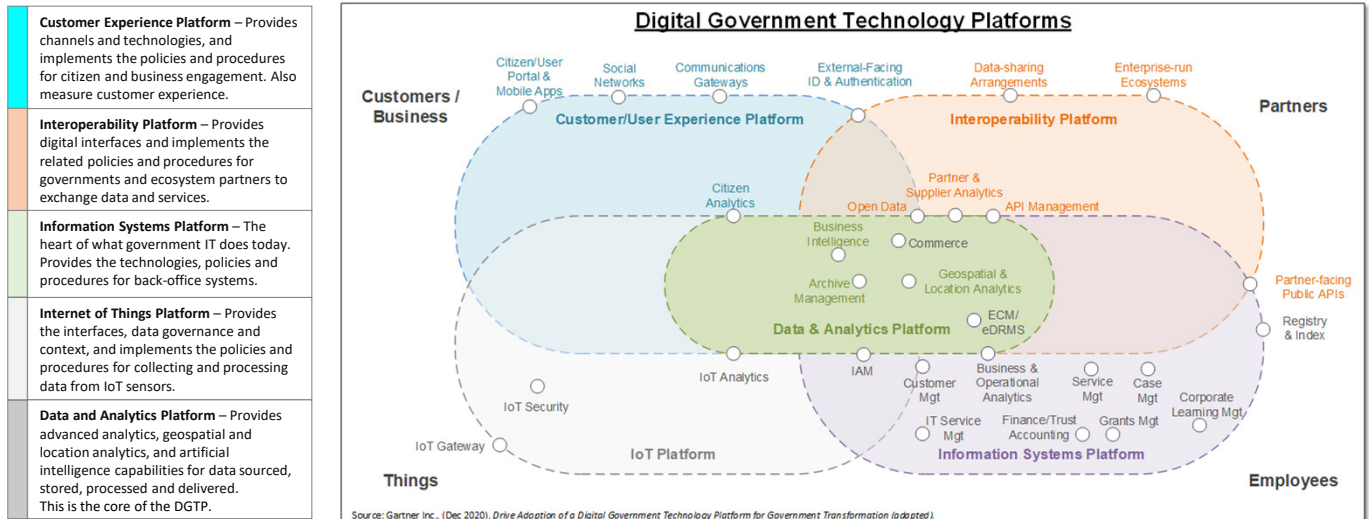


Figure 15. Digital Government Technology Platforms (conceptual)

Technology Platform approach:

Digital Government Technology Platforms (DGTPs) are composed of IT capabilities (refer to Section 3.3) integrated to form an ecosystem of 5 domain platforms, suitable for delivering government business services.

Each platform overlaps all other platforms, providing a range of technology and design pattern choices for solving business problems and addressing requirements. This builds flexibility into the DGTPs and agility into DJAG business services. (For DJAG, the Internet of Things Platform has a low priority over the near to medium term.)

A portion of pooled resources are allocated to design, build, support and maintain evergreen platforms that benefit all application owners. Increased adoption by business units drives commensurate increases in Returns on Investment for the DJAG cohort.

DGTPs enable Line of Business (LoB) solutions, taking advantage of the established, meshed, foundational and common capabilities that are often problematic and resource-intensive to build and maintain. LoB solutions benefit from enterprise-grade platforms through:

- Reduced scope and risk of the design/build, focussing on configuring (rather than re-building) re-usable capabilities, and delivering only specialised LoB capabilities
- Increased velocity of the build (time to value), due to reduced scope/risk and building on familiar technologies with established delivery pipelines
- Reduced Total Cost of Ownership, due to the reduced scope, risk and servicing of technical debt
- Increased business value, shifting the focus from developing enabling technology to innovating and transforming service delivery models, and delivering a much-improved customer/user experience.

Agile ways of working can establish several continuous delivery pipelines to continuously and iteratively build-out the DGTPs and deliver high quality, feature-rich LoB solutions.

The adopted approach is to incrementally build out the DGTPs using co-funded initiatives that deliver business features and value avoiding the need for large up-front development.

The IT Portfolio will continue to be (re)developed using the following priority approaches (in order). 1) Build-out of the strategic DGTPs, 2) Utilise tactical, off-platform technologies, and 3) Limited build-outs on legacy business systems.

3. ICT Strategy



3.1 ICT strategic direction and vision

During the preparation of our ICT Strategy we looked to the future to envisage the features of technology enabled Justice Services and the implications this future state would have for ourselves and our stakeholders.

DJAG Business Strategy pillars



“ICT is a foundation element of great service delivery and a responsive and high performing department, enabling both departmental and divisional priorities.”

DJAG ICT Vision



Figure 16. Diagram showing the DJAG Business Strategy Pillars and the links to the DJAG ICT Vision

3.2 Design principles

Eight (8) solution design principles guide solution development. A definition of each design principle has been documented below.

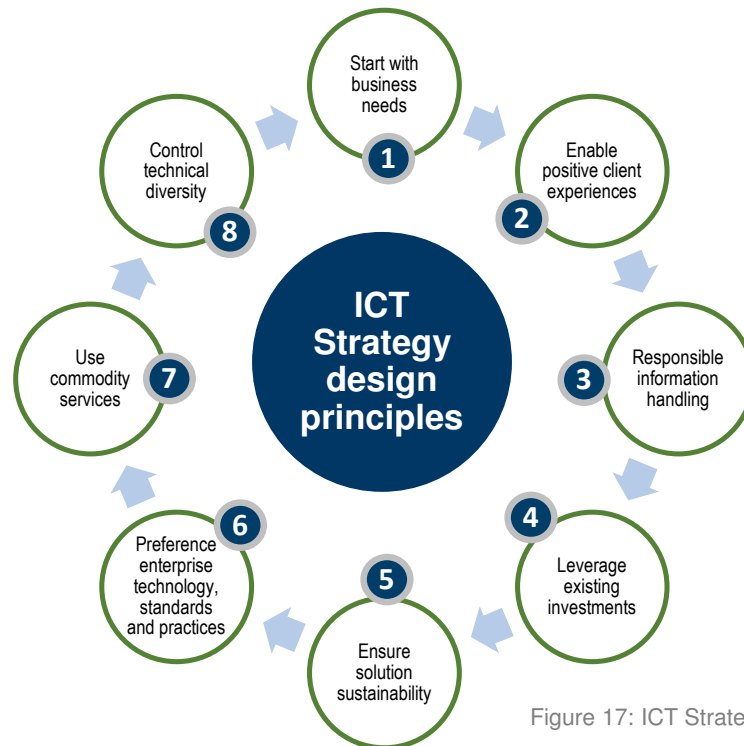


Figure 17: ICT Strategy Design Principles

1 Start with business needs

Solutions grow from business needs; expressed in terms of capabilities, processes and outcomes.

2 Enable positive client experiences

Design ICT-enabled business solutions that consider business process, ease of use and access to information. Leverage enterprise capabilities such as identity management to provide a consistent experience for clients.

3 Responsible information handling

We apply information management processes such as information security classification and records management to information assets

4 Leverage existing Investments

We maximise the value invested in ICT by leveraging the full entitlement of existing fit for purpose services/ assets within the department and across government.

5 Ensure solution sustainability

ICT-enabled solutions will be designed so that they are sustainable. This includes consideration of workforce sustainability so that solutions are able to be supported over the expected life.

6 Preference enterprise technologies, standards and practices

Out of the box solutions should be used whenever possible. Business solutions should leverage ICT enterprise technologies, standards, practices and avoid customisation unless there are significant benefits from doing so.

7 Use commodity services

The department uses demonstrated cost-effective services for ICT infrastructure and utility business activities. A cloud service delivery model for ICT investment is considered first in the following order:

1. SaaS – Software-as-a-Service
2. PaaS – Platform-as-a-Service (incl. MPaaS)
3. IaaS – Infrastructure-as-a-Service
4. On-premises.

8 Control technical diversity

Technology diversity is controlled to minimise the non-trivial costs of alternative technologies. We accept that there will not be solution building blocks where one size fits all and that some specialisation may be appropriate to meet some mandatory requirements.

3.3 ICT capabilities

The below highlights each of the ICT capabilities identified within the proceeding ICT Strategy, including a high level target state definition statement.

Identity and access management  <p>Identify and Access Management is an enabling enterprise-wide capability that will help authenticate internal and external system users and provide a personalised experience and role based access to systems and information.</p>	Staff mobility  <p>Enhanced mobility and remote access to enable our staff and partners to effectively access department information, applications and services from anywhere (e.g., in the office, the field or at home) using any device (e.g., DJAG / personal laptop, tablet or mobile)</p>	Information management  <p>An enterprise information management platform that will enable the controlled sharing of information including analytics and reporting through a centralised data mart and a Master Data Management capability.</p>
Internal team collaboration and unified communications  <p>Internal collaboration and unified communications are a collection of capabilities (audio / video / web conferencing, instant messaging, telephony, team workspaces, and wikis) that facilitate easy communications and foster working collaboratively in a dynamic and agile manner</p>	Content management  <p>Enables collaborative content preparation, effective record keeping, electronic access and centralised administration of both corporate and (optional) case related documents and content/media files for the department.</p>	Digital service enablement and digital collaboration  <p>Digitally enabled services and external facing digital collaboration tools will enable us to deliver contemporary, personalised and accessible justice services to its customers, clients and partners.</p>
Integration services  <p>An integration services capability will enable integration between ICT systems to easily share data and work together to achieve business outcomes. This platform will be key to facilitating all communication between internal systems (i.e., both enterprise and divisional applications).</p>	Network services  <p>Network services underpin the successful delivery of all ICT Strategy capabilities and solutions. The DJAG network will be available, robust, scalable and able to provide the required quality of service and user experience irrespective of user's physical location.</p>	Case management  <p>A case management capability will allow different patterns of case handling to be recorded, managed, tracked and resolved using a platform based solution.</p>
Business process management and automation  <p>A departmental intelligent business process management and automation capability will enable us to realise process efficiencies and a refined user experience across the application base through automated workflows and optimised and repeatable business processes.</p>	Storage / infrastructure services  <p>Access to scalable compute and data storage to support increasingly data intensive applications. DJAG will leverage Hyper Converged Infrastructure at managed data centres, cloud-based infrastructure and services for new and migrated legacy workloads where economically feasible.</p>	Corporate learning management  <p>A corporate learning management capability will enable DJAG to content authoring, course library management, competency management, learning delivery administration, proficiency testing and reporting for internal corporate staff.</p>
Finance / trust accounting  <p>A financial transaction and trust accounting capability will enable DJAG to confidently manage customer and supplier financial transactions and actively manage DJAG trust accounts.</p>	Grants management  <p>A grants management capability will enable DJAG to effectively perform administrative tasks associated with handling and reporting of funded grant money.</p>	Commerce  <p>A commerce capability will enable the department to securely process customer payments across multiple engagement channels, including a Service Centre (e.g., registry), websites and portals /applications.</p>
IT Service management  <p>IT Service management is a capability that will enable an integrated, consistent and feature-rich management of IT services across DJAG. The opportunity exists to utilize the ITSM capability to support delivery of non-IT services (e.g., HR, Finance).</p>	Software asset management  <p>Enables the recording and, management of software, hardware and intellectual property assets. The department requires a feature-rich ICT asset management solution that records, manages and tracks software currently in use across the department.</p>	Logistics and scheduling management  <p>A logistics, scheduling, resource and room/AV booking capability will streamline the delivery of justice service processes relating to people (i.e. victims, offenders, judges and families) appearing in court.</p>
Portfolio practice management  <p>Portfolio practice management provides the ability to manage a suite of interrelated business portfolio practices. These include Investment, Project/portfolio, Integrated risk, Performance, Governance and Enterprise Architecture Management.</p>	Recording and transcription services  <p>Recording and transcription services capability records live testimony of court proceedings in an audio format and then transforms the recording into an official transcript of that proceeding.</p>	Courtroom audio visual  <p>Courtroom audio visual is a capability that includes a range of audio and visual devices, and tele/video conferencing facilities, integrated into the room fit-out and with other in-room technologies (e.g., proceeding recording equipment).</p>

3.4 ICT capabilities mapped to themes

ICT capabilities may contribute to a variety of outcomes and therefore solution themes. The following figure relates ICT capabilities to the solution themes they enable. This view assists to demonstrate the relevance of ICT capabilities which is a factor that has influenced roadmap planning. A foundation level of maturity was funded by CBRC in 2019 for shaded capabilities.


Themes							
Capabilities		Information Sharing	Digital-first service delivery	Workforce Enablement and Collaboration	Business Application Modernisation	Process Improvement and Automation	Core Infrastructure Services
Identity and access management		✓	✓	✓	✓	✓	✓
Staff mobility		✓	✓	✓	✓	✓	✓
Information management		✓	✓			✓	✓
Internal team collaboration and unified communications		✓	✓	✓			
Content management		✓	✓	✓	✓	✓	
Digital service enablement and digital collaboration		✓	✓	✓	✓	✓	✓
Integration services		✓	✓	✓	✓	✓	✓
Network services			✓	✓	✓	✓	✓
Case management		✓	✓	✓	✓	✓	
Business process management and automation		✓	✓	✓	✓	✓	✓
Corporate learning management		✓		✓	✓		
Finance / trust accounting					✓		
Grants management					✓		
Commerce					✓		
IT Service management			✓		✓	✓	
Software asset management					✓		
Portfolio practice management		✓				✓	
Logistics and scheduling management			✓		✓	✓	
Storage / infrastructure services							✓
Recording and transcription		✓				✓	
Courts audio visual			✓				

Figure 18. Diagram showing the ICT capabilities mapped to themes

3.5 Conceptual target architecture

The following conceptual architecture shows the technology components that will enable delivery of required ICT capabilities and the achievement of stated ICT strategic goals.

