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Minister for Justice, Corrections and Rehabilitation
Minister for Small Business, Trade and Consumer Affairs
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10 JUN 2026

Julie Thompson
Committee Secretary - Estimates Committee B
Legislative Council Select Committee
By email: julie.thompson@parliament.tas.gov.au

Dear Ms Thompson

In response to the Chair's request of 1 June 2026 for further information resulting from the examination of the Estimates relating to the Attorney-General and Justice, Corrections and Rehabilitation portfolios, I provide the following information.

DIVISION 6 – DEPARTMENT OF JUSTICE

Overview

- 1. How many Acts that fall under the Department of Justice purview that have received royal assent but are yet to be proclaimed or fully proclaimed. Please provide a list of these acts. (RA)**

Introduction

This response relates to Acts that can commence on proclamation, if they are yet to be proclaimed or are not fully commenced. As noted below, this includes reasons such as implementation is under way, or further amendments are required.

The response does not include some legacy provisions that are not possible to commence, such as because they were to amend provisions that no longer exist or were otherwise subsequently amended.

Acts not yet proclaimed

Justice, Corrections and Rehabilitation

Commission for Children and Young People Act 2025

- To be proclaimed later this year when the appointment process for the new Commissioner for Children and Young People has concluded and the new appointee is able to start in the role.

Magistrates Court (Criminal and General Division) (Consequential Amendments) Act 2019, Magistrates Court (Criminal and General Division) Act 2019, Restraint Orders Act 2019

- Commencement of these Acts is related to the finalisation of development of Justice Connect, a whole-of-justice reform program designed to replace legacy systems with a

modern, digital platform, called Astria. This will enable the Criminal and General Division legislative framework to commence, bringing substantive legislative and operational reform. The Restraint Orders Act is included in this reform as the restraint order provisions are currently in the *Justices Act 1959*, which will be repealed when the other Acts commence.

Consumer Affairs

Residential Building (Home Warranty Insurance Amendments) Act 2023

- Commencement of the Act can only occur once an insurer is engaged. A tender process was undertaken in 2024, with no insurer appointed. The Government is considering its options to ensure appropriate consumer protection mechanisms are available for residential home builders in Tasmania and the Building Financial Assistance package continues, with cover consistent with the proposed parameters of the Home Warranty Insurance scheme.

Electricity Safety Act 2022

- After a significant regulations-making project, the regulations and Act are expected to commence 31 August 2026.

Second-hand Dealers and Pawnbrokers Amendment Act 2003 (and related Part 12 of the Justice and Related Legislation (Miscellaneous Amendments) Act 2006)

- The *Second-hand Dealers and Pawnbrokers Amendment Act 2003* included amendments to refine some existing provisions, and new provisions such as a new duty to verify proof of identity in addition to the existing obligation for documentary proof of identity to be provided, notifying prescribed transactions to police, and an offence to alter or remove serial numbers. Part 12 of the *Justice and Related Legislation (Miscellaneous Amendments) Act 2006* included related amendments. However, neither proceeded to commencement under the then Government.
- Earlier this year, the Department began a project to review any necessary changes to the *Second-hand Dealers and Pawnbrokers Act 1994* in relation to improving operation of the Act and has held consultations on targeted issues. This work may supersede these unproclaimed provisions.

Parts of Acts not yet proclaimed

Justice, Corrections and Rehabilitation

Justice and Related Legislation (Miscellaneous Amendments) Act 2024

- The Act has commenced other than Part 2 which amends the Coroners Act in relation to matters relating to inquests, including family violence matters.
- As discussed by the Leader of Government in the Legislative Council at the time of passage of the Bill, the provision to commence by proclamation was to ensure there was opportunity to consider the implementation of the amendments, including court processes and any resourcing impacts.
- In 2025, the Tasmania Law Reform Institute (TLRI) accepted a referral from the Tasmanian Government to undertake a comprehensive review of the *Coroners Act 1995*. The TLRI has released an Issues Paper to support public consultation, with responses due by 27 July 2026.

Sentencing Amendment (Phasing Out of Suspended Sentences) Act 2017

- The Act has commenced other than sections 8, 10 and 19 relating to phasing out of suspended sentences. The commencement provisions in the Act provide for a report from the Sentencing Advisory Council to be laid before the Houses, which the Council provided in November 2021. The tabling of this report means the Minister may at a later time lay before the Houses a notice of intention to commence sections 8, 10 and 19.

Legal Profession Act 2007

- Section 661(2) is unproclaimed and would rescind the *Rules of Practice 1994*. Subsequent to passage of the Act, amendments were made to the Rules of Practice 1994, rather than rescinding them to remake Rules. This provision will be proclaimed in future if there is a need to rescind the Rules.

Family Violence Act 2004

- Section 38 remains unproclaimed. Section 38 relates to prescribed persons informing a police officer of suspected family violence occurring. It was found during implementation of the Act and subsequent reviews that the volume of reports from the large group of people captured by s38 – including duplicative reports – would cause various challenges for the family violence system. This included concern that mandatory reporting could create a disincentive for victims to present for needed care and treatment. The section has therefore not been proclaimed to date.
- The Department of Justice *Strengthening Our Responses to Family Violence in Tasmania: Family Violence Act 2004 and Related Legislation Discussion Paper (November 2025)* noted this unproclaimed section. The Department of Justice is developing the first tranche of reforms following the community consultation period and continuing to consider consultation feedback on the paper.

Consumer Affairs

Retail Leases Act 2022

- Sections 2 and 88 have commenced, which continues the relevant Code of Practice for Retail Tenancies. Given issues with the Act identified as the Bill passed through the Parliament, significant further stakeholder engagement and policy work has been undertaken on this Act.

- 2. Please provide a comprehensive, table formatted breakdown of all consultancies for the 2025–2026 period, specifying for each:**
 - a. The amount paid to each consultancy**
 - b. The purpose of the consultancy**
 - c. Whether the consultancy is Tasmanian based or operating from another location (MW)**

Please refer to Attachment 1.

- 3. Is the Department of Justice currently responsible for any digital or ICT upgrade programs which are either in development or implementation across areas such as HR management, data, service delivery, and program management? In addition, please identify any such programs that were completed in 2025 or are ongoing from the 2025–2026 period. (MW)**

Please refer to Attachment 2.

- 4. Please provide the implementation plan for the Justice Connect project, including what has been spent in each year to date since commencement of the project, and what is budgeted to be spent in each year going forward, through to completion. Please also provide detail on what has caused delays to the project to date. (MW)**

Please refer to Attachments 3 and 4.

Output Group 1 - Administration of Justice
Output Group 1.1 - Supreme Court Services

1. Why is the northwest disproportionately effected in relation to population in the total numbers by case load. (CH)

At 25 May 2026:

- The split of Supreme Court criminal non-appeal **lodgements** by region was:

Location	No.	% of Total
Burnie	143	27%
Hobart	255	47%
Launceston	139	26%
TOTAL	537	

- The split of Supreme Court criminal non-appeal **pending matters** by region was:

Location	No.	% of Total
Burnie	207	24%
Hobart	443	51%
Launceston	220	25%
TOTAL	870	

- The split of Supreme Court criminal non-appeal **finalisations** by region was:

Location	No.	% of Total
Burnie	167	27%
Hobart	277	44%
Launceston	183	29%
TOTAL	627	

Output Group 1 - Administration of Justice

Output Group 1.4 - Tasmanian Civil and Administrative Tribunal

1. Can you provide an update on TASCAT's operations since the **Tasmanian Civil and Administrative Tribunal (Additional Jurisdictions) Act 2025** came into effect on 1 July 2025. What impact has the reform had on the organisation, and can you provide a comprehensive table, including the number of matters have been considered since the legislation came into effect (MG) [proposed Tabled Document]

Tasmanian Civil and Administrative Tribunal (Additional Jurisdictions) Act 2025

This Act was proclaimed on 1 July 2025. It conferred a range of jurisdictions upon the Tribunal including: the transfer of 64 review rights from the Magistrates Court under the jurisdiction of the *Magistrates Court (Administrative Appeals Division) Act 2001*, the amalgamation of the Property Agents Tribunal, the transfer of review rights of decisions of the Police Review Board under the *Police Services Act 2003* from the Supreme Court; and created two new review rights under the *Anti-Discrimination Act 1998* and the *Disability Rights, Inclusion and Safeguarding Act 2024*.

The Act restructured the Tribunal's Streams to create three new Streams (Administrative Stream, Occupational and Disciplinary Stream, Community Children and Families Stream). The Act also merged two existing Streams into other Streams of the Tribunal (Forestry Stream was moved into Resource and Planning Stream, Health Practitioners Stream was moved into Occupational and Disciplinary Stream).

The Act made a range of amendments to the *Tasmanian Civil and Administrative Tribunal Act 2020* (the TASCAT Act) which replicated provisions of the *Magistrates Court (Administrative Appeals Division) Act 2001* to enable policy continuity on the hearing and determination of proceedings.

Section 86A has been added to the TASCAT Act in relation to the Tribunal giving reasons. This section is part of transferring matters from the Administrative Appeals Division to TASCAT as well as providing a general provision in the TASCAT Act about giving reasons and how it may do that. It includes requirements for the contents of reasons and power for the Tribunal to provide reasons through the provision of transcripts or recordings of hearings.

Schedule 2, Part 8, Clause 9 of the TASCAT Act has been amended. Clauses 9(1), (2) and (3) have been removed from Part 8. This has removed the provisions related to the 90-day timeframe for matters in the Resource and Planning Stream. Detailed information about this amendment and how the Tribunal will manage proceedings in the Resource and Planning Scheme is provided in the information sheets of that Stream. The case management of matters in the General Division will be standardised as far as possible.

Lodgements

Under the savings and transitional provisions of the Act, the Tribunal was transferred 35 matters from the Magistrates Court and Property Agents Tribunal on 1 July 2025. As of 30 April 2026, 21 of those matters have been finalised by the Tribunal.

From 1 July 2025 until 30 April 2026, the Tribunal has received the following number of lodgements under the new jurisdictions conferred on the Tribunal.

Stream	Number of Lodgements	Number of Live Files at 30 April 2026
Administrative Stream	26	7
Community, Children and Families Stream	8	7
Occupational and Disciplinary Stream	44 (55)*	31 (for all proceeding types)

* The figure in brackets includes disciplinary proceedings under the Health Practitioners Tribunal Act/National Laws that existing with the Tribunal prior to 1 July 2025.

The following table shows the full breakdown of proceedings based on legislation.

<i>Health Practitioners Tribunal Act/National Law</i>	11	20%
<i>Local Government Act 1993 (Code of Conduct)</i>	13	23.5%
<i>Property Agents and Land Transactions Act 2016</i>	13	23.5%
<i>Occupational Licensing Act 2005</i>	9	16%
<i>Security and Investigations Agents Act 2002</i>	2	4%
<i>Teachers Registration Act 2000</i>	5	9%
<i>Conveyancing Act 2004</i>	1	2%
<i>Police Service Act 2003</i>	1	2%
TOTAL:	55	100%

Impact on Organisation

The number of lodgements of proceedings under the new jurisdictions conferred on 1 July 2025 is currently 75 as of 30 April 2026.

By way of comparative analysis, in the financial year 2024-25 the Magistrates Court received 14 matters under the Administrative Appeals Division. The Tribunal has received 65 matters under those same Acts as of 30 April 2026. The Tribunal anticipates, given the current trends, that these new jurisdictions may reach around 100 lodgements for the financial year. This is a number of lodgements comparable to the Resource and Planning Stream.