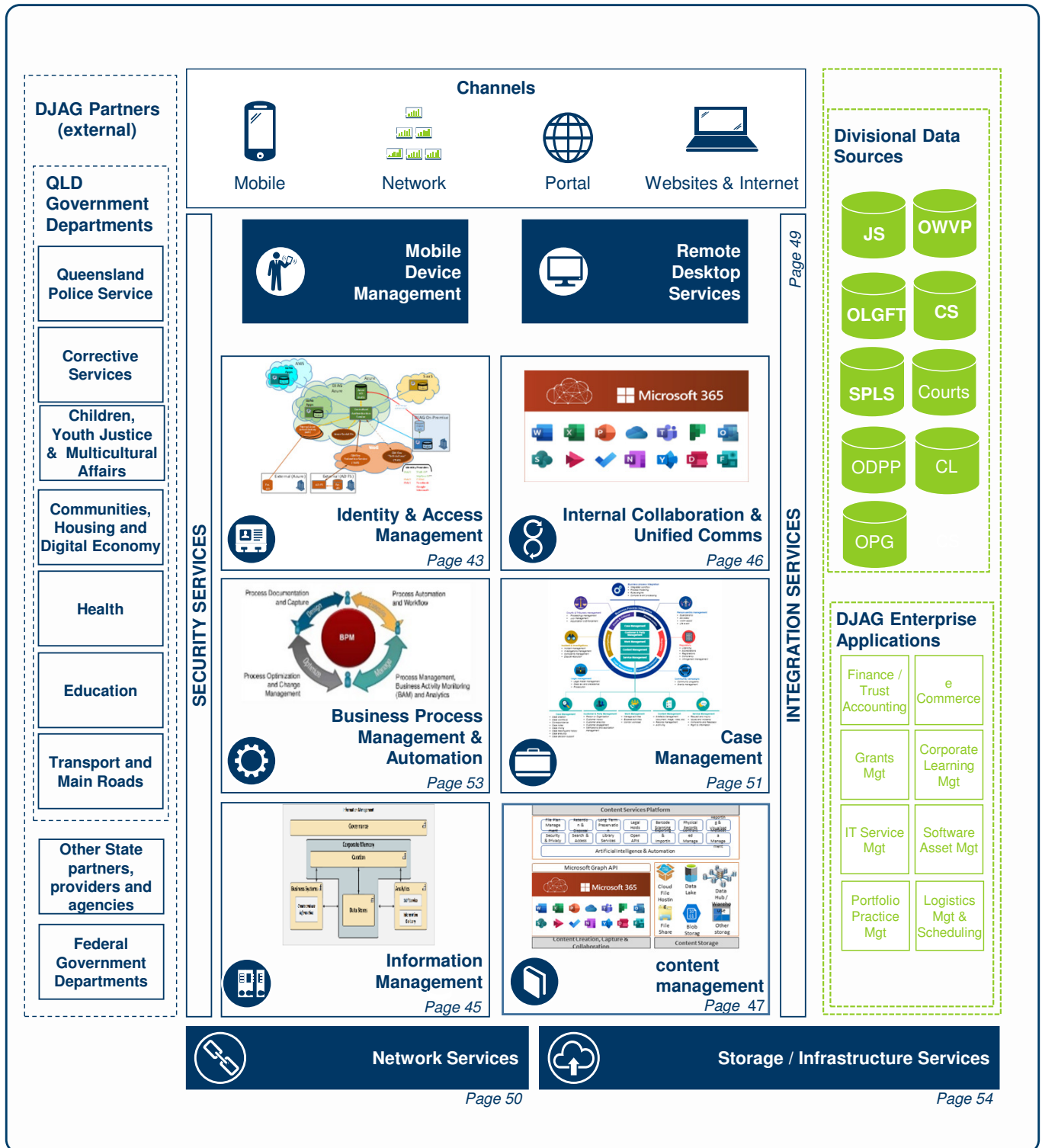


Figure 19. Diagram showing the ICT Strategy Conceptual Architecture

3.6 Capabilities – Alignment to service goals

This page describes how ICT capabilities will enable service-oriented ICT strategic goals.

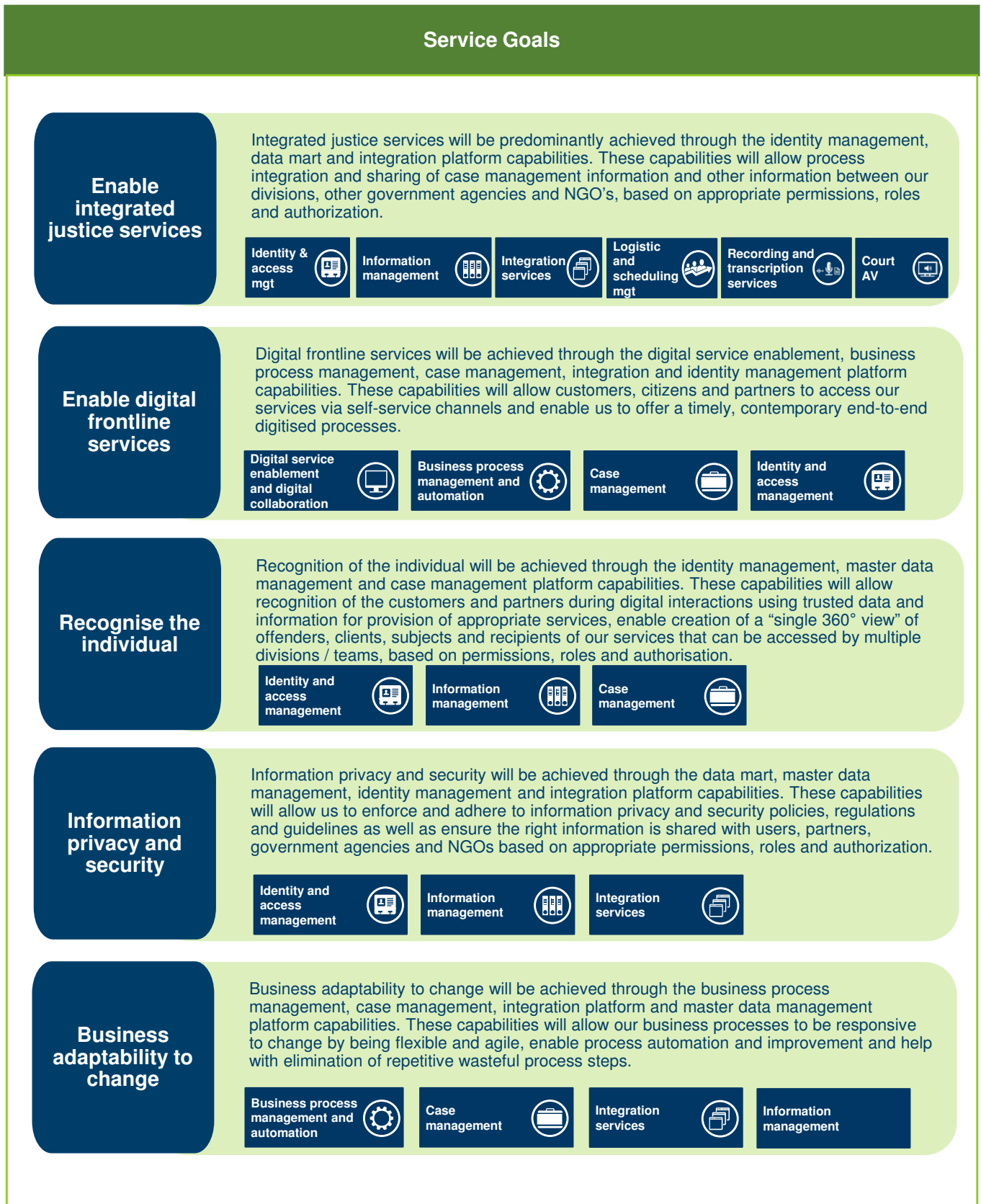


Figure 20. Diagram showing capabilities and their alignment to service goals

3.7 Capabilities – Alignment to performance goals

This page describes how ICT capabilities will enable ICT performance goals.

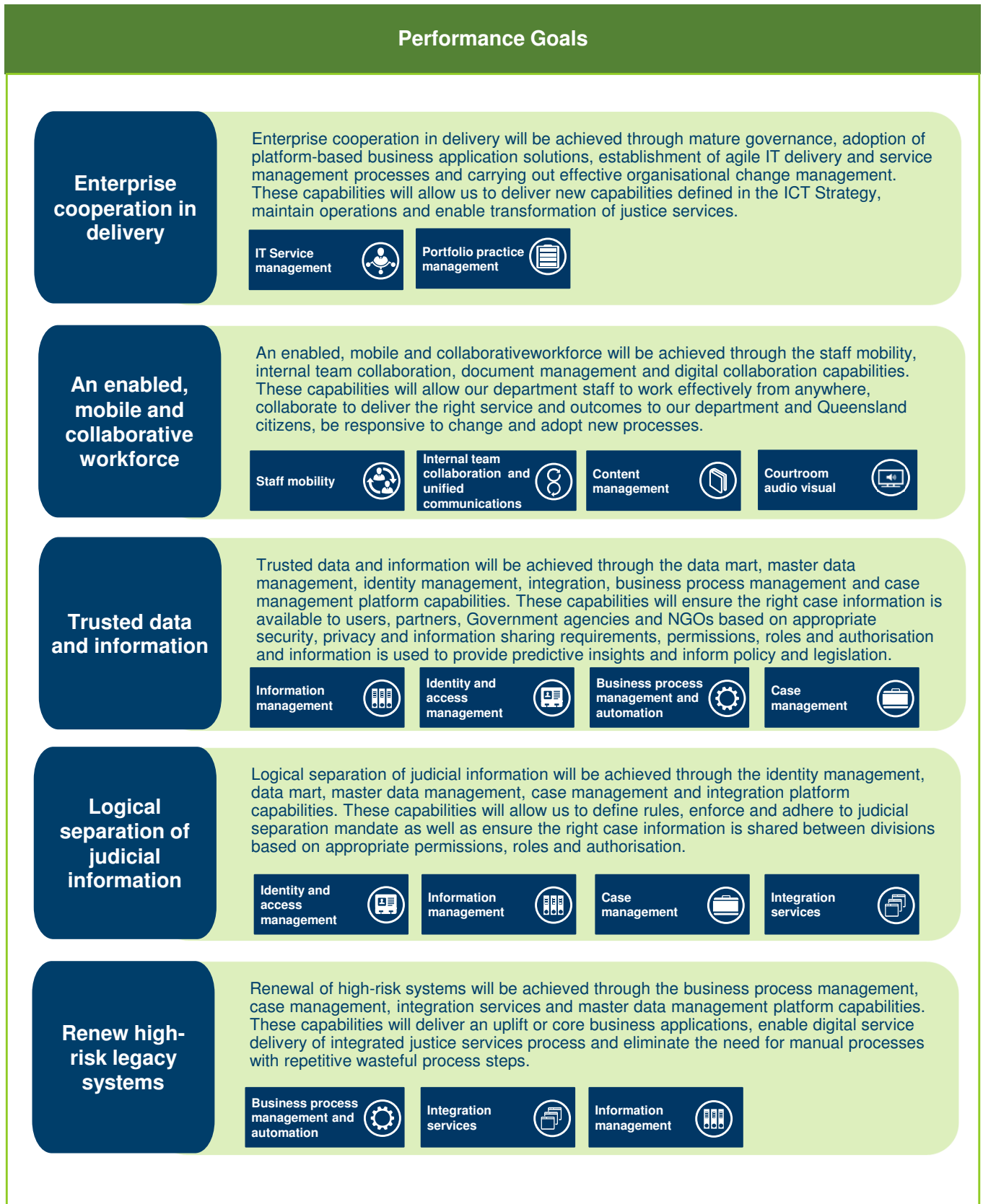


Figure 21. Diagram showing capabilities and their alignment to performance goals

4. ICT strategic roadmap



4.1 ICT strategic roadmap approach

The following approach was adopted to inform the development of the initial implementation roadmap
The implementation roadmap (over page) illustrates a sequenced set of tranches that are required to effectively and efficiently deliver the ICT Strategy.

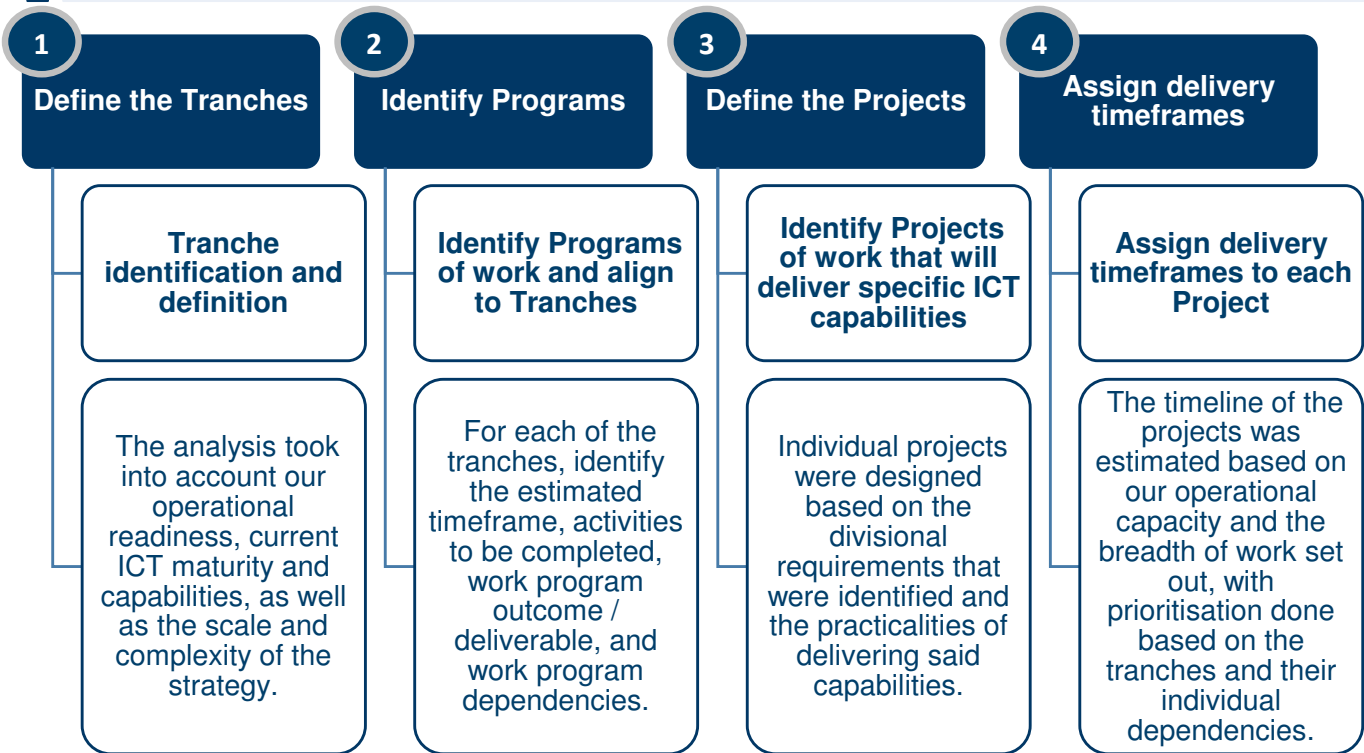


Figure 22. Flowchart showing the approach to developing the ICT Strategic roadmap

It is important to note that:

- Tranches represent time periods, during which numerous projects of work will take place that focus on establishing particular aspects of the department’s ICT environment.
- Programs of work represent a group of projects that together deliver a particular business capability or outcome for the department.
- Funding has been provided for Programs 1 and 2. Implementation beyond these initial programs will be contingent on securing additional funding.

Going Forward

- As the organisation matures the ICT Strategy will respond to specific business aspirations as defined in a DJAG Service Delivery and Transformation Strategy
- In line with the transition to a one-department approach and the move to an enterprise digital portfolio the timing of future programs will be based on a departmental prioritisation process overseen by the Information and Technology Innovation Committee (ITIC). A summary of the process is shown below.

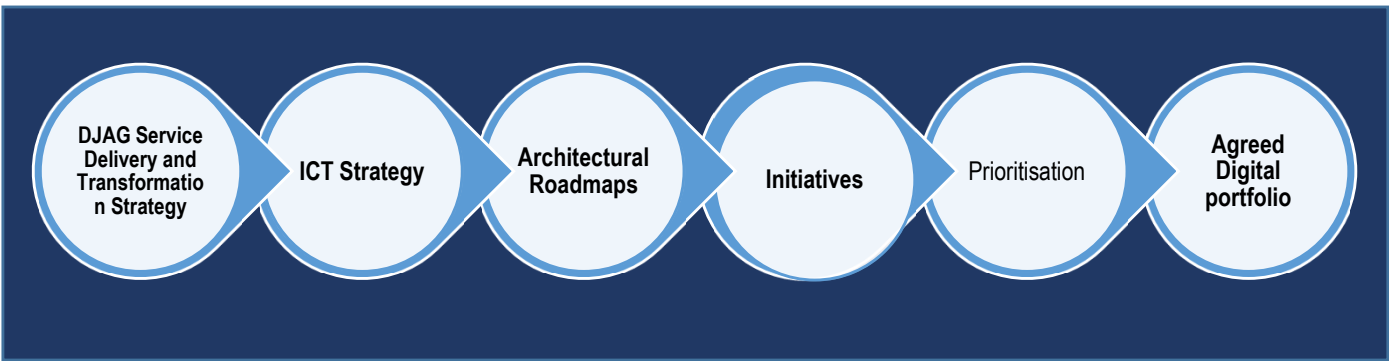


Figure 23. Diagram showing the process for developing the Digital Portfolio going forward.

4.2 Implementation roadmap

The high-level implementation roadmap below, represents the five (5) tranches of work required to deliver the ICT Strategy. Each tranche corresponds to a time period with activity commencing January 2019. The roadmap has been prepared based the principles set out during the planning process and with a focus on prioritising activities in line with funding. **Funding has been approved for activities in Tranches 1 and 2.**

Transformation Readiness

We focus on establishing projects, governance, and the design authority to execute the enterprise transformation. Enterprise business requirements and early market engagement activities feature.

Tranche 1

Procure and Prove

We focus on demonstrating departmental collaboration through the identification and validation of vendor solutions that resolve our business problems and are fit for purpose.

Tranche 2

Finalise Proof of Concepts and enter continuous delivery

We commence delivering ICT capabilities and outcomes based on strategic ICT patterns defined within the ICT Strategy.

Tranche 3

Realise and Evolve

We focus on harvesting benefits from recent technology deployments and enhancing our ability to respond and adapt to the evolving ICT environment.

Tranches 4 and 5

In-focus goals:

- Enterprise cooperation in delivery
- Renew high-risk systems
- Information Privacy and security
- Trusted data and information

Key activities:

- Continued delivery of inflight ICT projects, aligning to the ICT Strategy
- Ready departmental ICT governance, enterprise architecture and transformation capabilities
- Establish divisional partnerships for requirements identification and market sounding in respect of enterprise ICT capabilities
- Early market sounding / scan for enterprise EDRMS, case mgt, business process mgt and workflow, master data mgt, integration platform and data warehouse
- Establish critical departmental infrastructure (identity and security)

In-focus goals:

- Enterprise cooperation in delivery
- Renew high-risk systems
- Information privacy and security
- Recognise the individual
- Trusted data and information
- Renew high-risk systems (QJAS and CLAIMS)

Key activities:

- Early market engagement for information and data, integration platform and online services, case management (service, case and customer), business process management, EDRMS, identity and security management
- Further mature ICT Governance and enterprise design capabilities
- Select enterprise ICT capabilities
- Prove solution and vendor capabilities for core enterprise ICT capabilities
- Establish contemporary and relevant project delivery processes
- Uplift core infrastructure services to enable departmental information sharing and specific online channels
- Finalise enterprise foundation projects for information and data, integration platform and online services, case management (service, case and customer), business process management, EDRMS, identity and security mgt

In-focus goals:

- Enterprise cooperation in delivery
- Business adaptability to change
- Information privacy and security
- Recognise the individual
- Enable integrated justice services
- Enable digital frontline services
- Trusted data and information

Key activities:

- Transition from proving ICT capabilities to business-led programs that continuously deliver case management, Information management, Analytics and iBPM solutions.
- Continued uplift of governance, centres of excellence, team effectiveness
- Focus on operationalising contemporary delivery processes and practices

In-focus goals:

- Renew high-risk systems (completed in this tranche)
- Logical separation of judicial information (completed in this tranche)
- An enabled, mobile and collaborative workforce (completed in tranche)
- Enable integrated justice services (ongoing)
- Enable digital frontline services (ongoing)
- Trusted data and information (ongoing)

Activities:

- Extension of business program delivery
- Leverage established program teams and maturing delivery processes to rollout technology capabilities to meet ongoing business needs over the next 3 years
- Continuously improve the ability to respond and adapt to the changing environment
- Delivery is supported by maturing enterprise governance, IT Enterprise Architecture Design Authority and Centres of Excellence.

4.3 Implementation risks and mitigations

The key risks associated with fulfilment of the ICT Strategy are highlighted below. Where possible and relevant, mitigation strategies have been incorporated into the Strategy's delivery approach, budget and timeframes.

Risk Name	Risk Description and Mitigation Strategy
Target State Business Service Delivery and Transformation Strategy	<p>The absence of several business-centric perspectives – including a progressive Business Operating Model, and Business Service Delivery and Transformation Strategy – fails to translate and unlock the inherent value of new technical capabilities into a transformed and modern suite of justice-related agencies valued by citizens and partners.</p> <p><i>Business leaders commit to the timely development of several business-centric perspectives that defines the modern DJAG and its justice-related business services, and motivates intentional technology architecture investments to build truly transformational business capabilities.</i></p>
Transformation governance capability	<p>A lack of mature transformational governance may reduce the likelihood that ICT investments are optimally coordinated which can result in increased implementation costs, manifestation of risks and sub-optimal realisation of benefits.</p> <p><i>Centralised governance capabilities will be matured and receive strong sponsorship from Executive Leadership. Additionally, across department compliance will be encouraged and governance processes will be streamlined, relevant and efficient.</i></p>
One-department approach is still developing	<p>Our divisions and business units are unaccustomed to a whole-of-department approach to the prioritisation, planning and execution of departmental strategies and genuine localised priorities. Continuing investment decision-making primarily at lower levels of the department results in dis-economies of scope (e.g. expensive siloed solutions) and scale (e.g. under utilisation / optimisation of new technical capabilities). This dramatically slows strategy execution and business value realisation.</p> <p><i>Adopt and mature centre-led portfolio management practices – including Strategy formulation, Enterprise Architecture, Investment management, Project/portfolio management, and Integrated risk management – that are interrelated and interoperable, to align strategy to execution. 'Do the right things'.</i></p>
Delivery capabilities	<p>Our ICT workforce and Ways of Working – designed for a different operating model and previous generations of technologies and capabilities – are unsuitable to execute the ICT strategy, and to operate the current and emerging portfolio of contemporary technologies and services.</p> <p><i>The ICT Operating Model and Ways of Working recommendations and opportunities for improvement have been delivered. An iterative plan for delivery is being developed so the ICT workforce is continuously uplifted with contemporary skills and knowledge suitable to sustainably deliver services that are strategically driven and customer focused.</i></p>
Funding for change	<p>Recurrent funding levels – required to maintain the unsustainable aging/legacy portfolio, and to concurrently transform and optimise the emerging portfolio defined in this strategy – are insufficient and/or focussed on sub-optimal activities.</p> <p><i>Executives commit to an operations and investment funding model that provides a balance between supporting/maintaining, and transforming/optimising, the portfolio. A flexible funding model is product-centric, enables delivery of re-usable and sustainable technology platforms that benefit the department, and justifies (accelerating strategy execution) investments from Treasury, through sound financial acumen and consistently delivering on commitments.</i></p>

4.4 Investment and portfolio principles

Portfolio investment principles will drive the selection and delivery of strategic investments. They ensure the 'right investments' build the 'right solutions' for DJAG to accomplish its ultimate business objectives. To remain current, portfolio management must continuously assess the changing business context and adjust the vision and plan required to advance the portfolio's current state toward a differentiated and desired future state.

Principle	Statement and Rationale
Strategic Enablement 	Investments enable the execution of business and ICT strategies. <ul style="list-style-type: none"> A DJAG Service Delivery and Transformation Strategy will inform ICT strategies. Strategic decisions set direction for tactical and operational decisions. Strategies are aspirational and typically dependent on optimising scarce resources Investments not enabling strategy execution may restrain the department from meeting its stated strategic goals.
Value for money 	Investments optimise value for DJAG & its federated business units as a whole <ul style="list-style-type: none"> Investment decisions made from a collective DJAG and business units perspective will generate greater long term value than investments that benefit specific business units only. No minority group will detract from the benefit of the collective whole. This principle will not preclude a business unit from delivering their commitments.
Risk Optimisation 	Investments mitigate strategic, tactical and operational risks below tolerances <ul style="list-style-type: none"> Risks are inherent in any normal business and, if realised, diminish the department's ability to conduct business and/or realise value. Risk mitigation activities and attendant costs should be weighed with opportunity costs (i.e. forgoing alternative investments). Understanding risk appetite is key to managing and optimising risk. It is a balancing act to invest resources in optimising value versus mitigating risk
Resource Availability 	Investments, their attendant solutions and assets, are suitably resourced throughout their lifetime <ul style="list-style-type: none"> Investments consume financial, human and technological resources to deliver solutions and desired business outcomes. The capability of resources will impact the extent that outcomes are achieved. Technology-based assets that underpin delivery of services deteriorate over time, and accumulate technical debt that increase risks and costs. Unmanaged, technical debt driven risks escalate beyond risk tolerances and assets become unsustainable.
Commitment and Accountability 	Investment owners commit to, and welcome accountability for, investment optimisation <ul style="list-style-type: none"> Investments consume scarce financial, human and technological resources to deliver solutions and desired business outcomes. Investment and asset owners provide focus, motivation, and facilitate delivery, often being critical to successful initiatives.
Informed Authorisation 	Investments are measurable, justifiable and authorised <ul style="list-style-type: none"> Sound investment management is dependent on the information quality throughout the investment / asset's life. To facilitate investment prioritisation and selection, each candidate investment is assessed against a consistent set of criteria. Investment selection considers portfolio and departmental benefits and impacts. Investments are continuously assessed throughout their lifecycle.
Governed 	Investments are actively governed throughout the entire lifecycle <ul style="list-style-type: none"> Good governance aligns the interests of stakeholders, and preserves and strengthens their confidence in desired and committed outcomes Good governance facilitates accountability for stewardship over resources. Fit for purpose governance maximises success without delaying value realisation.