The additional powers conferred on the Tribunal by virtue of Section 86A have increased the efficiency of the Tribunal. The new provision empowers the Tribunal to issue a statement of reasons by means of transcription of oral reasons given in a hearing (Section 86A(7)) as long as those reasons comply with Section 86A(6) of the Act. The Tribunal has implemented new transcription software which allows for the transcription of oral reasons and has permitted the Tribunal to more efficiently issue its determinations under the new powers.

Output Group 2 - Legal Services
Output Group 2.1 - Crown Law

1. Provide number of FTEs across Office of the Solicitor-General, Office of the Crown Solicitor and the State Litigation Office from 2023 to 2026. It would be appreciated if the dates are consistent across the years for each agency. (MG)

Office Title	31-Mar-23		31-Mar-24		31-Mar-25		31-Mar-26	
	Head count	FTE	Head count	FTE	Head count	FTE	Head count	FTE
Crown Law Administration	3	3	5	5	6	5.1	8	5.85
Office of Crown Solicitor	33	33.34	36	33.59	37	33	39	35.14
Office of Solicitor General	29	28	7	7	5	5	7	7.00
Office of the State Litigator	0	0	23	21.69	22	21.54	27	26.40
TOTALS	65	61.34	71	67.28	70	64.64	81	74.39

*Please note that due to a typographical error the 31 March 2026 figure for the State Litigator was incorrectly stated as 25.4 during the Estimates Committee hearing on 1 June 2026. The correct figure of 26.4 is included in this table.

2. Please provide data for 2024-25 and 2025-26 to date on complaints regarding non-compliance with the Model Litigant Guidelines? (MW)

No complaints relating to the Model Litigant Guidelines were made for the 2024-25 and 2025-26 periods using the Department of Justice's Complaints Framework.

The State Litigator has received correspondence in which it is asserted that aspects of the conduct of matters were not consistent with the Model Litigant Guidelines. Often these concerns have, upon assessment, been misconceived or based on a misunderstanding of the operation of the Guidelines.

The Office ran a specific in-house continued legal education session on Model Litigant training in April this year. This is part of its continued legal education program and similar sessions will run on a regular basis, including with guest speakers. Former Justice Robert Benjamin and Michelle Benjamin ran a continued legal education session in November 2025 regarding trauma informed legal practice. It was tailored for the office, focussing on the civil litigation environment.

Output Group 3 - Corrections, Rehabilitation and Enforcement

Output Group 3.1 - Prison Services

1. Please provide an update on the current funding status and the data on enrolments and completions for all Family Violence Intervention Programs offered. (MW)

The Tasmania Prison Service (TPS) is funded to deliver family violence programs through two sources.

There is funding provided through the State Government to employ rehabilitation and reintegration staff members who deliver programs. There are currently 30 staff in six facility-based teams, who provide case management and programs to prisoners. These teams utilise the Risk-Need-Responsivity model to underpin the criminogenic practices delivered by the TPS.

As all the TPS programs facilitators deliver a broad range of programs and other interventions it is not possible to accurately say how much funding is dedicated to family violence intervention from this funding source. All TPS programs facilitators are skilled and trained to provide clinically evidence-based interventions for family violence offenders and this remains a focus area for the TPS.

Funding has also been received from the Commonwealth Government, with an initial grant of \$1.5 million from the Australian Government Department of Social Services under Innovative Perpetrator Responses, and a further boost of funding of \$1.86 million until 30 June 2028. This funding will allow for the employment of 6 FTE staff members to deliver the Innovative Perpetrator Response Program - *Respectful Men*.

The TPS's *Respectful Men* program is available to remandees held in custody for family violence offences and provides a targeted intervention to lay the foundation for addressing the underlying cause of offending.

Between 1 July 2025 - 31 March 2026 there have been the following enrolments and completions for family violence related programs:

- Respectful Men: Education for Safe Families
 - Enrolments: 17
 - Completed 13
- Violence Prevention Program
 - Enrolled: 8
 - Program still ongoing at the end of the reporting period.

A Family Violence Offender Intervention Program (FVOIP) is also about to commence in the minimum-security Ron Barwick Prison.

Output Group 5 - Justice Support Services
Output Group 5.3 - Office of the Public Guardian

1. **Provide information about complaints that might have been received about the Office of Public Guardian in the past year in relation to:**
 - a. **How many complaints were received?**
 - b. **What generally were complaints in relation to?**
 - c. **How many were resolved and concluded?**
 - d. **How many remain outstanding? (RA)**

The Public Guardian is an independent statutory officer established under the *Guardianship and Administration Act 1995* (the Act). The Act requires the Public Guardian to:

establish procedures for the handling of complaints that are applicable in circumstances where the Public Guardian is appointed as a guardian for a represented person (s.70(a))

For the period 1 July 2025 – 1 June 2026:

- a. 32 complaints were received. These related to 10 complainants. Only 2 complainants were represented persons under the Act, with the remaining 8 consisting of family members and/or external interested parties.
- b. Consistent with Section 70(1)(a) of the Act, the complaints were generally related to areas of decision making (support services, access/contact arrangements, and access to information about a represented person).
- c. As at 1 June 2026, all of these complaints are considered resolved.
- d. As at 1 June 2026, no complaints remain outstanding.

Yours sincerely,



Hon Guy Barnett MP
Deputy Premier
Attorney-General
Minister for Justice, Corrections and Rehabilitation
Minister for Small Business, Trade and Consumer Affairs
Minister for Environment and Climate Change

Attachments:

1. Response to Question 2 – Overview – Breakdown of Consultancies
2. Response to Question 3 – Overview – Justice ICT Projects and Programs
3. Response to Question 4 – Overview – Astria Implementation Plan
4. Response to Question 4 – Overview – Justice Connect Finances.

Estimates Committee B – Legislative Council Select Committee 2026 – Questions on Notice

DIVISION 6 – Department of Justice - Overview

2. Please provide a comprehensive, table formatted breakdown of all consultancies for the 2025-26 period, specifying for each:
- the amount paid to each consultancy
 - the purpose of the consultancy
 - whether the consultancy is Tasmanian based or operating from another location (MW)

Table 1. Building and construction related consultant costs paid by the Department between 1 July 2025 and 31 March 2026

Output	Project	Consultancy	\$	Tasmanian
Corporate Services	State Litigation Office Relocation	BPSM	59,343	Yes
	Community Corrections Launceston	Cumulus Studio	10,290	Yes
	Swale Drain / Carpark	JMG	32,736	Yes
	RPC HVAC	JMG	10,700	Yes
	Cambridge Park Relocation	Philp Lighton Architects	267,970	Yes
	Interim Maintenance	Security Consulting Group	18,916	No
	Community Corrections Burnie	Xsquared Architects	67,896	Yes
Corporate Services (Major Projects)	Correa Unit	JBS&G	40,691	No
	Burnie Court	Matrix Management	104,006	Yes
	New Risdon Kitchen	Matrix Management	21,600	Yes
	Burnie Court	Pitt and Sherry	33,930	Yes
	New Risdon Kitchen	Pitt and Sherry	10,120	Yes
	Electronic Security Upgrade	Security Consulting Group	279,717	No
	New Risdon Kitchen	Security Consulting Group	13,547	No
	LRP ESS Upgrade	Security Consulting Group	15,200	No
	Burnie Court	Xsquared Architects	1,715,426	Yes
	New Risdon Kitchen	Xsquared Architects	133,615	Yes
	Correa Unit	Xsquared Architects	240,806	Yes
	Electronic Security Upgrade	Xsquared Architects	19,405	Yes
			3,095,913	

Table 2. Goods and services related consultant costs paid by the Department between 1 July 2025 and 31 March 2026, excluding those paid by independent offices

Output	Project	Consultancy	\$	Tasmanian
Consumer, Building and Occupational Services	CBOS Organisational Development	Cathkin Co	21,580	Yes
	CBOS Organisational Development	Resolve Solutions	25,855	Yes
	Financial Assistance Package Building Inspections	Sedgwick Australia Finance	16,695	No
Commission for Children and Youth People	Business Analysis	2PM Services	70,272	Yes
Community Corrections	Facilitation Services	Positive Interaction	12,501	Yes
Corporate Support	Business Analysis	2PM Services	83,387	Yes
	PlanBuild – Project Manager	2PM Services	23,800	Yes
	PlanBuild – Systems Transition Manager	2PM Services	125,627	Yes
	Investigation Services	Edge Legal; Finding Facts and Solutions; KordaMentha Paula Sutherland and Associates	58,592 19,850 179,660 26,680	Yes Yes No Yes
	Ergonomic Assessments (multiple projects)	Elevate OT Services and Tasmanian Ergonomic Collaborative	23,988	Yes
	ED16 (Tatarka) Review	Foley's List	56,395	No
	Actuarial Review of Redress and Civil Claims Liability	GM Actuaries	51,035	Yes
	ICT Cloud Infrastructure	Intuit Technologies	26,093	Yes
	Third Party Review of Backlogs in the Tasmanian Court System 2026	Lloyd Babb SC	47,015	No
	Interagency Collaboration Regarding High-Risk Violent Extremists Project	Praxis Advisory	22,250	No
	Halo System Implementation	Process Panda	77,581	No
	Burnie Court – Business Analysis	The Project Lab	103,952	Yes

ATTACHMENT 1

Output	Project	Consultancy	\$	Tasmanian
	Review of Workplace Behaviour Policies	The Project Lab	34,843	Yes
Crown Law	Project Management – Visualfiles	2PM Services	44,850	Yes
Justice Connect	Business analysis services	GMC Advisors	40,480	Yes
	Enterprise Architect	Ignite Project Services	191,238	Yes
	Project oversight and quality assurance services	Quill Australia	44,776	Yes
Justice Support Services	Business Analysis Services – RWVP	2PM Services	38,173	Yes
Office of the Anti-Discrimination Commissioner	Recruitment of Anti-Discrimination Commissioner	Orchard Talent Group	26,667	Yes
Supreme Court	Review of Site Security	Alexander James Consulting	13,300	Yes
	ICT Review	Laconic Partners	38,900	Yes
Tasmanian Electoral Commission	Funding and Disclosure development	Kiryn Taylor	83,869	No
	TEC Strategic Planning	You Who Group	15,600	No
Tasmanian Planning Commission	North West Transmission Line Assessment	Barker Ecosystem Services	30,780	No
	Wind Farm Assessment	Entura Marshall Day Acoustics	26,611 13,031	Yes No
Tasmania Prison Service	TPS Strategic Planning	Amovita Consulting	23,000	No
	Review of Innovative Perpetrator Program	ARTD Consultants	27,001	No
	Clinical and Reintegration Support	Catherine Garrington	14,867	No
	Current State Intelligence Review	Intelability	25,000	No
	Review Inmate Intake and Reintegration Services	Melanie Thomas	29,468	No
WorkSafe Tasmania	Drill and Blast Assessment	Blast management International	11,800	No
			1,847,062	

Table 3. Consultants engaged for the Office of the Implementation Monitor (OIM), between 1 July 2025 and 31 March 2026

Organisation	Project	Consultancy	\$	Tasmanian
Office of the Implementation Monitor	Methodology and Evaluation Framework	First Person Consulting	69,465	No
	Legal Advice	Corrs Chambers Westgarth	11,315	No
			80,780	

Table 4. Consultants engaged for the Office of the Independent Regulator (OIR), either by the Department as part of the setup of the Office, or the Office itself, between 1 July 2025 and 31 March 2026

Organisation	Project	Consultancy	\$	Tasmanian
Office of the Independent Regulator	Legal Advice	Corrs Chambers Westgarth	28,753	No
			28,753	