4.5 Achieving the ICT Strategy

The table below illustrates the two (2) Programs of work and component Projects that commenced in 2019.

Prog. #	Program	Supporting Projects	Implementation timeframe (months)	Capabilities impacted
1	Governance, process and people	Initial setup of the IT Program / Project Office	6	Core Program / project delivery
		Embedding Agile - training, coaching and change management	24	Core Program / project delivery
		IT Service management uplift	12	Core Program / project delivery
		Cloud Readiness	12	Storage
		IT Design Authority	18	Core Program / project delivery
		Departmental Information Governance - framework and function	6	Information management
2	Foundation business technology program	Foundation Program Management	24	Core Program / project delivery
		Data Foundation Project	20	Information management
		Foundation Integrated Online Service Delivery Project	18	Digital Service Enablement and integration services Platforms
		Foundation Enterprise Case Management (service, case and customer) Project Includes QJAS and CLAIMS replacements	33	case management and Business Process Management
		Market engagement, POC and pilot roll-out of the Enterprise eDRMS	39	Documents and Records Management
		Security and Access Foundation Project	24	Identity and access management and Internal team collaboration

Delivery approach and progress






















The ICT Strategy centres around the development of a core set of enabling capabilities. Descriptions of the 21 ICT capabilities, their maturity, progress achieved and initiatives required for full maturity are outlined in the following pages. The architectural runway for developing these enabling capabilities is well defined. This is guided through the Department's enterprise architecture practice so that the potential for re-use across the organisation is maximised. Through this approach, a step forward for a particular business area is also a step forward for the department as a whole. The intent is that the speed of delivery should accelerate rapidly over time as the toolkit of re-usable components continues to grow.

Program 1 has now been delivered, providing important foundations on which to build future programs. Program 2, when completed, will provide the basis for an enterprise case management solution. Each program contributes to the maturing of enabling ICT capabilities. During Program 2 a set of foundational ICT capabilities were established, specifically selected because of their applicability to a wide range of potential solutions.

The delivery approach in the DJAG ICT Strategy Implementation Program requires that technical capabilities are only introduced according to the need to leverage them for solving actual business problems. Solution implementations are business led and technically enabled. This avoids the risk of introducing technology that is not fit for purpose or necessary for business operation.

4.6 Target state capability maturity

ICT capabilities are the building blocks needed to solve business problems. The figure below demonstrates the current maturity (refer notes below) of capabilities against where the ICT Strategy requires them to be in order to solve business problems. It should be noted that the maturity levels are subjective and were determined by the enterprise architecture practice in conjunction with subject matter experts.

ICT Capabilities	Foundational	Integrated	Optimised
Identity and access management 			
Staff mobility 			
Information management 			
Internal team collaboration and unified communications 			
Content management 			
Digital service enablement and digital collaboration 			
Integration services 			
Network services 			
Case management 			
Business process management and automation 			
Corporate learning management 			
Finance / trust accounting 			
Grants management 			
Commerce 			
IT Service management 			
Software asset management 			
Portfolio practice management 			
Logistics and scheduling management 			
Storage / infrastructure 			
Recording and transcription 			
Courts audio visual 			

Foundational: The minimum target state elements have been established, suitable to provide a sustainable suite of mandatory domain services and provide a sound base upon which to build (more) optional high value elements and features.

Integrated: The capability has established (some) foundations which are integrated with other capabilities contributing to the establishment of an enterprise ecosystem. Contemporary architecture patterns are enabled, providing choice for resolving business problems and delivering valuable solutions.

Optimised: The capability is established, enhanced with high-value features, integrated into the technology ecosystem and utilised by target state solutions across the enterprise.

Figure 24. Diagram of the ICT capabilities mapped to current and desired maturity levels.



4.6.1 Identity and access management

Identify and Access Management (IAM) is an enabling enterprise-wide capability that will help authenticate internal and external system users and provide a personalised experience and role based access to systems and information.

Identify and Access Management is a baseline capability to the ICT Strategy and enables several other themes / capabilities such as:

- Information management and Information Sharing across the department;
- Access to digital services and online information to both internal and external stakeholders;
- Controlled access to relevant information and services to partner agencies and NGOs;
- Internal and external team collaboration.

The capability architecture aligns to the Queensland Government's Federated Identity Blueprint and CIDM Policy, noting specifically:

- A single whole of government client identity management solution must be used when creating new solutions and systems that require client registration and/or client identification; and
- For existing solutions and systems, plans must be developed to integrate these into the whole of government identity management solution.

Capability outline and approach:

Foundational

- On-prem Active Directory synchronised with Azure Active Directory
- Establish single source of truth for users and on-boarding procedures
- Update and implement IAM policy enforcement services
- Define and implement authorisation policy

Integrating

- Cloud hosted Central Authentication Service platform – an 'authentication broker' for all authentication requests to access departmental systems and information that supports all four Identity Assurance levels

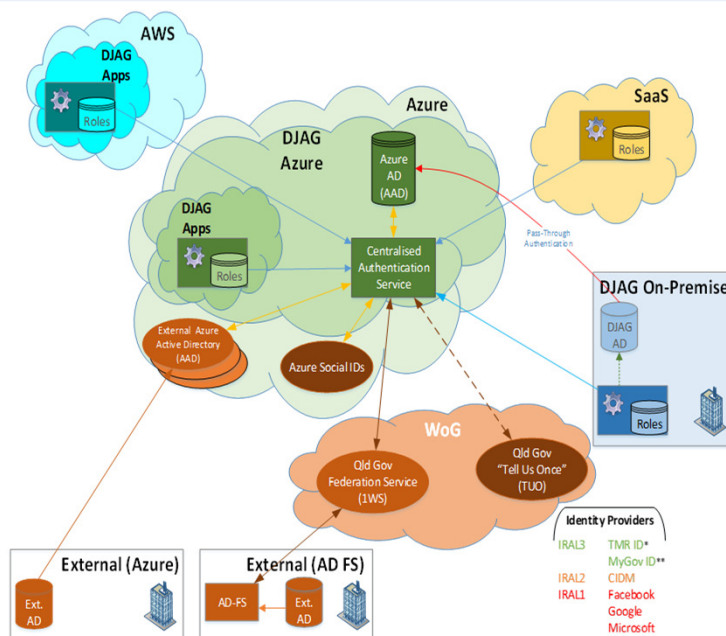


Diagram 25: IAM Conceptual Architecture

Optimising

- Establish processes for adding/removing identity/brokers providers and cross-boarding users
- Transition non-compliant solutions to the new standard identity and access capability

Business benefits:

- Seamless sign-on to department authorised systems through federated authentication and role-based access as the capability becomes available
- Enables secure information sharing between DJAG divisions and externally with other Queensland Government agencies
- Customer authentication to customer portals using QGov authentication services eliminating duplication
- Enables personalised and accurate digital service delivery

Capability Legend

Maturity Level	Foundational	Integrating	Optimising
Progress	Not started ○	Commenced ●	Complete ●



4.6.2 Staff mobility

Enhanced mobility and remote access to enable our staff and partners to effectively access department information, applications and services from anywhere (e.g., in the office, the field or at home) using any device (e.g., DJAG or personal laptop, tablet or mobile phone). The model for anywhere operations is 'Digital-first and remote-first', requiring more than just operating remotely, but offering unique value-add experiences.

A staff mobility and Bring-your-own-device (BYOD) capability will enable:

- Department staff to connect to and access the DJAG resources, services and applications from home or any external location using a corporate-issued and/or BYO device (i.e.. personal computer, tablet or phone);
- Employee and customer engagement models, practices and standards; and
- Department staff being able to connect to the Corporate network and applications using the department Wi-Fi and mobile data from any of the department buildings / offices.

Capability outline and approach:

Foundational

- Corporate Virtual Private Network technology standardised and deployed (for secure resource access behind firewall e.g., Intranet, eDocs and Printing services)
- Mobile device management ('MoDM') platform technology sourced and configured
- Mobile Application Management (of high priority business critical systems)
- Follow Me printing capability available across department (Printing and Imaging-as-a-Service)
- Secure Remote Desktop Services (contemporary RDS and 2-Factor authentication)

Integrating

- Network access to DJAG resources and services, incl. internet connectivity via satellite, cellular, Wi-Fi (office static and guest) and fixed-wire services from work locations
- Upgrade Wi-Fi to latest generation

Optimising

- Anywhere workstream collaboration, meeting solutions, digital whiteboarding and smart workplaces
- Priority LoB cloud-based applications deployed or available via RDS
- Priority LoB applications available via RDS and/or MoDM
- LoB applications re-architected as cloud-based and accessible solutions (e.g., QJuror and eCourts)
- Refreshed BYOD Standard and/or Guideline to drive managed-adoption, user experience and Quality of Service (QOS)

Business benefits:

- Enhanced service delivery due to improved access to corporate applications and resources via any device from anywhere, especially where work is undertaken.
- Increased flexibility for workplace arrangements for staff who use corporate and personal devices (including mobile devices)
- Delivers the Queensland Government One Network initiative (anywhere, anytime, and any device)
- Staff will be able to print and scan to any PaaS enabled multi-functional device rather than the divisions assigned printers.

Note: Transition toward internet-accessible cloud-based applications and resources will further mature the service mobility technical capability (i.e. increased reliability and native features). Additionally, it will enable the delivery of mobile computing to self-serving customers.



4.6.3 Information management

A corporate memory solution for the Judiciary and DJAG with a vision to “Enabling our business with data driven intelligence” and with the goals of high quality data, intelligence from data, compliant data usage and sharing of information. The corporate memory will be governed by the Information Governance Framework and Policy and relevant privacy and legislative requirements.

The key objectives are:

- Controlled sharing of information including analytics and reporting
- To ensure data collections sit within data quality management systems that meet standards of organisational environment, ownership, relevance, timeliness, accuracy, coherence, interpretability, interoperability and accessibility
- To ensure the accuracy of data collection, recording and use
- To increase the protection, storage, maintenance and auditing of data
- Promote effective data governance, visibility and accountability processes
- Instil a culture of data quality, accountability and transparency
- Near real-time response to the demands of the Courts System

Capability outline and approach:

Foundational

- ① Storing of production data from transactional systems, other offline data stores and partner agencies into corporate memory
- Elevate DJAG staff system/data literacy.

Integrating

- ① Secure electronic access to information for citizens, Government and non-Government providers
- ① Sharing of information and automation of processes between departmental divisions, as well as other Queensland and Commonwealth Government Agencies
- Enterprise Content Management service is integrated with corporate memory

Optimising

- ① The progressive adoption of data science and analytics applications with corporate memory drive hindsight, insight, foresight and intelligent decision making
- Policy decisions based on accurate insights, as well as report on policy performance and effectiveness
- A "single view" of entities (offenders, clients, subjects and recipients of departmental services)
- Transition non-compliant solutions to the new standard information management capability

Business benefits:

- Information sharing between various divisions facilitates better decision making
- Accurate customer, offender and/or victim information informs decisions and drives service quality
- Digital access to information for citizens, Government and non-Government providers
- A "single view" of an entity and other subjects of the department's services
- A common view on meta data definitions and business rules for the department
- Provision of trusted business intelligence and data analytics capabilities
- Enables delivery of integrated justice services
- Enables ICT separation of judicial information
- Adherence to Information privacy and security policies, regulations and guidelines.

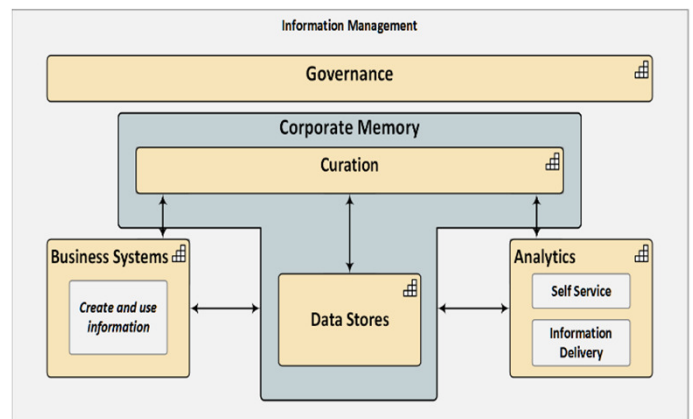


Diagram 26: IM Conceptual Architecture



4.6.4 Internal collaboration and unified communications

Internal collaboration and unified communications are a collection of capabilities (audio / video / web conferencing, instant messaging, telephony, team workspaces, and wikis) that facilitate easy departmental communications and foster working collaboratively in a dynamic and agile manner.

Some technology components required to enable internal collaboration and unified communications are existing (e.g., M365). Microsoft 365 delivers internal collaboration and communications, and requires a licence uplift to access the M365 phone system to allow external telephony communications to be integrated and deliver unified communications. To optimise the adopted Microsoft suite of applications and technologies, a Centre-of-Excellence is required to translate the current and continually emerging rich features into working knowledge for the user community.

This capability will enable:

- DJAG staff members to work productively and collaboratively both on-site or remotely with colleagues, partners and customers, using a range of user device types (e.g., laptop, mobile)
- A unified communications experience within M365 (e.g., eMail, MS-Teams, 365 Phone)
- Lite governance controls to guide end user solution development and prevent proliferation of unmanageable technical debt.



Figure 27. Conceptual diagram showing the Internal Collaboration and departmental Unified Communications Capability

Capability outline and approach:

Foundational

- Migrate all departmental staff to M365 E3 (after Active Directories have been moved to Azure AD)
- Utilise M365 for team and work stream collaboration, content creation and document sharing
- Leverage Yammer as a corporate social platform for intra/inter-government communications
- Establish a minimum departmental configuration for conference rooms and meeting rooms to assist with leveraging unified communications
- Establish standards, procedures and knowledge articles to control and guide M365 exploitation and usage

Integrating

- Negotiate a new/modified telephony contract. Integrate to an upgraded M365 E5 platform
- Withdraw wired telephony handsets and cancel associated telephony services. Recover VOIP VLAN
- For court rooms, hearing rooms and meeting rooms, continue to leverage the integrated CISCO and audio visual solutions and explore bridging opportunities into M365

Optimising

- Establish a Centre-of-Excellence to explore, innovate and optimise Microsoft technology usage
- Rollout training activities, working groups and informal learning sessions across the department to facilitate adoption and effective use of new collaboration tools

Business benefits:

- Increased productivity and collaboration within and across organisational boundaries
- Leverage existing capability investments to optimise business value
- Recovery of dedicated VOIP VLAN (and associated resources and costs)



4.6.5 Content management services

Content management services will enable collaborative content preparation, effective record keeping, electronic access and centralised administration of both corporate and (optional) case related documents and content/media files for the department. A cloud-based Content Services Platform will provide advanced capabilities for content intelligence, records management, content/workflow automation and federated content storage.

A Content Services Platform capability will enable:

- Users to create, capture and collaborate on digital content without the burden of being quasi-records managers. Limited/negligible user-led content declaration or classification
- Granular-level controlled search, access and sharing of a broad range of content file formats (e.g., documents, media files, wikis/chats, web pages, etc.) across all DJAG divisions based on security permissions to support cross-divisional collaboration
- Federated management of distributed content stores that facilitate effective and efficient ways of working, without the need to centralise storage. Suitable business systems continue as content managers (e.g., case system with content management capabilities using blob storage)
- Ability to more effectively cater for an increased volume of digital documents and records due to the 'start digital, stay digital' approach adopted by the department.

Capability outline and approach:

Foundational

- Develop a DJAG Content Services Platform capability strategy
- Market engagement, assessment and procurement of a preferred vendor and integrator services
- Governing policy instruments redefined (e.g., Policy, Standard, Procedures and Guidelines)
- Content Services Platform integrated to the department's identity and access management solution
- Content Services Platform established and configured for a Minimum Valuable Product
- Migrate then decommission Corporate eDocs libraries (Advocacy and Central/Corporate, Liquor and Gaming and Fair Trading)

Integrating

Content Services Platform integrated with:

- Microsoft 365 via Microsoft Graph API
- Corporate memory
- ODP's content stores (Visual Files)
- Crown Law's content stores (Visual Files)

Optimising

- Utilise embedded intelligence capabilities to optimise classifications, apply business rules and automate content lifecycle management

Business benefits:

- Much greater user experience through M365 immersion and limited dependency on user content declaration and classification via intelligent automation
- Greater interoperability with, and leverage of, existing content services and investments
- Ultimately replace eDocs instances (for corporate libraries and LoB case management)
- Consistent policy conformance and secure management of judicial and DJAG content
- Provides economies in licensing and platform maintenance activities.

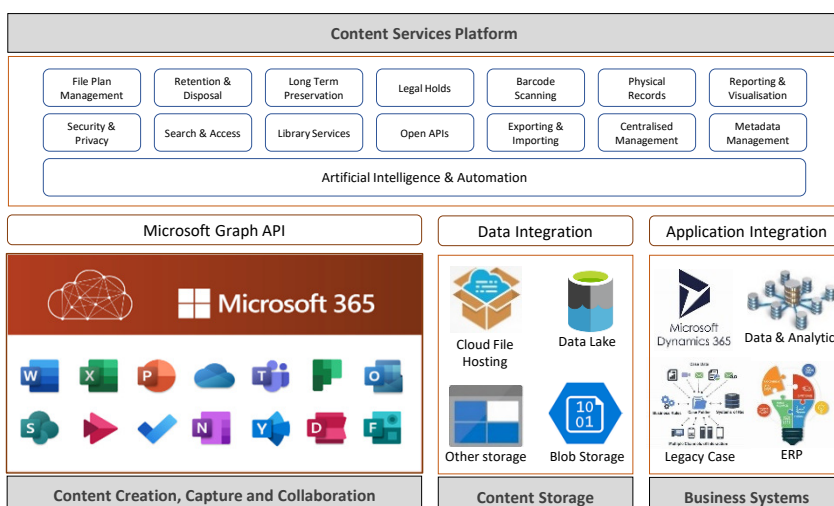


Figure 28. Conceptual diagram of content management Services



4.6.6 Digital service enablement and digital collaboration

The vision is for “Digitally enabled services and external facing digital collaboration tools that enable us to deliver contemporary, personalised and accessible justice services to our customers, clients and partners”. Our goals encompass digital service enablement and collaboration, external video and audio conferencing as well as external learning and content delivery.

The key objectives are::

- The delivery of an optimised, digital and connected experience of services to our customers, clients and partners
- Improved accessibility to our services through the use of online portals for electronic lodgements, secure document delivery and electronic signing and submission
- Improvement to our service offerings by the use of audio and video conferencing technologies for activities that would otherwise be performed in person
- Delivery of E-Commerce transactional services including payment processing
- An expansion of current content, information and learning delivery through targeted electronic methods
- Notification services via status updates, targeted emails and SMS messaging services

The mission is to “extend our traditional services to include self-service portals, electronic forms, notification services, ecommerce transactions, external audio/video conferencing and external learning and content delivery”.

Capability outline and approach:

Foundational

- ① Digital service enablement of departmental services
- ① Implement external audio and video conference solution that allows collaboration between our staff and customers, clients and partners
- ① Leveraging a suitable content development and management platform for external learning delivery

Integrating

- ① Implementation of SMS notification service
- ① Integration of digital channels with department systems

Optimising

- ① Rollout of digital signature and e-Seal for all suitable client and department processes
- ① Implement eCourts document processes
- ① Transition non-compliant solutions to the new standard digital enablement capability

Business benefits:

- Meets customer and staff expectations for service delivery of integrated justice services
- Enables recognition of the individual and personalised customer experience in delivery of services
- Aligns with Queensland DIGITAL1ST Strategy and WoG direction
- Allows for “Start digital, stay digital” processes and outcomes
- Cost efficiencies and opportunity for reallocation of divisional staff
- Improved communication channels between us and our clients
- Improved communication services for witnesses in court trials
- Expands range of departmental services (e.g., e-Mediation)
- Ability to distribute dynamic and static learning content using a contemporary method and in a timely manner to relevant partners (e.g., JPs) and/or customers



4.6.7 Integration services

The integration services capability vision is to “Share information reliably, securely, lawfully and instantly” with the goal of secure and auditable integrations that are reliable and at real-time or near real-time.

The integration services capability has the following objectives:

- Digitisation of departmental processes and service delivery
- Acceleration of time to market for digital business solutions
- Information sharing across the department by enabling integration and interoperability between disparate systems
- Getting the right data to the right people at the right time
- Flexibility to rapidly change business processes in response to a changing legislative and business environment
- Secure and controlled access to customer, offender and/or victim information based on needs of specific user groups and divisional requirements; and
- Enable digital access to information for citizens, Government and non-Government providers.

Key missions are:

- Ensure all integration with DJAG operational systems and applications are reliable and real-time or near real-time where appropriate for the business
- Ensure all integration with DJAG operational systems and applications are secure with complete audit trails between consumers and providers

Capability outline and approach:

Foundational

- 1 Establish Azure integration services as the cloud based enterprise integration platform as a service (EiPaaS) for DJAG internal and external integration services
- 2 Establish a "Security Gateway" that enables authentication, authorisation and access control to integration services

Integrating

- 3 Update and maintain the DJAG integration service catalogue, patterns, design and DevSecOps guidelines

Optimising

- 4 Utilise a Justice Data Model, Data Dictionary and Justice Schema that will enable the effective information sharing with other state and federal government departments
- 5 Enterprise-wide adoption of cloud integration and migration from on-premise

Business benefits:

- Enables integration between disparate back-end systems for information sharing and process automation
- Using a hybrid integration approach enables progressive adoption of cloud based integration, reuse of services, scalability and provides improved performance
- Enables system services to be exposed externally to partners and other Government departments for consumption of services

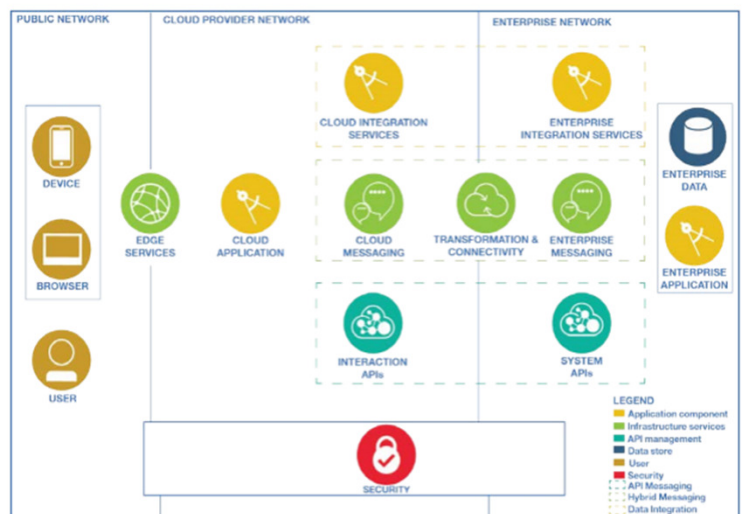


Diagram 29: Conceptual view of integration services



4.6.8 Network services

Network services underpin the successful delivery of all ICT Strategy capabilities and solutions. The DJAG network will be available, robust, scalable and able to provide the required quality of service and user experience irrespective of user's physical location.

A suitable network services capability will:

- Provide the department with a high level of availability and quality of service
- Allow regional users to have an experience and quality of service across the network that is fit for purpose
- Network access available via a mix of network technologies, including fixed (via NBN), work location Wi-Fi (via PSN), Mobile and Satellite coverage (as required).

Capability outline and approach:

Foundational

- Leverage the Public Safety Network (PSN) for core network services. In-fill with satellite as required.
- Roll out Wi-Fi across all department offices (including courts and regional offices).
- Provide roaming network plans (e.g., via workplace Wi-Fi, cellular mobile and satellite) for approved field and remote workers

Complete migration of core network devices from Public Safety Network (PSN) v1 to v2

- Upgrade / replacement of all network infrastructure for DJAG and QCS including data centre switching, core network and LAN/WAN Switching.
- Automation capabilities and service improvement e.g., ability for DJAG to configure VLANs without engaging PSN
- Upgrade the Internet Carriage link from Brisbane Data centre to the Internet
- ① Upgrade Wi-Fi (v6) across all department offices (including courts and regional offices)
- Introduce a departmental vendor management capability, performance assessment against key service level metrics as defined within a revised MOU with the PSN Management Committee

Integrating

- Evaluate inter-datacentre (incl. intercloud) networking capability that efficiently addresses bandwidth and service quality needs and implement if feasible

Optimising

- Enhance service level management for PSN services
- Evaluate Network as a Service solutions, initially to respond to temporary and/or dynamic network demands

Business benefits:

- Enables the department to leverage existing vendor relationships to deliver a highly available and good quality service
- Departmental staff can work from anywhere to provide appropriate services through the enablement of staff mobility, Wi-Fi and cloud based solutions
- Enables regional users to have a similar experience and quality of service across the network that is fit for purpose
- Allows the department and its divisions to easily exchange business information with the appropriate level of security
- Enables continuity of service as on-premise workloads are migrated to the cloud.



4.6.9 Case management

A case management enabling capability that will allow different patterns of case handling to be recorded, managed, tracked and resolved using a platform-based solution.

Case management is fundamental to most business services delivered or supported by DJAG and is a core business capability within DJAG's Business Capability Model. The departmental case management capabilities are supported by a number of case management patterns:

- Courts and Tribunals management – legal matters that are progressed through the courts and tribunal system; e.g., proceedings management, jury management, adjudication/determinations and enforcement
- Person-centric case management – management of individuals who are in the care and/or management of the Justice system; e.g., guardianship and victim assistance.
- Incidents and Investigations – management of scenarios (such as request for information, incidents, complaints, dispute resolution) where the focus is on discovery and evidence gathering to reach an outcome
- Regulatory management – scenarios such as licencing, accreditations, registrations, compliancy, where the focus is either on officially recognising a person/organisation as having a particular status or qualified to provide regulated services
- Legal Management – providing legal and counselling services, legal matter management, case law, preparing and/or resolving cases prior to and during engagement with the courts
- Community Campaigns – the management of planned activities carried out over a set timeframe (e.g., educational awareness, community survey, community grants)

The complexity of the case management within DJAG range from requests that have defined and scripted processes that deliver an outcome to managing situations with less scripted process and more reliant on "knowledge workers" making decisions.

The concept (refer to Diagram 30) categorises case management requirements needed to support the case management patterns composed of common business capabilities:

- Case management - ability to manage data collected/created during case processing, and track status and manage activities performed in order to complete the case
- Customer (aka Party) Management – ability to retain and provide a single view of a person or an entity including interaction history, customer experience and analytics
- Work Management – ability to manage activities (e.g., tasks, phone calls, correspondence, meetings) necessary to progress case management
- Content Management – ability to manage artefacts (e.g., documents, images, audio, videos) received or created during case management processes
- Service Management – a collection of abilities related to managing potentially short-term scripted processes (e.g., inquiries, initial triaging of incidents and complaints)

Other related business capabilities for case management include event/meeting management (logistics involved in organising the resources required for a meeting or event) and financial management (collection and financial transacting of monies).