Table 5. Consultants engaged on behalf of the Sentencing Advisory Council between 1 July 2025 and 31 March 2026

Organisation	Project	Consultancy	\$	Tasmanian
Sentencing Advisory Council	Third Edition of Sentencing in Tasmania	University of Tasmania	20,000	Yes
			20,000	

Table 6. Legal services and independent medical and other related advice costs incurred by the Department between 1 July 2025 and 31 March 2026, excluding those incurred by independent offices

Output	Project	Provider	\$	Tasmanian
CBOS	EGCOL IT solution	Clayton Utz	28,560	No
Corporate Services	Justice Connect	Minter Ellison	54,487	No
	ReadyCase IT solution Upgrade	HWL Ebsworth Lawyers	32,765	Yes
Crown Law	AIC related legal matters	Catherine Scott	74,000	Yes
	AIC related legal matters	CN Dockray SC	38,044	Yes
	AIC related legal matters	Dobson Mitchell & Allport	117,021	Yes
	AIC related medical matters	Dr James Jewell	16,150	No

ATTACHMENT 1

Output	Project	Provider	\$	Tasmanian
	AIC related medical matters	Dr Victor Lau	18,350	No
	AIC related legal matters	HWL Ebsworth Lawyers	844,914	Yes
	AIC related matters	Naomi Bryant	11,125	Yes
	AIC related legal matters	Ogilvie Jennings	58,635	Yes
	AIC related legal matters	Page Seager	354,024	Yes
	AIC related medical matters	Red Health Independent Medical Assessments	13,556	No
	AIC related medical matters	Ross Blandford Vocational Consulting	10,278	No
	AIC related matters	Technical Assessing Holdings	14,461	No
	Salmon Farming	Ashurst Australia	35,725	No
	Development of construction documentation	Phillip Greenham Lawyer	21,082	Yes
Justice Support Services	RWVP IT solution	Clayton Utz	84,935	No
Tasmanian Electoral Commission	TEC legal matter	Paul Turner	23,525	Yes
Tasmanian Planning Commission	Stadium Due Diligence	Andrew B Walker	40,400	Yes
	Stadium Due Diligence	Michael O'Farrell SC	11,700	Yes
			1,903,737	

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Division 6 – Department of Justice - Overview

3. Is the Department of Justice currently responsible for any digital or ICT upgrade programs which are either in development or implementation across areas such as HR management, data, service delivery, and program management? In addition, please identify any such programs that were completed in 2025 or are ongoing from the 2025–2026 period. (MW)

Project/Initiative Name	Category	Status	Phase	Comments
WorkSafe Tasmania Accreditation and Licensing systems replacement	Service delivery	Active	Planning	
Victims Support Case Management System	Service delivery	Active	Planning	
Digital Communications Transformation Project	Service delivery	Active	Planning	
PolyClariti (Polycom) replacement/upgrade	Service delivery	Active	Planning	
TASCAT Guardianship case management system upgrade	Service delivery	Active	Implementation	Significant Program
Case Management system upgrade program	Service delivery	Active	Planning	
Coroners Court case management system project	Service delivery	Active	Planning	Significant Program
Electrical and Gas Online Certificate system	Service delivery	Active	Planning	
In-Cell Digital Technology (TPS)	Service delivery	Active	Planning	Significant Program
Crown Law Practice Management system replacement	Service delivery	Active	Implementation	
Supreme Court Transcription systems replacement	Service delivery	Active	Implementation	
Justices of the Peace Management system	Service delivery	Active	Planning	
Registration to Work with Vulnerable People system replacement (RWVVP-E)	Service delivery	Active	Implementation	Significant Program
PlanBuild system	Service delivery	Active	Implementation	Significant Program
Compliance and Dispute Resolution system	Service delivery	Active	Implementation	

ATTACHMENT 2

Information Security Strategic program	Program management	Active	Planning	Significant Program
Courts AV Equipment upgrade	Service delivery	Completed	Closed	
Births, Deaths and Marriages Digitisation	Service delivery	Completed	Closed	
Magistrates Court court recording upgrade	Service delivery	Completed	Closed	
Crown Law Practice Management system upgrade	Service delivery	Completed	Closed	Significant Program
New Burnie Court Complex ICT Infrastructure	Service delivery	Active	Planning	
Web services platform upgrade	Service delivery	Completed	Closed	
Operations Infrastructure program of work	Program management	Active	Ongoing	
TRx Pilot – Supreme Court	Service delivery	Complete	Closed	
Justice Connect – Release 3 (Austria)	Service delivery	Active	Implementation	Significant Program

Estimates Committee B – Legislative Council Select Committee 2026 - Questions on Notice

Division 6 – Department of Justice - Overview

- 4. Please provide the implementation plan for the Justice Connect project, including what has been spent in each year to date since commencement of the project, and what is budgeted to be spent in each year going forward, through to completion. Please also provide detail on what has caused delays to the project to date. (MW)**

Justice Connect Draft Implementation Plan Summary

Introduction

Purpose of the Program Plan

This Revised Program Management Plan (PMP) establishes the general framework of how the remaining implementation activities will be governed and executed. The PMP identifies the planned costs, key milestones, program methodology, and governance for execution of the recommencement of the Justice Connect Program Implementation Phase.

This document is primarily to govern the recommencement of Release 3 of the Program, following completion of the ECMS Scoping Phase and execution of a contract deed of variation. While Releases 2.1 and 2.2 are included for resource planning and budget, these Releases will continue to be managed and executed using the original program plan (DOC/19/64888).

The PMP will be used by the Project Manager and the Justice Connect Steering Committee to ensure the delivery of Program outputs and the realisation of Program outcomes, as well as a baseline to monitor progress and costs for the Program.

This will be a living document, reviewed and amended to meet changing conditions or objectives during the Program's life cycle.

Executive Summary

The Justice Connect Program ("the Program") is a major digital transformation project being undertaken by the Tasmanian Department of Justice (DOJ) to modernise criminal justice systems, processes, and transference of information. The Program delivers the Astria System, a contemporary, integrated matter management solution that replaces outdated legacy systems and establishes a digital, optimised environment that is modern, unified, integrated, accessible, and secure.

The Program has already made significant progress in delivering key Releases for the State. Earlier Releases include live solutions for Tasmanian Prison Service (2025), Community Corrections (2025), and the Supreme Court's Jury system (2022). The remaining scope will include key deliverables for Tasmania's Magistrates Court, Police Prosecution, Office of the Director of Public Prosecution (ODPP), Parole Board, and the Eligible Persons Register.

The Magistrates Court will adopt the "ECMS solution" provided by the vendor. Scope for this includes addressing any discrepancies to meet Tasmanian legislative requirements. Functionality introduced after scope agreement or that is not driven by legislation is out of scope and tracked as potential future enhancements.

Implementation of this plan will be executed through a structured four-stage approach over the course of 24 months. Each stage will include independent key deliverables and cost. Each stage will include key decision points regarding acceptance of completed work, approval to proceed with remaining work, as well as strategies for funding, resourcing, and risk reduction. Program budget and provisions extend to 2028–29 to accommodate post-Go-Live support, risks, dependencies scope additions (including Supreme Court re-entry).

The overall vendor delivery costs for the remaining identified implementation work associated with Release 3 is capped at \$8.0M under revised contract agreements. There are contingency funds planned for change requests and contractors, if necessary. Total Program funding is provided in Appendix A and includes cost considerations for vendor, internal staff, contingencies, and projections in the event of Supreme Court re-entry. Ongoing operational support following program completion is funded separately through a support agreement managed by DOJ Enterprise Systems Support (ESS).

The Supreme Court is considered within the broader scope of the Program, however, it is not included in the current delivery scope. Any inclusion of Supreme Court functionality will be subject to a future decision, and will require dedicated scoping, funding, and resource approval. Re-entry would require a rigorous scoping phase to establish fully developed scope, schedule, budget, and resource planning. This Program Plan includes provisional planning assumptions to support future decision-making regarding budgeting and resources should the Supreme Court elect to re-enter the Program.

Delivery of the remaining work is a shared responsibility across all stakeholders. It is subject to key risks and dependencies, including funding & staffing approvals, active participation of business outputs, alignment with legislation, inter-agency coordination, & factors pertaining to external partners, such as CAPIM. These risks will be monitored and managed in DevOps using procedures outlined in this plan.

Initiation

In 2016 the Government commissioned two external reviews to examine issues with the delivery of key justice services. Program planning commenced during 2017/18 with the development of a SIIRP, which was approved by Treasury in February 2018. The program was mobilised from March 2018 to undertake current state analysis and develop the procurement strategy and timeline. From these reviews and recommendations, the Astria concept (a contemporary end-to-end Justice System) was conceived, and the Justice Connect Program was established.

The Justice Connect Program will address shortcomings with existing systems, processes and data supporting the criminal and correctional jurisdictions managed

by the Department of Justice. It will replace outdated technologies with a contemporary architecture that is modern, integrated, secure, and efficient.

The Astria solution will enact the new *Magistrates Court (Criminal and General Division) Act 2019*, which contains a number of changes from the Act it replaces (the *Justices Act 1959*). This includes significant changes to processes, procedures and regulations.

Background

Procurement

The program undertook due diligence with other jurisdictions to understand the current state of jurisdictional solutions and any change plans in place to replace or modernise their current systems.

A Request for Tender (RFT) was released on 14 September 2019 to seek a solution made up of one end-to-end solution or multiple integrated partial solutions.

Following a comprehensive evaluation process, a Vendor-led consortium was announced as the Department's preferred vendor in June 2020.

Implementation

The Implementation Phase commenced in April 2021 with the initial focus on the delivery of a new criminal justice system.

The Jury Management system went live in November 2022 and members of the public have been interacting with that system since March 2023.

The Corrections component of Astria (Release 2) successfully went live in April 2025 to support the Tasmania Prison Service and Community Corrections.

The Courts and Prosecutions components of Astria (Release 3) experienced delays due to multiple factors. In late 2023, the Courts and Prosecutions stream (Release 3) implementation was put on hold.

To address the time delays, the Program Steering Committee at the time approved the adoption and modification of the Courts Administration Authority of South Australia (CAA) system called ECMS (Electronic Courts Management System) in February 2024. At this time the Supreme Court withdrew from the program.

In April 2024, a Scoping Phase was initiated for the ECMS system. The Scoping Phase concluded in October 2025, resulting in a revised Implementation Plan, Sprint Plan, and cost to complete the Program.

- As of March 2026, the current delivery schedule does not include Supreme Court implementation activities. However, for the purposes of this Program plan, provisional scope, schedule resourcing, and cost estimates, the

Supreme Court has been included in order to inform budget and planning decisions. Re-entry to the Program is pending a formal decision.

- The Parole Board module is planned to go live in 2026.
- The Victim Support Services module is planned to go live in 2027.

Objectives, Outcomes and Outputs

Program Vision

The Program vision statement was formulated by the Program Team in conjunction with the Justice Connect team's Agency Executive:

Justice Connect will implement the “Astria” system, which will transform operation of the justice system for all Tasmanians. Slow, outdated and inaccurate systems and processes will be things of the past. Astria will be efficient, reliable and accurate to support a fair, just, and safe Tasmania.

Objectives

The overall objective of the remaining Implementation Phase is to deliver a production-ready Astria solution for the Parole Board, Eligible Persons Register, Magistrates Court, ODPP and Police Prosecutions to support Tasmanian criminal justice.