Capability outline and approach:

Foundational

- ① Support the Courts and Tribunal case management pattern
- Support the other (non-courts/tribunal) enterprise case management patterns
- ① Enable replacement of CLAIMS, QJAS due to high risk and end-of-life
- Enable replacement of other high risk and end-of-life systems
- ① Establish foundations for the re-usable enterprise case management capability
- ① Support segregation of judicial and departmental business services and information
- ① Provide secure methods for sharing case information appropriate to the security classification
- Reduce multiple sources of truth associated with a client and case through the introduction of a enterprise document repository



4.6.9 Case management (*continued*)

Integrating

- ① Integrate with other enabling capabilities and infrastructure, such as identity and access management, digital engagement, customer experience, knowledge management, and data & analytics
- Enable integration and sharing of case management information across divisions while also enforcing information privacy and security requirements

Optimising

- Enable presentation of a 360° view of a party's case related information (where privacy rules permit)
- Consolidate and re-imagine over 40 case and party information management systems to new standard
- Streamline the operations and maintenance of case and party information management systems to leverage re-use and optimise Total Cost of Ownership (incl. utilising licenced products)

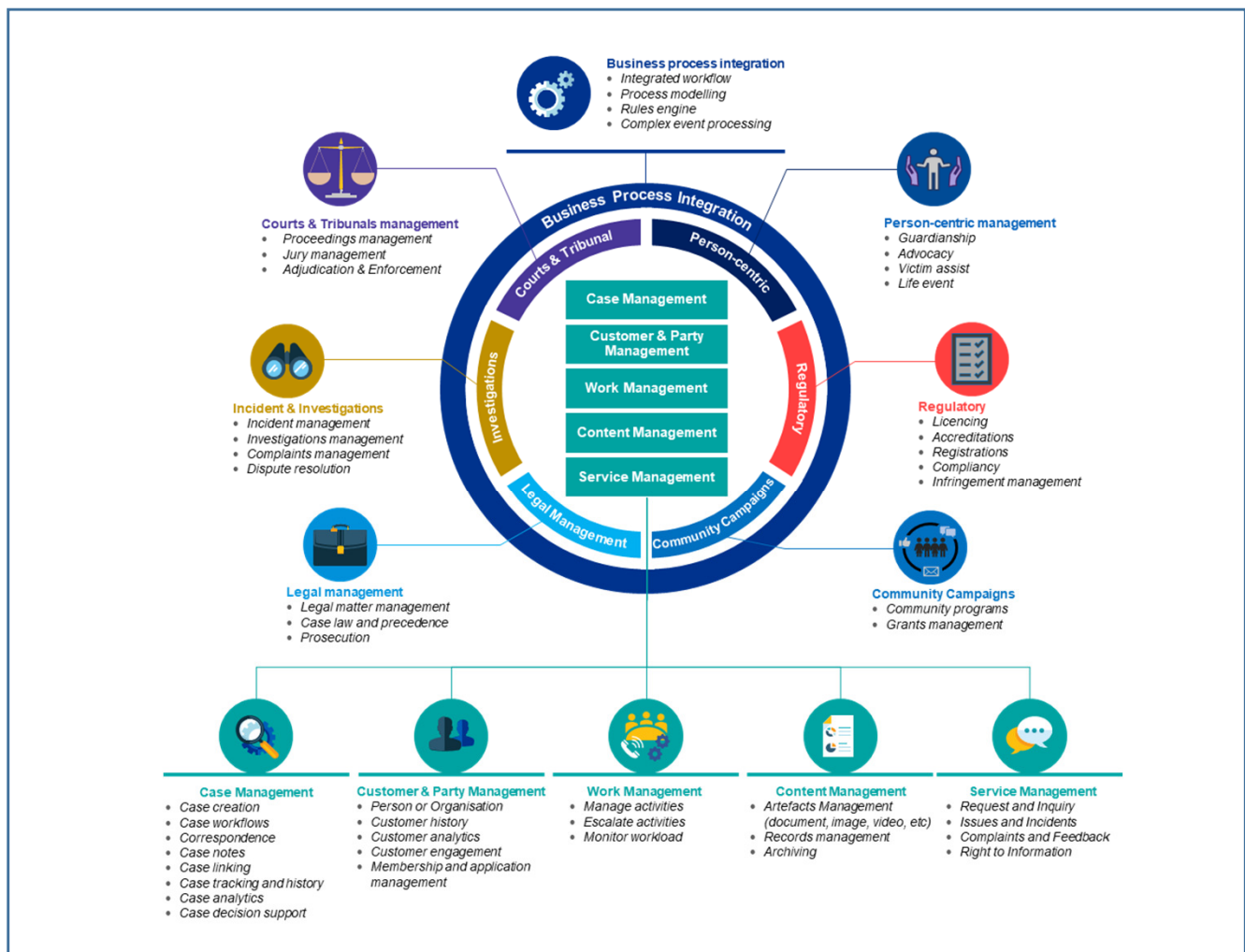


Diagram 30: Overview of case management Solution

Business benefits:

- Leverages the DJAG Design Principles and associated realisable benefits
- Reduces the number of solutions supporting case management across the department and therefore reduces the variety of technology skill sets required to support the ICT environment
- Reduces issues associated with upgrading and maintaining highly customised systems
- Allows divisions to leverage solution updates/changes to the benefit of the platform co-owners
- Allows the department to establish workflows where services, processes and cases traverse divisional boundaries without the need to re-enter relevant information into multiple systems



4.6.10 Business process management and automation

A departmental intelligent business process management and automation capability will support enterprise workflow automation and information requests across the department.

Business process management and automation provides a supportive role to delivering business services and as such has been identified as a support business capability within DJAG's Business Capability Model. The business process management and automation capability ties in with several other business capabilities including case management and Work Management as well as several enabling capabilities such as Digital Enablement and Integration. This capability will increasingly be embedded within other capabilities, rather than be a separate, integrated capability.

The business process management and automation capability enables both the design, execution, and managing (e.g., administration and monitoring) of automated business process.

Capability outline and approach:

Foundational

- 1 Implement a Business Process Management (BPM) solution and toolset that supports automated sharing of case information and automation of repetitive processes
- 2 Establish and build a centre of excellence for business process management, improvement and automation

Integrating

- 3 Integrate the BPM solution with other key solutions i.e. case management, Identity Management, Enterprise Data Mart, Master Data Management (MDM)
- 4 Creation of streamlined customer journeys across delivery channels, processes and systems

Optimising

- 5 Open the way to the use of contemporary and emerging process automation and machine learning capabilities

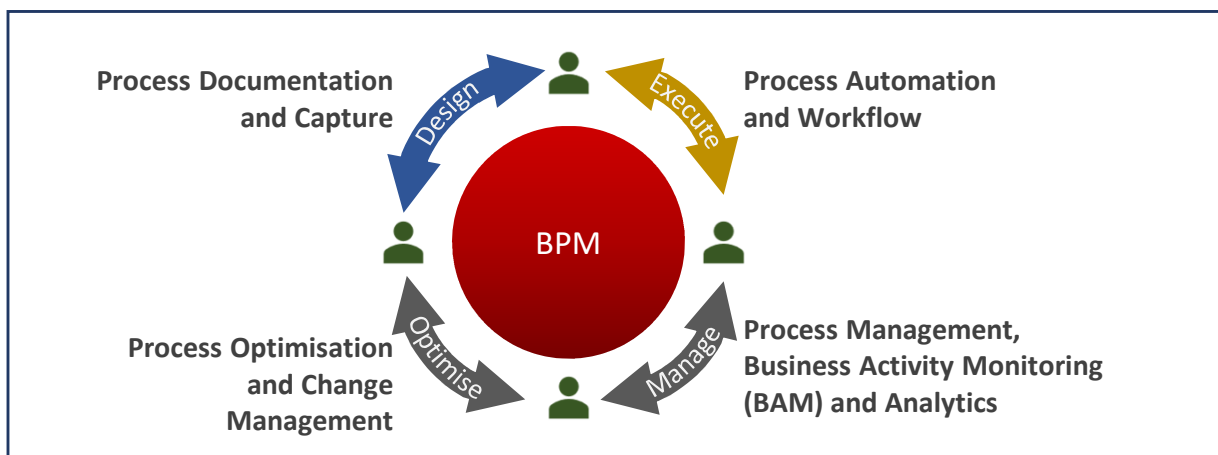


Diagram 31: BPM components

Business benefits:

- Improved responsive to changes in legislation, political and social demands
- Flexibility, agility and reduced costs and risks associated with change
- Integrated cross divisional workflows to deliver streamlined, consistent and timely justice services
- Improved experience for citizens interacting with departmental services
- Reduced processing times



4.6.11 Storage / infrastructure services

The department requires access to scalable compute and data storage to support increasingly data intensive applications. DJAG will leverage Hyper Converged Infrastructure at managed data centers and cloud-based infrastructure and services for new and migrated legacy workloads where economically feasible.

The department requires the ability to manage infrastructure as a service to enable:

- Rapidly scaling of storage to meet increasing demand for infrastructure services, including accommodating an expanding digital footprint for information and records
- Provisioning of highly available infrastructure solutions with appropriate disaster recovery options
- Compliance with Queensland Government and departmental principles, policies, standards and strategies

Capability outline and approach:

Foundational

- Storage and compute capabilities are a hybrid of cloud sourced and cloud-like on-premises (Hyper Converged Infrastructure, or HCI) infrastructure services.
- Establish governing instruments (e.g., Policy, Standard or Framework) that control and guide data centre selection (e.g., private vs public vs hybrid cloud); scalability and elasticity of services; Security, risk and economic needs; migration and audit requirements.
- Establish Service Level Agreements with vendors and drive performance and contract optimisation

Integrating

- Establish enterprise-grade connectivity between on-premises and cloud data centres

Optimising

- Existing and emerging compute and storage demands are evaluated holistically and assigned or migrated to the preferred on-premise HCI or cloud infrastructure services. Established governing instruments (e.g., policy, standard, framework, guideline and tools) drive decision making
- Accelerate migration of portfolio infrastructure services demand to the cloud

Business benefits:

- Simplified data centre operations, reducing infrastructure risk and support/maintenance resource demands
- Reduced time and cost of acquiring storage for new infrastructure requirements, as the department does not need to procure new hardware
- Improved scalability of infrastructure, avoiding the need to shuffle workloads (time and resource impacts) to accommodate step demand and infrastructure growth
- Ability to implement highly available solutions, enabling disaster recover options and business continuity
- Savings on Data Centre and/or office space requirements
- Enforcement of departmental and Government Information Security requirements



4.6.12 Recording and transcription services

Recording and transcription services provides the capability to record court proceedings in an audio format and enable outsourced service providers to produce an official transcript of that proceeding

The recording and transcription services capability will enable:

- Scheduling and management of recordings and transcripts for court proceedings
- In-room IP camera and audio recording, editing and playback equipment in ~250 court/hearing rooms
- Secure capture, storage and network communication of recordings and transcripts
- Workflow management of recording and transcription activities

Capability outline and approach:

Foundational

- ① Redesign of the recording and transcription service that insources the responsibility and delivery of court/hearing room recordings and outsources the transcription of the recordings to multiple vendors
- ① Establish an insourced capability to design, build, change-manage, support and maintain the recording service, and contract-manage the outsourced transcription service
- ① Utilise the ServiceNow platform (Qtranscripts) to drive, automate and orchestrate the recording and transcription value stream (e.g., record, monitor, annotate, playback and transcribe the court event)
- ① Use the WoG identity and access management services Tell Us Once (TuO for external users)

Integrating

- ① Evaluate utilising a separate recording network (PSN-based for security and performance) and leveraging cloud services (cloud-based commodity services)
- ① Ensure all in-scope court rooms meet the recording standard by implementing additional court room recording technology (devices, hardware and software) and in-room redundant server-based storage
- Explore integration with Content Service Platform to provide federated enterprise-grade Content and Records Management

Optimising

- ① 100% of court recordings and transcriptions are processed using this capability

Business benefits:

- Greater control and cost savings due to in-sourced recording service and more automated end-to-end service stream
- More robust and secure recording and transcription services, ensures DJAG meets policy obligations (from WoG identity/access management, redundant storage, network security, security classifications for recordings/transcriptions, etc)
- Improved citizen transcription request order management and delivery, with access based on entitlements
- DJAG will have full visibility of requests from external parties, and greater service flexibility via the Qtranscripts platform
- Reduced cost per transcription for citizens due to sharing of service cost savings
- Flexibility to feasibly add or remove TSPs, change recording software, introduce new/emerging technology such as speech to text capability, and closely integrate courtroom audio visual and recording capabilities



4.6.13 Courtroom audio visual

Courtroom audio visual (AV) is a capability that includes a range of audio and visual devices, and tele/video conferencing facilities, integrated into the room fit-out and with other in-room technologies (e.g., proceeding recording equipment). This includes the ability to configure and adapt the integrated courtroom technologies to the court event circumstances and users.

The courtroom audio visual capability will enable:

- Enhanced courtroom user experiences
- Delivery of testimony and evidence through a broader range of media formats and well-positioned devices
- Delivery of remote and/or pre recorded witness statements
- Remote appearance in live proceedings

Capability outline and approach:

Foundational

- Leverage of WoG AV technology and service supplier Standing Offer Arrangement, where vendors have experience delivering similar capabilities to criminal justice participating departments (incl. Courts Services Queensland, Queensland Civil and Administrative Tribunal, Queensland Industrial Relations Commission, Queensland Corrective Services and Department of Youth Justice)
- ① Development and oversight of governing policy instruments, including service/technology standards, specifications, procedures, and work instructions
- ① Redesign of the courtroom AV service including required courtroom technologies, sourcing arrangements, costing models, implementation and support/maintenance services (incl. first contact for all technology related issues/enquiries for courts staff and the Judiciary)
- ① Contract management of external service and technology providers
- ① Project management, including project organisation, change control, quality control, risk management, stakeholder management, procurement management, delivery management and installation and commissioning of AV/VC projects

Integrating

- ① Closely integrate courtroom audio visual with recording and transcription capability

Optimising

- ① Establish and utilise technical design services including specifications for court audio visual, videoconferencing, and meeting room projects
- ① 100% or targeted courtrooms are fitted with audio visual equipment consistent with governing policy instruments
- Establish an in-room audio visual Centre of Excellence that leverages the courtroom capability

Business benefits:

- More efficient and enhanced court/tribunal proceedings through:
 - Vulnerable witnesses (e.g., children or domestic violence victims) able to participate in a court event from a separate remote witness room, avoiding the need for them to come face to face with the accused
 - Remote appearance of witnesses and other participants (incl. prisoners), avoiding disruptive, risky and costly transport/travel and accommodation arrangements
 - Delivery of remotely captured pre-recorded and/or electronic testimony
- Enhanced court user and citizen experience of judicial proceedings, including for those with impairments (e.g., hearing or sight impairments)
- Enhanced recordings (and subsequent transcripts) of proceedings, through integrated AV and recording technologies.

4.6.14 Business and corporate application capabilities



Finance / trust accounting

A financial transaction and trust accounting capability will enable DJAG to confidently manage customer and supplier financial transactions and actively manage DJAG trust accounts.

Financial transactions are currently undertaken by several business units, including CSQ (QWIC), RBDM (Vitalware), OLGR (COGS) and Crown Law (Elite 3E). Trust Accounting is currently undertaken by OFT (Funeral Benefits System). Exposing a re-usable capability will allow existing and future systems to transition to contemporary functionality.

Capability outline and approach:

- Leverage Microsoft Dynamics 365 Finance application, integrated with DJAG's commerce and Grants Management capabilities.
 - Cash and bank management
 - Payment installments and collections
 - Accounts payable
 - Trust accounting
- Journal to WoG finance solution
- Journal to Treasury's State Penalties Enforcement Registry (SPER) solution.

Business benefits:

- Industry strength financial management solution that reasonably interoperates with WoG financial systems
- Confident, compliant and efficient financial transaction management



Commerce

A commerce capability will enable the department to securely process customer payments across multiple engagement channels, including a Service Centre (e.g., registry), websites and portals/applications.

Many business units currently receive payments from customers for services and products commenced/delivered, and monies for penalties and fines, across a mix of physical and digital engagement channels. This capability will streamline and standardise a re-usable capability.

Capability outline and approach:

- Leverage Microsoft Dynamics 365 Commerce application, integrated with the (backend) Financial Accounting capability
 - Provide a product/service and pricing catalogue
 - Generate, track and reconcile receipts
 - Point of Sale (PoS)
- Utilise the WoG payments platform

Business benefits:

- Industry strength commerce platform (standards compliance and evergreen feature richness)
- Re-usable capability across DJAG business units that manage customer payments
- Facilitates omni-channel (similar customer experience) across engagement channels



Grants management

A grants management capability will enable DJAG to effectively perform administrative tasks associated with handling and reporting of funded grant money.

The Grants Management System (GMS) in use at LGFT is a clone of the QRA (Queensland Reconstruction Authority) GMS who no longer host nor provide support. OfWVP use a GMS solution (P2i) hosted by CYJMA, and CSQ have also identified a need for a GMS.

Capability outline and approach:

- An ability to identify, evaluate, select, disburse, promote, monitor, report and close grants.
- A contemporary evergreen cloud-based enterprise grant management solution suitable to meet all current and (foreseeable) future DJAG GM needs.
- Priority is to transition LGFT to the new solution, with an option for CSQ to establish a presence on the new solution based on priority and resource availability.

Business benefits:

- Productivity gains through workflow automation, and mitigating risk associated with non-conformance with Grant Management legislation.



Logistics management and scheduling

A logistics, scheduling, and booking of resources capability will streamline the delivery of justice service processes relating to people needing to appear in a variety of "meeting" styles.

Courts along with the external partners (e.g., Qld Corrections, Youth Justice) will utilise the capability to enable the co-ordination of:

- Transport to and from venues
- Virtual attendance, where appropriate
- Court Room bookings
- Judge availability
- Technology equipment required

Capability outline and approach:

The purpose of the Scheduling, Logistics, and Rostering Enabling Capability is to enable the scheduling of resources: people, facilities, and equipment so that the right people are scheduled and informed to appear at the right time at the right place and with the equipment needed to achieve a successful outcome. This Enabling Capability encompasses the Event/Meeting core business capability and parts of the Work Management support business capability (based on DJAG Business Capability Model).

Business benefits:

- Increased process efficiencies resulting from centralising all people and activities required to attend court sessions

4.6.15 Corporate application capabilities



IT Service management

IT Service management is a capability that will enable an integrated, consistent and feature-rich management of IT services across DJAG. The opportunity exists to utilize the ITSM capability to support delivery of non-IT services (e.g., HR, Finance).

Across DJAG, there are many diverse, independent and low maturity ITSM solutions, that would benefit greatly from an interdependent, centre-led solution.

Capability outline and approach:

- Includes: Request, Incident, Problem, Change, Release, Event, Knowledge, Asset, Catalogue and Reporting management.
- Leverage the centrally managed ITS (and CSQ) ServiceNow platform across DJAG including all federated units.
- Extend and configure ServiceNow beyond simple Request, Incident and Catalogue management to include Problem, Change and Release management.
- Consider consolidating engagement channels that enable triaged ticket allocation to most appropriate team

Business benefits:

- Centralised and consistent recording, tracking and management of service requests between integrated federated and ITS teams.
- Leveraging an enterprise-grade capability that utilises existing investment.



Software asset management

Software asset management is an enterprise capability that will enable the recording and, management of our software, hardware and intellectual property assets. The department (incl. Courts) requires a feature-rich ICT asset management solution that records, manages and tracks software currently in use across the department.

Capability outline and approach:

- Modern SAM includes:
 - Asset discovery, profile and inventory management
 - Entitlement (licence) management
 - Asset / service usage management and optimisation
 - Utilisation of artificial intelligence to automate SAM
- Leverage the ServiceNow asset management capability that integrates effectively into ITSM.
- Undertake a PoC that evaluates (a mix of) technologies suitable to develop a SAM lean business case toward full implementation.

Business benefits:

- A more complete and accurate asset register to underpin ICT asset management decision making
- Reduce total cost of asset management
- Reduced risk and liability associated with non-compliance of software licensing agreements.



Portfolio practice management

Portfolio practice management provides the ability to manage a suit of interrelated business portfolio practices. These include Investment, project/portfolio, integrated risk, performance, governance and enterprise architecture management.

These activities occur across the ITS and federated units to varying levels of maturity and capacity. Establishing some lite capabilities/tools that leverage and/or interoperate with each other would provide portfolio practitioners across DJAG with an ability to confidently perform high-value, auditable tasks.

Capability outline and approach:

- Integrated Investment, Project/portfolio, Risk, performance, governance and Enterprise architecture
- Explore opportunities to validate and evaluate these portfolio management capabilities through Proofs of Concept and feasible business cases
- Explore leveraging the ServiceNow platform to provide the community of practitioners with a more unified Portfolio and IT Service management stream

Business benefits:

- Maturity uplift of critical capabilities that drive and manage substantial ICT asset portfolios and spending
- Improved Return on Investments from ICT portfolio initiatives and better management of technical debt.
- Synergies across portfolio practice areas



Corporate learning management

A corporate learning management capability will enable DJAG to continue to support, manage and report on online, virtual and face-to-face learning for internal staff. COVID-19 has forced a shift to online and virtual learning as the new norm, requiring access to tools and equipment to participate in, and effectively facilitate, virtual learning environments.

DJAG currently use the DOTS Percepium (Evolve) cloud-based LMS. Data integrity is maintained with user data from the Aurion payroll system, simplified through single sign-on user access. A WoG LMS continues to be explored.

Capability outline and approach:

- Explore opportunities to enhance administrator and manager reporting beyond mandatory courses
- Ability to respond to increasing demand for virtual learning, including technology that improves delivery
- Explore opportunities to integrate Evolve with other talent and human resource management solutions
- Continue a watching brief and participate in WoG LMS initiatives and explore deeper integrations with Employee Experience Platform solutions

Business benefits:

- Productivity increases through greater automation of learning management
- Delivery of improved learning experiences and delivery oversight

5. Appendix



5.0 Solution themes

Solution themes provide the basis for the broad areas of capability uplift that are required to deliver upon our department's ICT strategic goals. The problems that they seek to address are outlined below along with the benefits that will be delivered when they are resolved.

Five (5) core problems were identified during the consultation phase of the initial ICT Strategy development. Increasing costs and reducing functional value were represented by 5 core problems which became the focus for the ICT Strategy i.e.,

- P1.** The information that exists across the department is not being shared and utilised to make the best decisions for the community and individuals.
- P2.** Business processes are inefficient due to limitations in ICT capability.
- P3.** There is an increasing risk of business disruption due to reliance on legacy, unsupported and high-risk solutions.
- P4.** Current systems cannot be easily and efficiently adapted to meet business needs, impacting delivery of core services.
- P5.** Customers are expecting more modern, digital ways to engage with DJAG and the government.

The Investment Logic that articulates the benefit, strategic response and solution required to address these ICT related problems is shown below. Seven (7) solution themes were identified. The following pages describe the solution themes in more detail, providing a user perspective on both the problem and the desired solution. This material provides an important reference point by outlining the goals of the Department that the ICT Strategy seeks to contribute to.

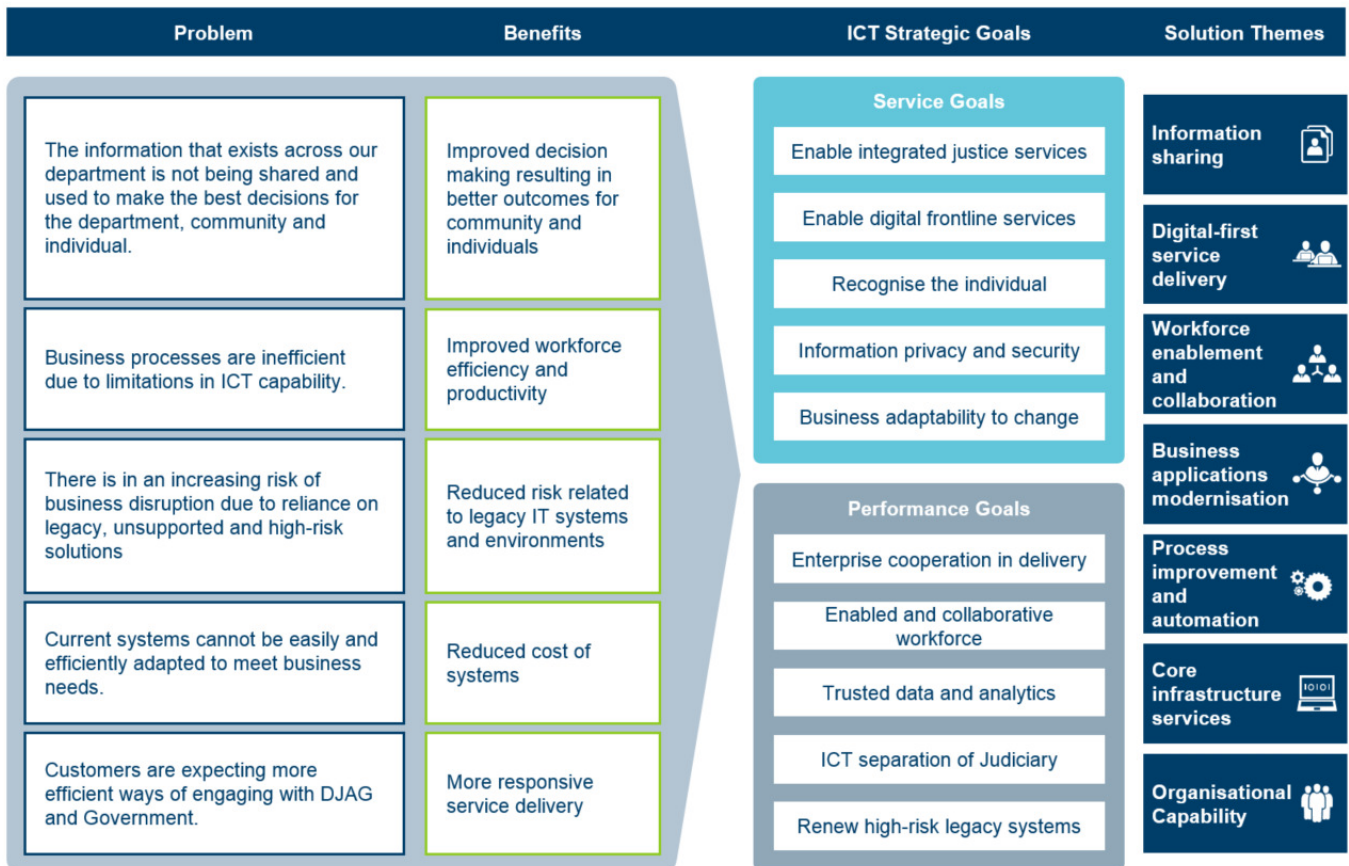


Figure 32: Problems and associated solution themes



5.1 Information sharing

Enabling secure access to, and exchange of, information in order to support business processes, decision making, reporting and public sector partner enquiries.