The following high-level objectives are a guide for how the scope for the Program is to be delivered:

- **A modern and contemporary court and prosecution capability that is future-ready**
 - Manual and duplicated effort is minimised through new processes that span across functional silos, improving efficiency and service quality.
 - Digital transformation of current paper-based practices will improve efficiency, accuracy and availability of information.
 - Court orders and prisoner sentencing information is clear, correct, consistent and trusted between all users of this information.
 - Bail information is correct and consistent between all parties that use this information.
 - The Astria system will become the one trusted source of truth.
- **Streamlined end-to-end throughcare of defendants, offenders and victims**
 - Throughcare of offenders and victims is streamlined and optimised through enabling digitisation of processes, information, and intelligent automation.

- 360-degree integrated view of offenders and their journey through the justice system.
- Prisoners are released at the right time.
- Information to assist in the care of prisoners and their re-integration to society is automatically distributed to relevant parties in a timely manner.
- Information supporting victims of crime is timely and correct.
- Key person dependencies and human error are reduced.
- **Improved access to justice through timely and accurate information available for all stakeholders.**
 - All users of the Tasmanian Justice System have access to secure, timely, trustworthy and helpful information.
 - Access is simple, online, user-centric and intuitive.
- **Public and user-centric digital experience**
 - Systems are designed for useability and with the 'user experience' in mind.
 - Access to and display of information is relevant and tailored to the profile of the user to facilitate a meaningful engagement experience.
 - Public will have improved ability to engage within the justice system through in-person and online channels.
 - Systems have accessibility features to include support for a diverse range of cultural and demographic needs.
- **Reusable platform approach**
 - The platform can be leveraged and scaled for future inclusion of the wider justice community, supporting the court's civil justice function, the tribunal initiative and other future case management, reporting, analytics and integration requirements.
 - Business continuity risks are reduced through a well architected system and operating environment.

Outcomes

Outcomes indicate whether the Program has met its objectives and are, therefore, a measure of the success of a project. The Program outcomes have been defined as:

Label	Outcome
Customer experience	Timely access to justice services for participants improves victim and offender support
Easy to use	All system participants can easily access, update and exchange information
Information access	Participants can easily access information when and where it is needed

Makes work better	The solution will strengthen cooperation, teamwork, time to think, meaningful work, and staff motivation.
Process improvement	Simpler, more efficient workflows deliver improved accuracy and the flexibility to adapt to change.
Quality data	Enforced standards of quality and trust for management of information.
Source of truth	A central, shared and secure data store that is a trusted source of truth.

Outputs

Outputs are the tangible deliverables created during the life of the Program and handed over to the Program Business Owners. The primary output of the Program is the Astria system, which will replace complex, outdated, manual, inward-looking, and non-integrated legacy systems, as well as paper-based business processes, with modern, integrated, fit-for-purpose modular systems utilising the Elite and eSeries platforms.

The table below illustrates the remaining deliverables and the systems they are replacing.

Release	Module	Functional Area	Current System	New System	Purpose
2.1	Elite Offender Management system	Parole Board	Manual	Elite	Support the Parole Board Secretary and team in management of parole application process, scheduling Parole Board meetings, and recording outcomes.
2.2	Victims Register	Justice Support Services	JOIST	Elite	Support the Eligible Persons Register team within Justice Support Services (Victims Support Services).
3	ECMS	Magistrates Court	CRIMES	eCourt	Supports the Courts and Prosecutions functions, as well as integration with the Elite Offender Management component of Astria. Elite will require configuration and development updates to accommodate the integration. A structured
	eProsecutor	ODPP	Visual Files	eProsecutor	
	eProsecutor	Police Prosecution (DPFEM)	PROS	eProsecutor	
	Astria Integration	Magistrates Court, ODPP, Police Prosecution, Community Corrections, TPS			

Release	Module	Functional Area	Current System	New System	Purpose
	External Interfaces	Astria to external systems			Sprint Plan will execute the implementation of the revised scope.

Constraints

Project constraints define a project's limitations. The Program faces the constraints listed below. The impact of each constraint on the Program, mitigations already in place, and existing risks being managed in relation to these constraints, are also shown.

Category	Description	Impact	Mitigations
Resources	Court & Prosecutions operations must continue without disruption during Program delivery. This limits the availability of Magistrates, clerks, administrators, and other operational staff to support project activities - such as providing requirements, resolving issues, validating and accepting new functionality, and making decisions.	High	<ul style="list-style-type: none"> • Program utilises Program resources and Court knowledge, where possible, to reduce dependence on operational staff. • Magistrate's Court resource has been funded by Program to mitigate Output resource limitations • Project activities are scheduled to minimise disruption to Court operations <p>Related Risks Risk 46757</p>
Resources	Program must be delivered within government funding allocations approved through appropriate budget processes.	High	<ul style="list-style-type: none"> • Program to employ staff and reduce utilisation of contractors to reduce cost. • Program will be implemented through a staged approach that is designed to optimise internal resourcing and manage expenditure. <p>Related Risks: Risk 46756</p>
Resources	Program must be delivered within approved staffing allocation.	High	<ul style="list-style-type: none"> • Program plan defines the resources required to deliver the Program as planned • The Department will support appropriate approvals to support recruitment of staff and contractors, as required for delivery

Category	Description	Impact	Mitigations
Resources	Vendor resource capacity is allocated based on delivery timeframes defined in the contract.	Medium	<ul style="list-style-type: none"> • Program schedule and effort will be well developed through collaboration with the vendor in the Scoping Phase and monitored throughout the project • This will be measured against terms once a signed contract is executed <p>Related risks & issues: Risk 46786 Issue 43222</p>
Schedule	Delivery of interfaces and data migration between Courts, Prosecution, and DPFEM (CAPIM) requires closely aligned Go-Live dates within limited windows due to training requirements, interdependent access to data, and temporary manual processes to support transition.	High	<ul style="list-style-type: none"> • DPFEM has employed a vendor to develop CAPIM data model. • Program schedule developed with acceptance of CAPIM dependency. <p>Related risks: Risk 10261 Risk 11939 Risk 30738 Risk 30329</p>
Schedule	Delivery of interfaces with third-party systems is limited by access to external partner environments (auxiliary & live), access windows, required updates to live systems, product releases, and deployment scheduling.	High	<ul style="list-style-type: none"> • Early engagement and coordinated planning with partner agencies • Auxiliary environment planning to reduce reliance on live external systems • Escalation through Program governance
Schedule	Delivery of integrations depends on ongoing operational use of Elite, including production support, release management, and implementation of new data and functionality.	High	<ul style="list-style-type: none"> • Coordinate with ESS on management of production environments • Structured implementation plan for upgrades to support integration
Scope	Following the February 2024 strategic decision to adopt ECMS, the Supreme Court withdrew from the Program. Court scoping and validation activities will be limited to the Magistrates Court and Prosecutions scoping and validation activities will be limited without Supreme Court integration.	High	<ul style="list-style-type: none"> • Planning was on the basis that Supreme Court is not currently participating in the Program. • Any future re-entry would require separate consideration of scope, schedule, funding, and contractual impacts. • Any future change will be managed through the change control process

Category	Description	Impact	Mitigations
Scope	Any future legislative changes are explicitly excluded from the current Program scope.	Medium	<ul style="list-style-type: none"> Any new legislative requirements will be managed through the change control process. <p>Related Risks Risk 46755</p>
Scope	The <i>Magistrates Court (Criminal and General Division) Rules 2025</i> are currently in draft and not expected to be finalised until mid-2027. The Program will therefore proceed with implementation while the Rules are still being finalised.	Low	<ul style="list-style-type: none"> Legislation & Regulation Sub-Committee actively maintain a register of refined rules and required legislation changes or refinements. Changes in implementation required to address downstream Rule changes will be managed through the change control process. <p>Related risk: Risk 39040</p>
Scope	The scope, schedule, and costing are based on work items produced during the Scoping Phase, such as User Stories and Discrepancies.	Medium	<ul style="list-style-type: none"> Changes from original scope will be managed through the change control process.
Scope	Maintaining the principle of judicial independence limits the extent to which Judges and Magistrates can be required to adopt systems and processes beyond legislative requirements.	Medium	<ul style="list-style-type: none"> Early and ongoing engagement with Courts to align system design with business processes Engagement with key Court stakeholders authorised to represent the Courts throughout the design, implementation, and testing of the system
Governance	Decisions on adoption of new processes, policies, and support is dependent on coordination and agreement from multiple agencies (Justice and DPFEM).	Low	<ul style="list-style-type: none"> Formal Program governance forums provide inter-agency decision-making

Dependencies

Dependencies are conditions that exist outside of the Program's direct control that are required for delivery. Dependencies are monitored and managed throughout the Program through governance, inter-agency coordination, and defined Program risk management.

Category	Description	Impact	Mitigations
Resources	System design, validation, testing, and acceptance activities depend on participation from key Court, Prosecution, and Corrections stakeholders - such as SMEs, PMs, Product Owners, and users - with appropriate authority and knowledge of business processes.	High	<ul style="list-style-type: none"> Engagement with Courts and Prosecution stakeholders is planned throughout the Program.
Resources	Successful Go-Live and system adoption depend on Courts, Prosecutions, and Corrections active participation in preparation, training, documentation, stakeholder engagement, and other planning activities.	High	<ul style="list-style-type: none"> Engagement with Courts and Prosecutions stakeholders is planned throughout the Program to support readiness and adoption activities.
Schedule	Delivery of Astria depends on the CAPIM system being implemented by DPFEM in time to support data integration and common person identifier development to reconcile across Police Prosecution in eProsecutor and Police data in the Atlas system.	High	<ul style="list-style-type: none"> Program schedule developed in coordination with DPFEM. Inter-agency governance forums, such as steering committees, provide oversight of integration planning and delivery.
Schedule	Astria and CAPIM implementation depends on closely aligned Go-Live dates due to inter-agency data models, training requirements, access to exchanged data, temporary manual processes during system transition, and operational readiness of each agency.	High	<ul style="list-style-type: none"> Integrations are coordinated across agencies to align architecture, deployment, training schedules, and Go-Live readiness.
Schedule	Delivery of integration between eCourt and Tasmania Police systems is dependent on the on-time transition of the existing FVMS system to the Atlas system.	Medium	<ul style="list-style-type: none"> Ongoing engagement with Project Unify to align timelines and define requirements for integration of FMVS information Establish interim processes with Project Unify in the event of delivery delays
Schedule	Astria integration delivery depends on timely completion of data commonisation initiative, including standardisation of offence codes across systems.	High	<ul style="list-style-type: none"> Ongoing engagement with IAS to support initiative and align timelines Iterative validation of offence codes

Category	Description	Impact	Mitigations
Schedule	Data migration and integration depend on receiving vendor confirmed alignment with the process described in the Data Migration Plan and the approach and level of engagement from stakeholders noted under Assumptions in this plan.	High	<ul style="list-style-type: none"> • Early engagement with vendor regarding data migration process • Early visibility of target system staging tables and integration requirements & rules • Project management to ensure stakeholder engagement
Schedule	Data migration and integration depend on timely definition, agreement, system integrity, and validation of business and technical requirements to ensure alignment of exchanged data between systems.	High	<ul style="list-style-type: none"> • Early engagement with data exchange partners • Define data owners for each system • Commonised data mapping and structuring activities
Schedule	Data migration and integration depend on establishing a complete data structure in eProsecutor and eCourt to support specification and development.	High	<ul style="list-style-type: none"> • Execution of the Sprint Plans within the scheduled timeframes • Early visibility of staging tables • Early development of requirements user stories and specifications
Schedule	Implementation of the new system depends on the <i>Magistrates Court (Criminal and General Division) Act 2019</i> and the <i>Magistrates Court (Criminal and General Division) Rules 2025</i> being finalised on schedule as at mid-2027 and ready for proclamation at the time of Go-Live.	High	<ul style="list-style-type: none"> • Changes in implementation required to address downstream Rule changes will be managed through the change control process. • Changes and refinements in Rules required to address downstream implementation changes will be maintained and managed through the Justice Connect Legislation & Regulation Sub-Committee action register & governance.
Scope	Implementation of Astria depends on vendor delivery of required environments, configuration, integrations, and other supporting implementation activities that are contractually agreed.	High	<ul style="list-style-type: none"> • Vendor role is well defined in contract. • Vendor delivery is monitored through ongoing engagement and Program governance