Requirements:

- Logical separation of judicial information is supported through separation of judicial information, including email and potentially courts files from document management systems
- End-to-end customer journey is retained in a central source of truth
- Data readiness exists to support enquiries received across service delivery channels
- Data readiness exists to support increased analytics and reporting solutions
- The department is compliant with records management policies and standards

Where we are

- Divisions are reluctant to share information with other divisions or agencies due to data privacy, accessibility and accuracy concerns
- Time intensive, ineffective and manual processing are required to transfer information across divisions.
- No single view of client / customer across the department
- Data integrity and quality are inconsistent across the department, impacting operational decision making; e.g., incompatible master data between divisional systems
- No single data / metadata standard or data governance framework across the department

What's changing

- Implementation of an enterprise integration and data and analytics architectures are underway to enable systems to exchange information effectively and efficiently
- Transition to centrally managed data and analytics platform to enable secure sharing of accurate and up-to-date information from a single source of truth which can be used to derive insights for the department

What's resolved

- Azure Integration is the preferred platform for enterprise integration to enable information exchanges across systems
- Large amounts of data from across divisional systems will be accumulated in corporate memory within the data and analytics platform to enable data to be shared or used effectively
- The business can access the data it requires from the centrally managed corporate memory within the data and analytics platform to make business decisions, instead of relying on multiple sources of truth and outdated data that is manually collected from disparate systems

Where do we need to be

- Data Governance structures are in place to allow the department to securely and effectively manage risks to information privacy and accessibility
- For data that is transferred on a regular basis, the process is automated, requiring minimal manual intervention
- The department can generate a 360° view of offender / client / customer
- Data standards and governance across the department are used to maintain the integrity and quality of data being generated
- Data governance is implemented to homogenise the data being generated by the department



5.2 Digital-first service delivery

Providing citizens and our sector partners with an optimised, digital experience of our services.

Requirements:

- Digital services support the journeys and interactions required for individuals and organisations engaging with the department and its services (e.g., licensees, victims, media, NGOs)
- Identity management and authorisation capabilities control user access to digital services according to relevant privacy and security classifications
- Digital services are integrated with back-end systems to support high levels of automation for online lodgements, notifications and transfer of case information.
- Digital services are delivered and available across the spectrum of devices (e.g., mobile, tablet, PC)
- Departmental digital services add to State Government One Stop Shop services (where relevant)

Where we are

- There is demand across the department to update service delivery models to meet contemporary customer expectations and reduce operating costs
- Manual document handling / processing is limiting the department's ability to scale services to meet current customer expectations and future demand. There is a heavy reliance on paper forms and records
- Online forms exist which capture customer details and either send an email to the processing area or require the customer to print a pre-filled form for signing
- Technology enabled efficiency gains have not been realised due to outdated systems which lack flexibility and back-end integration

What's changing

- Efficiency gains are progressively realised through the deprecation of legacy systems and a move towards solutions based on the Dynamics 365 platform.
- A department wide identity and access management implementation is underway to support the wider roll out of digital service delivery models
- Azure integration services design and implementation is underway to facilitate automation of workflows and processes involving divisional systems as well as external systems.

What's resolved

- A department wide identity and access management strategy has been defined to support the wider roll out of digital service delivery models
- The Azure Power platform, including D365 and M365, has been chosen to facilitate the creation of end-to-end digital workflows with automation
- A department wide integration services strategy has been developed with the Azure integration services chosen as the preferred platform for enterprise integration.
- The development of the DJAG Digital Channels Engagement Framework provides a customer focussed approach to provisioning services through digital channels so that we move away from analogue channels.

Where do we need to be

- As an enterprise, departmental systems are flexible and adaptive, allowing the continuous evolution of business processes and service delivery models
- Systems are able to scale to meet the increasing demand on the department, with manual processing eliminated where possible to improve efficiency
- Wherever possible, tasks / cases that are 'born digital, stay digital'



5.3 Workforce enablement and collaboration

Enabling our people to be effective whether in the office, at home or in the field, through mobility and collaboration

Requirements:

- Remote working for staff, enabling State Government flexible working policy
- Increased mobility within the workplace
- Mobile workforce enablement for case workers and inspectors out in the field
- BYOD capabilities and device agnostic systems
- Improved inter-divisional communication and service delivery systems
- Facilities for collaborating (e.g., document production) with external service providers

Where we are

- Varying levels of remote access exist across the department. Not all applications can be accessed remotely and therefore limitations existed as to who can work remotely
- Employees and case workers are unable to access business systems remotely to improve service quality and efficiency
- Legacy core business systems are thick-client applications that can not be run on a browser as web applications or on mobile devices
- Multiple video conferencing facilities are not bridged with other collaboration capabilities and limited the usefulness and value of existing investments

What's changing

- All case workers can work using corporate mobile devices and securely upload and download case data remotely to improve service delivery
- Ability to share information and interact across relevant groups
- Corporate video conferencing facilities are fit-for-purpose and widely available where needed
- Issues with the performance of the PSN have either been rectified or mitigated

What's resolved

- Department employees have flexibility in working across office areas and working from home
- M365 enables workers to efficiently and effectively share information and collaborate within teams
- A standardised SOE and suite of applications supports collaboration across the department
- Solutions for remote access to legacy core business applications have been implemented
- Data communications (WAN and Wi-Fi) are able to support mobile workforce requirements
- Geography no longer affects the quality and type of service received by our customers
- Governance regarding the use of private devices and remote working is in place, supported by a relevant BYOD policy

Where do we need to be

- Telephony is integrated with the Office Suite (M365) to deliver unified communications
- Courtroom telecommunications is bridged to the Office Suite (M365)
- A Centre of Excellence drives user adoption and optimises collaboration



5.4 Business application modernisation

Uplifting the capabilities of our enterprise and divisional business applications to enable new levels of service delivery.

Requirements:

- Replace and/or re-imagine of key systems, CLAIMS, QWIC, QJAS and IOMS
- The case management application portfolio is rationalised and consolidated to increase sharing of capabilities
- Corporate application capabilities are acquired and implemented (e.g., grants, portfolio management, and asset management)
- Move to digital file storage and the capability to handle digital audio and video (i.e. digital content)

Where we are

- Several applications with significant overlap in functionality (e.g., case management and Customer Management)
- Systems have low maturity interoperability and require significant manual interfacing
- Heavily customised and bespoke-built systems changes require long lead times and high cost per feature to uplift/change, limiting business improvements and escalating unmaintained technical debt
- Systems are event/process focused and lacked individual centricity
- There are key administrative processes that did not have fit for purpose applications (i.e. high manual processing and restricting maturity)
- Large portions of the portfolio of critical business systems either are, or will be by 2025, beyond their useful and economic lives (e.g., QJAS, CLAIMS, CAMS, CaseWorks, BCCM MIS, PRS, INR, BACHCO, ICJ, etc.)

What's changing

- Outdated high-risk and high value case management Systems are being transformed and modernised using the cloud-based case management platform ((i.e. QJAS and CLAIMS).
- Processes and data/content are digital by default (e.g., document lodgements and courts evidence)

What's resolved

- Selected and procured strategic platform technologies and commenced modernisation of high risk apps (e.g., QJAS and CLAIMS)

Where do we need to be

- Shared client and commonly used information is mastered and consistent across the department reducing data re-entry, redundancy and the prevalence of data storage siloes
- A consolidation of ICT capabilities across the department (e.g., case management systems)
- Integrations drive process and cross-boundary interoperability and automation
- Legacy business applications are replaced by contemporary, evergreen and re-usable platforms and systems that enable good practice and process optimisation
- Business applications allow for a customer centric view to be generated
- Initiatives leverage re-usable platforms that accelerate portfolio modernisation and interoperability



5.5 Process improvement and automation

Eliminating waste in all its forms; in particular, removing manual or inefficient processes, data entry, underutilised resources, duplication of effort, etc.

Requirements:

- Case information can be shared electronically within the department and with justice services participants
- Automatic notifications inform interested parties of key events and process transitions
- Repetitive processes are optimised and automated
- Systems are more responsive to change arising from legislative, political and social demands

Where we are

- Constraints in technology and capability contribute to lengthy development cycles
- Many processes require significant manual intervention and have incorporated manual off-system workarounds and processing costs
- Repetitive rules-based tasks exist across the department and ICT systems do not support the optimisation / automation of said tasks
- Divisions are focused on improving divisional workflows while cross-departmental processes lack focus
- The legacy system skills and expertise are becoming increasingly difficult to source
- Solutions have been designed to meet divisional business processes at the exclusion of end to end justice service delivery.

What's changing

- Direct integrations with legacy systems are being designed to accommodate external changes resulting in delivery cost and time improvements
- Business processes are being reviewed and streamlined prior to automation
- Direct integrations are being replaced using an API based integration platform
- Contemporary system architectures are being implemented to facilitate the newer operating model of the department

What's resolved

- Digital technology platforms (e.g., M365, D365 + Power Platform, Data and Analytics, ServiceNow) were sourced with embedded automation
- Microsoft SharePoint and Power Automate provide some ability for citizen developers to automate processes

Where do we need to be

- Service Delivery and Transformation Strategy guides a process improvement program by informing areas of greatest benefit
- System architecture allows for divisions to flexibly and proactively adapt to changes in legislation or business process needs
- Off-system workarounds and time-intensive manual processes are eliminated and substituted with more efficiency and / or automated processes wherever possible
- Rules-based tasks are automated through the use of flexible rules engines (with global and local rules management)
- Cross-divisional and external workflows are supported through an enterprise integration platform
- Legacy Line of Business systems are deprecated in favour of more contemporary, and evergreen solutions
- Citizen developer capabilities are controlled by policy instruments to mitigate inadvertent sub-optimisation of critical processes



5.6 Core infrastructure services

Acquisition of core infrastructure services that enable the modernisation of our business operations and service delivery model.

Requirements:

- Network performance is increased to support current and future data intensive applications
- Telecommunication services enable worker mobility both in the office and field
- End user devices enable workforce mobility and digital services objectives

Where we are

- Divisions have independently invested in diverse technology infrastructure over time which has resulted in a proliferation of sub-optimised and duplicated ICT capabilities
- Due to the sensitive nature of departmental information, a complex security governance framework needs to be implemented
- The department has a proliferation of technology and services vendors within each of the divisions
- Applications and databases still reside on premises, requiring a significant amounts of infrastructure and support resources.

What's changing

- Robust and commercially competitive relationships with telecommunication services providers drives quality and economic business services
- Department-wide governing instruments direct the procurement, development and operations of ICT capabilities and applications in a sustainable and strategic manner

What's resolved

- Strategic telecommunication services implemented (e.g., PSN, office Wi-Fi and mobile coverage)
- Nutanix has delivered cloud-like infrastructure to on-premise data centres
- Server performance issues are addressed through remediation or moved to other hosting solutions such as IaaS

Where do we need to be

- Cloud-first principle drives portfolio renewal procurements and accelerates cloud adoption, incl. on-premise to cloud migrations
- Migration of long term, less economically feasible on-premises workloads have migrated to the cloud
- Implemented information security framework that addresses divisional information security and privacy mandates
- Native cloud-based solutions, plus reliable anywhere network access, enable a mobile workforce
- Cloud-based evergreen solutions transition the operating model from heavy resource management to integrated subscription services management
- Network as a Service (cloud influenced technologies) will increasingly substitute fixed network capacity



5.7 Organisational capability

Establishing the organisational capabilities required to enable transformation, maintain operations, and sustain the target state

Requirements:

- Across the department, larger divisions support smaller business units in the establishment and utilisation of re-usable ICT capabilities
- Strategic partners provide capabilities required to deliver transformational programs
- The IT operating model is equipped to drive portfolio optimisation, manage the new ICT environment and adopt contemporary ICT service management
- Agile decision making and project delivery methods enable strategic change
- Enterprise strategy is enabled within the department's federated culture.

Where we are

- A federated culture and business operating model challenges enterprise strategy formulation and execution. Divisions largely operate independently when planning ICT solutions and their delivery
- An enterprise target business Service Model and Digital Transformation Strategy do not yet define nor guide business priorities
- The ICT service model is emerging as the department implements the updated ICT Target operating model
- ICT services are largely delivered in-house with limited use of on-demand services
- ICT capabilities (central and federated) are resourced to 'keep the lights on' rather than drive transformation and innovation

What's changing

- Portfolio-level practices (e.g., strategy formulation, investment management, enterprise architecture, enterprise risk) drive capability maturity and value optimisation
- Strategic partners are being considered and established to minimise procurement, contribute innovation and accelerate in-house capability and workforce maturation
- The ICT operating model is being defined to facilitate ICT Strategy formulation, execution and sustainable fit-for-purpose operations
- Our people are being trained in new technologies and ICT service delivery techniques
- Organisational change management assists to establish sustainable solution adoption (commencing with QJury and eCourts)

What's resolved

- Waterfall and Agile project delivery methods are applied judiciously to optimise the business value extracted from new and existing technologies
- Enterprise architecture is established and integrated with corporate governance
- Agile ways of working have been established for strategic initiative delivery

Where do we need to be

- A departmental Service Delivery and Transformation Strategy drives strategic investment, digital service adoption and desired customer experiences
- ICT governance ensures strategic outcomes and priorities are achieved on time and optimises business value (rather than cost)
- ICT Governance committees have been established and are maturing