Relevant Government Policy, Legislation & Rules

Relevant laws that are current – These laws will be replaced once the *C&G Act* is proclaimed:

- *Justices Act 1959*
- *Justices Rules 2003*
- *Justices (Restraint Order) Rules 2023*

- *Justices (Review) Rules 2004*
- *Justices Regulations 2023*
- *Justices Order 2004*

Relevant laws that are new – either not made yet or not “commenced” that will accompany the C&G Act:

- *Magistrates Court (Criminal and General Division) Act 2019*
- *Magistrates Court (Criminal and General Division) Rules*
- *Restraint Orders Act 2019*
- *Restraint Order Rules*
- *Supreme Court (Review) Rules*
- *Magistrates Court (Fees) Regulations*
- *Magistrates Court (Restraint Order Fees) Regulations*
- *Director of Consumer Affairs and Fair Trading (Limitation Periods) Order*
- *Magistrates Court (Criminal and General Division)(Related Amendments) Act*
- *Magistrates Court (Criminal and General Division)(Consequential Amendments Act (No 1) 2019*
- *Magistrates Court (Criminal and General Division)(Consequential Amendments Act (No 2)*

Relevant laws that are there now and will still apply once the C&G Act comes in:

- *Jury Act 1899 – this one is repealed (it's not law any more)*
- *Court Security Act 2017*
- *Magistrates Court Act 1987*
- *Bail Act 1994*
- *Bail Regulations 2024*
- *Magistrates Court (Children's Division) Act 1998*
- *Magistrates Court (Children's Division) Rules 2012*
- *Corrections Act 1997*
- *Sentencing Act 1997*
- *Youth Justice Act 1997*
- *Criminal Code Act 1924*
- *Family Violence Act 2004*
- *Evidence Act 2001*
- *Evidence (Children and Special Witnesses) Act 2001*
- *Evidence (Audio and Audio Visual Links) Act 1999*
- *Domestic Violence Orders (National Recognition) Act 2016*
- *Police Offences Act 1935*
- *Records of Offences (Access) Act 1981*
- *Electronic Transactions Act 2000*
- *Community Protection (Offender Reporting) Act 2005*
- *Vehicle and Traffic Act 1999*

- *Road Safety (Alcohol and Drugs) Act 1970*
- *Dog Control Act 2000*
- *Firearms Act 1996*
- *Monetary Penalties Enforcement Act 2005*
- *Interstate Transfer (Community-based Sentences) Act 2009*
- *Victims of Crime Compensation Act 1994*
- *Forensic Procedures Act 2000*
- *Listening Devices Act 1991*

Related Projects & Programs (CAPIM)

The CAPIM project is being delivered by the Department of Police, Fire and Emergency Management (DPFEM) and will replace existing data exchange processes currently managed through the CRIMES system. It will provide the integration layer and data model required to exchange information between Tasmania Police (Atlas) and the Astria system.

Delivery of CAPIM is planned in two phases. The first phase will establish the CAPIM platform and integrate it with Tasmania Police (Atlas). The second phase will implement the interface to exchange information bi-directionally with Astria.

The delivery of CAPIM interfaces is a critical dependency for the Justice Connect Program, as the exchange of incident reporting information between police and justice systems must be operational prior to Go-Live of the eCourt and eProsecutor modules.

The Justice Connect Program will work closely with DPFEM to coordinate architecture, interface specifications, data models, testing, and Go-Live sequencing to ensure both programs remain aligned.

Program Delivery Methodology

The Justice Connect Program uses a hybrid agile approach, blending a waterfall planning phase with agile execution methodologies. This approach provides the Department with a constant review and feedback loop as the Program progresses, plus the delivery of testable Astria releases that represent larger development cycles.

Agile is a project management philosophy, used especially for software development, which focuses on continuous incremental improvement through small and frequent releases. The Program utilises the Agile Scrum framework,

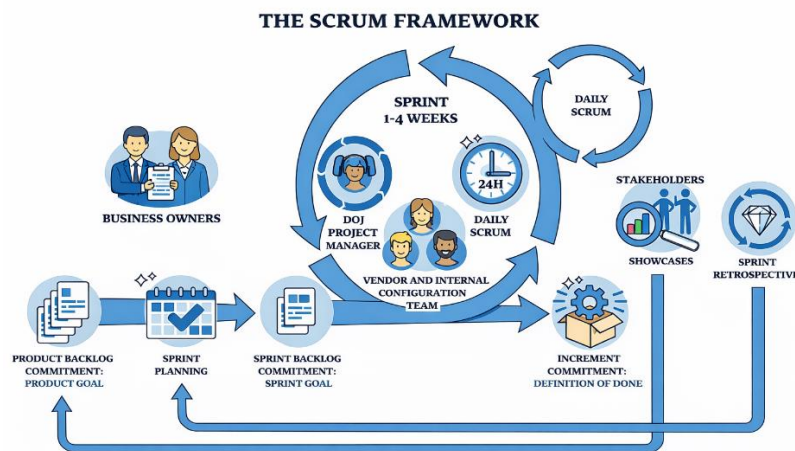
characterized by the division of tasks into short, fixed length pieces of work, and frequent reassessment and adaptation of plans.

In Scrum a project is split into “Sprints” consisting of a set of functionality (“Agile Work Items”) that can be developed within an allocated fixed time frame. Sprint sequencing and effort allocation are based on estimated effort days per Agile Work Item and collectively form the basis for vendor effort, cost, and delivery schedule. Proposed Sprint lengths for the Implementation Phase of the Program are one month.

An Agile Work Item is a specific, actionable unit of work used to plan, track, and manage projects, the smallest of which are User Stories, concise, user-focused descriptions of desired goals.

Configuration and development of the User Story work items will occur within each Sprint, with functional demonstrations and formal verification testing performed by Output staff in the subsequent Sprint. Full User Acceptance Testing and sociability/integration testing will be performed at the end of each release.

The diagram following demonstrates the Agile Scrum framework being used.



Success Criteria

The Program success criteria are the standards that define how the Program will be measured to determine whether it has been successfully executed in accordance with Program measurables, such as approved scope, schedule, budget, quality, as well as stakeholder acceptance and system readiness for adoption.

Program Management Success Criteria

Program Management Success Criteria focus on the effectiveness of management & governance over approved scope, schedule, cost, time, and successful delivery of the Program.

Program management is achieved when the following conditions are adhered and met:

- Governance
 - An approved governance structure is established with clear expectations
 - Governance forums, such as meetings, are attended according to their schedule and structure to ensure project status updates are provided
 - Governance membership is multi-disciplined and inter-agency with participation from all internal and external stakeholders
 - Product Owners are updated at least once per week
 - Program quality assurance activities are well-planned, executed, and reported
 - Disputes and conflicts are managed through escalation pathways defined within Program governance and contractual agreements
 - Key decisions will be recorded, tracked, and managed in a central [Decision Log](#) to ensure transparency, traceability, and accountability
- Schedule
 - Schedule is benchmarked, tracked, well-maintained, and updated regularly
 - Practical and achievable milestones are defined with clear entry and exit criteria to ensure they are appropriately implemented, approved, and monitored
 - Schedule-related risks, issues, and contingencies are reported and managed
- Scope
 - Product and Program scope is clearly defined and approved
 - Scope change is assessed, approved, recorded, addressed, and reported
- Budget
 - Budget and expenditures are tracked and reported
 - Cash-flow and carry-forward is estimated and reported
 - Program is managed within budget envelope
- Risks
 - Risk register is maintained and reported
 - Risk mitigation actions are evaluated, implemented, managed, and reported
- Issues

- Issues are tracked, managed, and reported.
- High-impact issues are prioritised and escalated if necessary
- Change Management
 - Changes impacting the business are communicated and managed
 - Changes are tracked, approved through executable change requests, monitored, and controlled
 - Change management activities are aligned and integrated effectively with Program stages and milestones
- Resources
 - Staff are provided with clear direction, priorities, guidance, and practical task assignments
 - Escalation points are provided for staff when necessary
 - Staff capacity and skills/experience are balanced with work requirements

Program Product Success Criteria

Program Product Success Criteria define how the remaining Justice Connect deliverables will be validated, accepted, and adopted in a live production capacity.

Affected Cohorts

Several cohorts will be involved with providing objective measurement and subjective feedback relating to the success criteria. The main ones are:

- System Users
 - Department of Justice
 - Tasmania Prison Service (TPS)
 - Magistrates Courts
 - Supreme Court (*subject to re-entry approval*)
 - Office of the Director of Public Prosecution (ODPP)
 - Community Corrections
 - Justice Support Services (Victims Support Services)
 - Parole Board
 - Department of Police, Fire and Emergency Management (DPFEM)
 - Project Pantheon
 - Police Prosecution
 - Strategy and Support
- Governance bodies will provide feedback for some criteria
 - Program Decision Group
 - Justice Connect Steering Committee
 - SIMTC
 - Program governance sub-committees
- Non-Government Users
 - Legal Aid

- Private defense legal firms
- Members of the public

The business success criteria for configuration, data migration, and integrations requires relevant stakeholder groups to assess delivered functionality against the specific needs of their business unit.

To list all affected cohorts would be extensive but includes many users of the criminal justice system of Tasmania. The key representatives of these groups will be identified and engaged throughout the duration of the Program to provide ongoing feedback.

Timing

The success criteria will be measured progressively as each stage/function is completed.

- The first measurement will occur following Stage 1 using the Definition of Done.
- Feedback activities will be timed to avoid peak Program activities and operational periods and managed with intent to avoid feedback fatigue.

The planned success criteria are assessed against achievement of these milestones:

User Acceptance Tests (UAT) will be developed based on requirements and used to confirm functionality of the system. They will be conducted for each stage of the Program schedule.

Post implementation review will focus on the realisation of expected outcomes of the system.

Criteria and Methodology

Success will be measured using Agile methodologies as part of the Program delivery methods being used. Product acceptance occurs progressively through:

- Agile Work Item (User Story) acceptance
- Test Release acceptance
- Milestone acceptance
- Production Release acceptance

Success is measured using the “Definition of Done” and utilises structured tools and activities, such as User Acceptance Testing (UAT).

Definition of Done

The Definition of Done (DoD) is a set of criteria that an Agile Work Item must meet to be considered complete and releasable. It ensures consistent quality, reduces

technical debt, and provides a clear, transparent, and agreed-upon understanding of completion for the Program team.

Success will be measured against the **Definition of Done** for each Agile Work Item to confirm that the functionality meets the acceptance criteria.

The Definition of Done for the Program ensures the following criteria is achieved before exiting each stage:

- For Software Deliverables:
 - Configuration is complete as per ticket (Agile Work Item)
 - Unit tests are passed (by individual and by peer) and desired end state is implemented
 - Verification and Sanity testing are complete
 - Integration is complete and tested (where appropriate)
- For All Deliverables:
 - User or technical documentation has been reviewed and accepted by the Product Owner
 - Agile Work Item has gone through User Acceptance Testing against the acceptance criteria
 - Agile Work Item has been showcased to the Product Owner and is capable of Acceptance
 - The Product Owner has approved the story and will mark it as Complete

Agile Work Item Acceptance

Agile Work Item Acceptance confirms that the Definition of Done has been met and that the Deliverable has been reviewed and approved by the Product Owner in accordance with the approved Test Plan and meets UAT Test Plan closure requirements.

- Documented deliverables approved per the official approval process
- Satisfies the **Definition of Done**, which includes:
 - Configuration complete as per ticket requirements
 - Integration complete and tested (where applicable)
 - Data migrated from legacy systems is complete and accurate to an acceptable level in accordance with the Data Migration Plan and Test Plan
 - Unit tests passed
 - Documentation reviewed and accepted
 - Showcased to Product Owner and approved

Showcase is defined as a curated, scenario-driven demonstration of a product, platform, implementation, or technical capability designed to illustrate its features, performance, architecture, and business benefits to a target audience.

Test Release Acceptance

A Test Release is deemed to be accepted when:

- All Agile Work Items meet the criteria for the Definition of Done
- All required unit testing is completed and passed
- UAT is completed and all critical and major defects are resolved or accepted

User Acceptance Testing

User Acceptance Testing (UAT) is a formal and structured process undertaken by end users to confirm that Program deliverables:

- meet approved business, operational, and legislative requirements,
- are fit for purpose, and
- are suitable to be accepted and used in a live capacity.

UAT provides final business assurance prior to production deployment.

UAT will be conducted across three structured rounds, with each round increasing in realism, data fidelity, and acceptance rigor. Role-based test plans will be produced from the acceptance criteria and adhered to by users.

UAT will validate:

- End-to-end business processes
- Role-based functionality
- Process workflows, validations, approvals
- Forms, orders, applications, and all other document template generation
- Operational, statistical, and other reporting procedures
- User experience, procedural clarity, navigation, searchability, and functional efficiency
- User-visible data integrity and outcomes

System-level testing not readily used by end-users is excluded from UAT, such as:

- System and integration testing
- Data integration validation
- Performance and load testing (unless explicitly approved)
- Security and penetration testing
- Vendor internal QA activities
- Mock Go-Live activities

Milestone Acceptance

A milestone is accepted and has been met when:

- All related Work Items are completed and closed in DevOps
- Formal acceptance of the milestone is provided by signature
- All related invoices are processed upon acceptance

Production Release Acceptance

A minor or major release is deemed to be accepted when:

- UAT is passed when the Release is approved as meeting all acceptance criteria
- Release is deployed into the production environment
- Formal acceptance is provided by signature
- Hypercare completed and adoption achieved

Scope

In Scope

The scope for the overall Justice Connect Program is defined in the Statement of Work contained within the vendor implementation contract. The scope includes delivery of:

- Enhanced user experience through automated workflows, electronic forms, advanced system queries, document template generation, and secure data management
- eSuite public portal for external submissions and electronic disclosure delivery
- Integration with justice partner systems including Tasmania Police (Atlas), Corrections (Elite), and other external systems via the Department’s Enterprise Service Bus (“JHub”)
- Migration of legacy data from CRIMES, Visual Files (ODPP), and PROS (DPFEM)
- Enterprise reporting of Astria data from the Department Data Lake (“JMart”)

The Program will implement the Astria system to replace existing Magistrates Court and prosecution case management systems with a modern electronic case management solution. Releases covered by this document include those listed below.

Release	Module	Functional Area	Current System	New System	Purpose
2.1	Elite Offender Management system	Parole Board	Manual	Elite	Support the Parole Board Secretary and team in management of parole application process, scheduling Parole Board meetings, and recording outcomes.

Release	Module	Functional Area	Current System	New System	Purpose
2.2	Victims Register	Justice Support Services	JOIST	Elite	Support the Eligible Persons Register team within Justice Support Services (Victims Support Services).
3	ECMS	Magistrates Court	CRIMES	eCourt	Supports the Courts and Prosecutions functions, as well as integration with the Elite Offender Management component of Astria. A structured Sprint Plan will execute the implementation of the revised scope.
	eProsecutor	Public Prosecution (ODPP)	Visual Files	eProsecutor	
	eProsecutor	Police Prosecution (DPFEM)	PROS	eProsecutor	
	Elite Offender Management System	Corrections upgrades	Syscon	Elite	
	Astria Integration	Magistrates Court, ODPP, Police Prosecution, Community Corrections, TPS			
	External Interfaces	Astria to external systems			

Following completion of the Release 3 Scoping Phase, the vendor produced a Sprint Plan that defines which User Stories are to be delivered within each sprint (typically one month in duration). Sprint sequencing and effort allocation are based on estimated effort days per User Story and collectively form the basis for vendor effort, cost, and delivery schedule.

At the time of drafting, 564 User Stories have been prepared and included in the Sprint Plan. These represent the current backlog of requirements and their respective solution designs. Each User Story includes business process descriptions, acceptance criteria, complexity, estimated efforts, effort allocation, solution designs, and supporting documentation. Planned refinement activities will continue with the vendor and Product Owners throughout implementation to progress each User Story to full fidelity prior to build.

The User Story backlog is expected to evolve as requirements are refined and better understood. Minor changes will be managed as part of normal sprint planning and

refinement activities. Changes that impact approved scope, schedule, or cost will be managed through the change management process.

Out of Scope (Current Delivery Schedule)

The scope of Release 3 focuses on implementation for Magistrates Court and Prosecutions. The following items are currently included in the overall Program but inclusion in the delivery schedule will be managed through formal change and funding approval processes.

- Supreme Court case management functionality, including replacement of CCMS
- Civil court systems and related processes
- Functionality or activities not funded, not contractually included, or delivered under separate initiatives
- Document scanning and drive conversion
- Legislative changes introduced after approval of this Program Plan are excluded from the current scope and will be managed through formal change and funding approval processes.

Sprint Plan

The detailed Release 3 Sprint Plan for the eSuite delivery can be found in Appendix B and contains tables outlining User Story complexity, sprint sequencing, work allocation, and estimated effort. This will be maintained throughout implementation and referenced for governance, reporting, and prevention of scope creep. Complexity is determined by the highest level of development required to complete each respective user story.

eSuite User Story Config Level Complexity

Config Level	Purpose
OOTB	Base functionality with minor updates
Level 1	Config - Forms, Folder Views, Searches, Headers
Level 2	Config - Workflows, Security, Portal
Level 3	Config - Business Rules, Scripting, etc
Level 4	Config and Code - Data Development

eProsecutor Configuration Key Deliverables

The eProsecutor Sprint Plan delivers configured functionality within the following areas:

- Platform environment configuration and upgrades
- Security roles and permissions
- Matter initiation and lodgement
- Pre court matter management
- In-Court Processing – Hearing and Listings
- Secondary Lodgements
- Disclosure
- Post court processing
- Document Templates
- Reports

eProsecutor User Stories by Complexity

Complexity	OOTB	Level 1	Level 2	Level 3	Level 4	Total	Document Templates
Total Build User Stories	16	184	124	56	2	381	225
Total Build Effort (estimate in Days)	11	318	286	233	20	868	113

eProsecutor User Stories by Planned Sprint

Sprint	1	2	3	4	5	6	7	8	9	10	11	12	Total
Total Build User Stories	36	54	34	69	68	34	11	16	41	18	0	0	381
Total Build Effort (estimate in days)	112	125	97	106	108	88	65	33	94	40	0	0	868

eCourt Configuration Key Deliverables

The eCourt Sprint Plan delivers configured functionality within the following areas:

- Platform environment configuration and upgrades
- Security roles and permissions
- Matter Initiation and lodgement
- Pre-court matter management
- Hearings and listings - In-court processing
- Secondary Lodgements
- Orders
- Post-court processing
- Financials
- Document Templates
- Reports

eCourt User Stories by Complexity

Complexity	OOTB	Level 1	Level 2	Level 3	Level 4	Total	Document Templates
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Total Build User Stories	26	2	181	0	0	183	116
Total Build Effort (estimate in Days)	13	6	805	0	0	811	58

eCourt User Stories by Planned Sprint

Sprint	1	2	3	4	5	6	7	8	9	10	11	12	Total
Total Build User Stories	0	0	6	6	21	21	36	43	22	19	7	2	183
Total Build Effort (estimate in days)	0	0	9	30	65	86	106	226	174	82	23	10	811

Integrations & Interfaces

Astria will exchange information with multiple systems, both internal and external. Data exchanged between Astria components, such as eCourt, eProsecutor, and Elite, is considered an “integration” within the Astria environment, while data exchange with systems outside Astria is considered an “interface.” Both are integral parts of delivering a contemporary, unified justice system.

The Program will work closely with Data Owners and Stewards across all systems to ensure data used for integrations/interfaces, migration, and testing is accurate, consistent, and aligned. Data Stewards will act as the primary points of contact for data-related questions, validations, and issue resolution, with escalation paths to Data Owners where key decisions or approvals are required.

Interface / Integration System-to-System	Items (# of)	Exchanges (# of)
eCourt <> eProsecutor	2	11
eProsecutor to Elite	1	1
Elite to eProsecutor	1	1
eProsecutor to Third Party	4	7
eCourt to Elite	8	6
eCourt to Third Party	10	8
Elite to eCourt	3	7
Total	28	42

Data Migration

The Program will migrate data from three source legacy systems currently used within court and prosecution operations, as well as existing data in Elite. Common data will then be migrated back into Elite to support matching and alignment of offender records, orders, and other related data that will be shared across the Astria systems.

Data migration will initially be undertaken in an auxiliary environment to allow users to validate the data migrated into Astria for completeness, accuracy, and alignment across systems. Justice Connect will be responsible for the delivery with the vendor's support. A final migration will occur into the production environment as part of the go-live activities.

Delivery timelines are based on current assumptions regarding data volumes, data quality, system complexity, and stakeholder participation. Variations to these assumptions may impact the sequencing, effort, and overall schedule for migration activities.

Source System	Owner	Source Database	Destination
CRIMES	Magistrates Court	Lotus/Domino	eCMS
Visual Files – ODPP	Director of Public Prosecutions	Visual files in SQL	eProsecutor
PROS – DPFEM	DPFEM	UniVerse - File System	eProsecutor
Elite	Department of Justice	Astria Data Lake	eCMS / eProsecutor / Elite

Environmental Planning

Justice Connect will operate across multiple environments. Management and responsibility of environment infrastructure, security, new release upgrades, data extract loading, and integration between Astria systems is governed in accordance with the Astria Technical Configuration and Release Management Strategy (v0.14). Effective coordination across all environments and all agencies will be required to support integration, data migration, configuration, testing, and deployment to production.

Environment	Systems	Host	Purpose
Astria	eProsecutor, eCourt, Jury+, Elite, Portals	Vendor	Core application configuration, development, testing, and production deployment

JSuite	JHub, JMart, JView	Justice Connect (DoJ)	Integration engine, data lake, and reporting environments supporting cross-system data flows
CAPIM	Integration Hub, PolMart/Universe, SSRS	DPFEM / CAPIM	External integration layer and data exchange with Police systems
DPFEM	Atlas, FVMS, Evidence.com	DPFEM / Unify	Police operational systems interfacing with eCourt/eProsecutor
DoJ	ClickSend, MS365, FinanceOne, Unity, FIND, Squiz, Empower, iBase, SIMS	Department of Justice (DoJ)	Supporting business systems for communications, finance, and operations
External	Motor Registry, SACStats, Electoral Commission, Addressify, Westpac Payment Gateway	External Agencies	External agency integrations for data exchange and reporting

Scope Management Methodology

Scope management processes deal with changes to the Program scope. This may be due to removing functionality that has been agreed to no longer be required, adding needs that were missed in the original requirements, or changing details from the original requirements which are now out of date with what is actually needed.

Triggers for a Review of Existing Scope

Review of existing Program scope may be triggered by:

- Change request to revise an existing requirement
- Ambiguous requirement with uncertainty
- Unavoidable change (e.g., legislative)
- Change request for a new requirement with significant benefit
- New or enhanced functionality included in vendor product release(s)

Scope Change Considerations

A scope change relates to changes in Program deliverables, such as functionality, requirements, sequencing. Some scope changes may also constitute contractual changes where they include variations to cost, schedule, deliverables, or responsibilities. Contractual changes apply to changes in the method in which the Program is contractually delivered and require formal amendment to the vendor agreement. These may include variations to cost, schedule, commercial terms, responsibilities, work allocation, and risk ownership.

When assessing a scope change, the following will be considered:

- Is the change within Program Team's control?
- Is it best implemented now or deferred?
- What are the budget or change request implications?
- What are the impacts to schedules and resource planning?

Scope Variation Registration Process

Once a potential scope variation has been identified, it is managed through the Scope Change Process defined in Confluence. This ensures the following process adheres to:

1. A change is proposed or identified through an appropriate channel (Program team member, governance group, business owner, Program sponsor, working group member, etc.)
2. The Project Manager, with the relevant assistance from subject matter experts, reviews the impact of the proposed change.
3. Required details pertaining to the scope change request are tracked (such as justification, potential impact, proposed benefits, scope extent) in the Change Request template.
4. Change Requests with no material impact on the project may be approved by the System Owner.
5. Scope changes deemed to have the potential to impact the project in a material way (cost, schedule, quality, variation to approved requirements) will be escalated to the Sponsor for review, which may then be referred to the Program Decision Group or Secretary for approval.

Supreme Court Scoping (considering re-entry)

Re-entry of the Supreme Court into the Program is not currently within the approved delivery schedule of the Program and remains subject to formal approval. Any reference to Supreme Court re-entry within this schedule is therefore for projection and forecasting purposes, should approval be granted.

If approval for Supreme Court re-entry is obtained, inclusion will impact scope, sequencing, resourcing, funding, and contractual arrangements and will require revisions to this plan and the planned stages.

Re-entry of the Supreme Court into the Justice Connect Program will further enhance the objective for a unified, end-to-end justice system across Tasmania. The current staged schedule has been designed to progress Magistrates Court and Prosecutions delivery independently, without reliance on Supreme Court participation. This ensures delivery momentum is maintained while preserving flexibility to incorporate Supreme Court requirements at a future point without disrupting in-flight and delivered functionality.

Supreme Court Scoping Phase

Supreme Court re-entry will follow a structured Scoping Phase, consistent with the approach previously undertaken for Magistrates Court and Prosecutions. This work will ensure Supreme Court requirements are fully defined, validated, and sequenced before configuration commences. The Department will also need to engage the

vendor to assess and agree necessary adjustments to the program. Agreed changes will be subject to formal approval through the Justice Connect Steering Committee and a contractual deed of variation to revise scope, cost, schedule, and risk allocation.

The Scoping Phase will include:

- Development of Supreme Court scenarios, outlining end-to-end processes and integrations with other agencies
- Validation of scenarios through workshops involving business and technical representatives
- Identification of functional or legislative discrepancies between existing processes and the ECMS solution
- Creation and validation of user stories to capture required configuration, including both gap and out-of-the-box functionality
- Formal endorsement of requirements by the Supreme Court Product Owner

Vendor agreement adjustments will include:

- Changes to approved scope and sequencing of work
- Impacts to the delivery schedule and stage structure
- Incorporation of Supreme Court work into existing Sprint Plan
- Reassessment of vendor and Department resourcing requirements
- Cost implications and funding requirements
- Updates to acceptance criteria, milestones, and payment structures

Project Teams

The Program is delivered through collaboration between multiple project teams across the Department of Justice, partner agencies, and contracted vendors.

- Justice Connect Program (Department of Justice)
 - **Jury** – Delivery of the Jury+ system (Release 1)
 - **Astria Prisons and Corrections (APAC)** – Delivery of Elite (Releases 2 & 3)
 - **Astria Victims, Court, and Prosecutions (AVCAP)** – Delivery of eCourt & eProsecutor (Release 3)
 - **Data, Architecture & Reporting Team (DART)** – Delivery of Astria data migration & statistical reports
- Partner Agency Projects
 - **Project Pantheon (DPFEM)** – Partner delivering eProsecutor & integrations
 - **CAPIM (DPFEM)** – Partner delivering the CAPIM Crimes replacement
- Vendors
 - **Vendor** – Primary vendor responsible for overall solution delivery and support
 - **Journal Technologies (JTI)** – Subcontractor delivering eCourt & eProsecutor
 - **Syscon** – Subcontractor delivering the Elite offender management system
 - **Jury Systems Incorporated** – Subcontractor delivering the Jury+ system

Release 3 Implementation Schedule

The schedule is structured into a 4-Stage approach. While implementation is planned over 24 months, the overall Program schedule considers dependencies, risks, scope additions, and post-Go-Live support activities beyond implementation.

The schedule outlines:

- What is delivered in each stage
- Progressive realisation of benefits
- Staging of effort and vendor costs through milestone-based payments
- Acceptance-based milestones aligned to deliverables

Each stage delivers demonstrable, production-ready outcomes with defined exit criteria, enabling schedule agility, pause points as needed, financial control of staged funding, and informed decision-making.

- Four stages of six months each, with clearly defined objectives and exit criteria
- Early delivery of ODPP module completed and as a go-live candidate in Stage

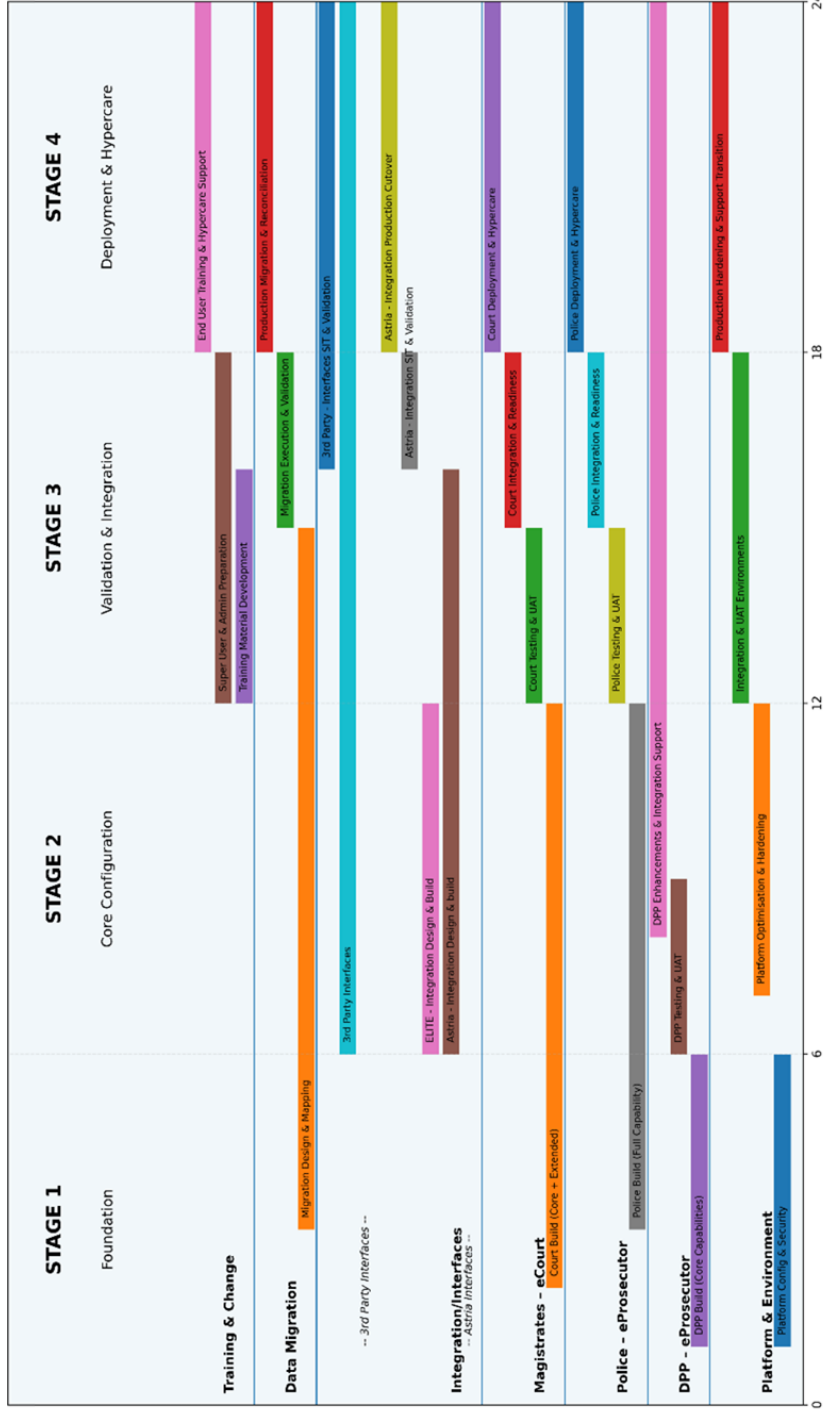
- Completion of all core system configuration within the first 12 months
- Validation of configuration, Astria integration, and legacy data migration is completed prior to production cutover
- Training provided and materials available for users prior to production cutover
- Final data migration executed at go-live, then smooth transition into hypercare
- Vendor costs for Release 3 capped at \$8.0M (ex GST) and governed through acceptance-based payment milestones
- Delivery stages & milestones will be time-boxed according to the approved schedule
- The schedule will be reevaluated during project planning and throughout the duration of the project inline with agile continuous improvement principles, which may include adjustments from the baseline as needed.

Project Delivery Stages & Timeline (24 Months)

Stage	Duration	Key Deliverables
Stage 1	Months 1–6	ODPP core configuration completion Police Prosecution Security, Matter Initiation, Pre-Court Magistrates Court Matter Initiation & Security
Stage 2	Months 7–12	Police core configuration completion Courts core configuration completion
Stage 3	Months 13–18	Courts & Police configuration validation and acceptance Legacy Data Migration completion into auxiliary environment Astria Integration completion
Stage 4	Months 19–24	Third-Party Interface Completion Justice Connect Reports Completion Final Data Migration to Production environment System Acceptance User Training Mock Go-Live Rehearsal Go-Live Hypercare

ATTACHMENT 3

Release 3 Roadmap



24

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Program Timeline (Months)

Configuration Effort Distribution (per Sprint Plan)

Stage	ODPP (days)	Police Prosecution (days)	Magistrates Court (days)	Total Effort (days)
Stage 1	189	246	405	836
Stage 2	0	433	406	835
Stage 3	0	0	0	0
Stage 4	0	0	0	0

- Per the Sprint Plan, the core configuration defined on the User Stories is scheduled to be built and ready for end-to-end testing by the end of Stage 2. Stages 3 & 4 will concentrate on data migration, data integrations, configuration updates to accommodate migration and integration, user training, and full validation of the built configuration.
- This represents the estimates for configuration of the software effort tracked on the Sprint Plan User Stories only and not the activities required to support, such as requirements gathering, training, or validation.
- Elite configuration updates will be planned and incorporated into the Sprint Plan once integration requirements, data mapping, and interface design are sufficiently defined and agreed. The scope, sequencing, and effort for these updates will be confirmed as part of planning and may be adjusted based on dependencies with across systems.
- Data migration activities within the schedule are indicative and based on current planning assumptions. Actual delivery timelines may vary depending on data complexity, validation outcomes, and stakeholder availability.

Project Stages / Releases

Stage 1 – ODPP Completion & Matter Initiation

Objective

Deliver the **Director of Public Prosecutions (ODPP)** functionality end-to-end and available as a completed production candidate within the first six months, while commencing parallel Police and Courts configuration.

Delivered Capability

Program Role	Tasks and Effort Required
Director of Public Prosecutions – eProsecutor (Production Ready)	<ul style="list-style-type: none"> • Platform environment configuration & upgrades • Security roles and permissions • Matter initiation and lodgement • Pre-court matter management • In-Court Processing – Hearing and Listings • Secondary Lodgements • Disclosure • Post-court processing • Document Templates • Reports
Police Prosecutions – eProsecutor	<ul style="list-style-type: none"> • Platform environment configuration & upgrades • Security roles and permissions • Matter Initiation and lodgement • Pre-court matter management (25%) • Document Templates (25%)
Magistrates Courts - eCourt	<ul style="list-style-type: none"> • Platform environment configuration & upgrades • Security roles and permissions • Matter Initiation and lodgement • Pre-court matter management (25%) • Hearings and listings - In-court processing (25%)

Demonstrable Outcome

- ODPP eProsecutor module completed with the option to go live in production within six months and available for end-to-end validation
- Functional user security management
- Ability to initiate a matter in eCourt that has been lodged with the Magistrates Courts

Exit Criteria

- Viability of Production deployment of ODPP system evaluated
- All delivered functionality within Stage 1 User Stories have been delivered, demonstrated as being fit-for-purpose, and meet acceptance criteria

- All gaps & enhancement requests have been identified and assigned to future Sprints
- Bugs / defects are managed in accordance with the Test Plan and UAT Plan
- All deliverables have been showcased to product owner(s) and feedback has been provided and incorporated as needed
- All ODPP functionality defined in Stage 1 User Stories has been delivered and ready for end-to-end testing
- Security and Matter Initiation functionality for Court and Police Prosecution has been delivered and validated
- Stage Gate approval to proceed to Stage 2
- Signed acceptance certificate for stage milestones

Stage 2 – Core Configuration

Objective

Deliver the core configuration for Magistrates Court and Police Prosecution workflows.

Delivered Capability

Program Role	Tasks and Effort Required
Director of Public Prosecutions – eProsecutor	<ul style="list-style-type: none"> • UAT Completed • User Training Documentation
Police Prosecutions – eProsecutor	<ul style="list-style-type: none"> • Pre-court matter management • In-Court Processing – Hearing and Listings • Secondary Lodgements • Disclosure • Portal • Post-court processing • Document Templates • Reports
Magistrates Courts - eCourt	<ul style="list-style-type: none"> • Pre-court matter management • In-Court Processing – Hearing and Listings • Secondary Lodgements • Orders • Portal • Post-court processing • Financials • Document Templates • Reports

Demonstrable Outcome

- Courts and Police modules completed and ready for end-to-end validation

Exit Criteria

- All delivered functionality within Stage 2 User Stories have been delivered, demonstrated as being fit-for-purpose, and meet acceptance criteria

- All gaps & enhancement requests have been identified and assigned to future Sprints
- Bugs / defects are managed in accordance with the Test Plan and UAT Plan
- All deliverables have been showcased to product owner(s) and feedback has been provided and incorporated as needed
- Stage Gate approval to proceed to Stage 3
- Signed acceptance certificate for stage milestones
- Payment of milestones

Stage 3 – Validation, Migration & Integrations

Objective

Users to perform end-to-end system testing and begin preparing user training documentation. Complete migration of legacy data to new system and handover to users for validation. Complete integration of Astria systems.

Delivered Capability

Program Role	Tasks and Effort Required
Police Prosecutions – eProsecutor	<ul style="list-style-type: none"> • UAT Completed • User Training Documentation (25%)
Magistrates Courts - eCourt	<ul style="list-style-type: none"> • UAT Completed • User Training Documentation (25%)
Data Migration into Auxiliary System	<ul style="list-style-type: none"> • Visual Files - ODPP • Crimes – Magistrates Court • Pros – DPFEM
Astria System Integrations	<ul style="list-style-type: none"> • eProsecutor to eCourt • eProsecutor to Elite • eCourt to eProsecutor • eCourt to Elite • Elite to eProsecutor • Elite to eCourt

Demonstrable Outcome

- Legacy Data Migration completed and delivered to product owners for validation
- Astria Integrations completed and delivered to product owners for validation

Exit Criteria

- All delivered functionality within Stage 3 User Stories have been delivered, demonstrated as being fit-for-purpose, and meet acceptance criteria
- All gaps & enhancement requests have been identified and assigned to future Sprints
- Bugs / defects are managed in accordance with the Test Plan and UAT Plan
- All deliverables have been showcased to product owner(s) and feedback has been provided and incorporated as needed

- Accepted verification of Astria Integration functionality
- Stage Gate approval to proceed to Stage 4
- Signed acceptance certificate for stage milestones
- Payment of milestones

Stage 4 – User Training, Third-Party Interfaces, Production Readiness, Go-Live & Hypercare

Objective

Full system completion and Go-Live. Justice Connect will conduct the final migration of legacy data to the production system with support from the vendor and complete all third-party interfaces. Training documentation will be prepared and provided within a structured Program to users. Post Go-Live hypercare will commence and be supported by the vendor.

Delivered Capability

Program Role	Tasks and Effort Required
Police Prosecutions – eProsecutor	<ul style="list-style-type: none"> • User Training • Astria Integrated Testing • JSuite Statistical Reports • System Administration Training • Production Readiness Activities • Go-Live and Hypercare
Director of Public Prosecutions – eProsecutor	<ul style="list-style-type: none"> • User Training • Astria Integrated System Testing • JSuite Statistical Reports • System Administration Training • Production Readiness Activities • Go-Live and Hypercare
Magistrates Courts - eCourt	<ul style="list-style-type: none"> • User Training • Astria Integrated System Testing • JSuite Statistical Reports • System Administration • Production Readiness Activities • Go-Live and Hypercare
Data Migration into Production System	<ul style="list-style-type: none"> • Visual Files - ODPP • Crimes – Magistrates Court • Pros – DPFEM
Integrations / Interfaces	<ul style="list-style-type: none"> • All third-party interfaces to Astria completed • All Astria integrations Go-Live and Hypercare • All third-party interfaces Go-Live and Hypercare

Demonstrable Outcome

- Full system completion and acceptance
- Production system used in a live capacity
- Training documentation provided to users and available as operation manuals

- System Support team trained and managing incoming support tickets

Exit Criteria

- All delivered capabilities within Stage 3 User Stories have been delivered and migrated into the production system
- Bugs are managed in accordance with the Test Plan and UAT Plan
- Accepted verification of Astria Integration functionality
- All deliverables have been showcased to product owner(s) & feedback has been provided
- Business Outputs have confirmed operational readiness, including training, policies, business processes, and internal support
- Stage Gate approval to proceed to Go-Live
- Signed acceptance certificate for stage milestones
- All invoices paid

Sprint Plan Delivery & Engagement

Delivery of each Sprint is structured into 3 key cycles: requirements planning, configuration, & validation. Each sprint requires coordinated participation from the vendor, Program team, and Business Outputs, with the Outputs playing a critical role in all 3 cycles to ensure timely delivery and quality outcomes.

All User Stories will be managed in accordance with the established User Story Promotion Process documented in Confluence. This process defines the controls, acceptance, and promotion of User Story States from initial creation through to production release.

Sprints are currently planned on a four-week cadence in alignment with the approved Sprint Plan. Sprint duration may be adjusted to a two-week cadence where appropriate to optimise delivery in accordance with agile principles and Program governance. Consistent with iterative agile principles, additional work required to address defects, gaps, and enhancement requests will be assessed and assigned to future build sprints.

Sprint Planning (~12-16 Weeks Prior)

Sprint planning cycles will ensure that all user stories are fully defined, agreed, and ready for build in advance of their assigned Sprints. They will be loaded into a backlog 12-16 weeks prior to each Sprint to reduce the risk of rework, ambiguity, or delays during configuration. User Stories will proceed to development when the solution designs have been accepted and promoted to “Solution Accepted” by the Business Owner.

Activities

- Define and accept User Story requirements, acceptance criteria, and solution designs
- Define processes, policies, and other requirements at Outputs to adopt functionality
- Establish backlog of User Stories well in advance of configuration activities

Business Output Role (~3-5 hours per User Story)

- Provide clear, complete, and prioritised requirements aligned to operational needs
- Nominate the delegated decision-making authority for each functional area
- Participate in workshops and design sessions, as scheduled
- Validate and confirm proposed solution designs will be fit-for-purpose
- Socialise new functionality and processes within the agency

Configuration & Development Sprint (4 Weeks)

Each User Story will be broken down into work tasks and assigned to appropriate resources. The work will configure and develop system functionality based on User Story definitions. Program Team and Outputs will maintain early visibility and iterative feedback.

Activities

- Configuration of system functionality by vendor and Program team
- Development of integrations and program architecture
- Cross-functional working sessions
- Internal validations and quality assurance (QA)
- Regular visibility, demonstrations, and gathering of feedback of in-progress work
- Preparation of test plans
- Ongoing clarification of requirements and resolution of issues

Business Output Role (~3-5 hours per User Story)

- Provide timely clarification and decisions on configuration design issues
- Participate in scheduled working sessions and other activities
- Review in-progress work and provide timely feedback within 1-2 weeks of request
- Identify and raise issues early to support resolution within the sprint
- Maintain availability of SMEs to support rapid engagement
- Manage alignment of configured functionality to business needs

Post-Sprint Validation (4 Weeks)

Each Sprint will conclude with demonstrations of delivered functionality and meeting all exit criteria. Closure of User Stories will be subject to formal validation to confirm they meet the acceptance criteria and business needs.

Activities

- Formal showcases of completed functionality
- Validation of deliverables against defined acceptance criteria
- Execution of UAT activities as required for each Stage Gate
- Identification of defects and work that does not meet acceptance criteria
- Definition and assignment of additional work required on future Sprints
- Preparation of training and other documentation
- Closure of User Stories and all tasks

Business Output Role (~3-5 hours per User Story)

- Participate in formal showcases as the primary acceptance forum
- Validate functionality against approved requirements and acceptance criteria
- Provide clear decisions on acceptance or identified defects during showcases
- Participate in scheduled end-to-end UAT testing activities
- Complete internal review and approval processes within 4 weeks of showcases
- Prepare training and other documentation in preparation for Go-Live

Change Requests and Contingencies

The Sprint Plans include additional Sprints to address scope that was not included in the original planning. This could be from bugs/defects, minor gaps in delivered functionality, and/or new functional enhancement requests. These items will be identified, assessed, and managed to mitigate disruption of planned work.

Data Migration and Integration/Interface Cycles

Data Migration Cycles

The migration of legacy data will be delivered using an iterative Sprint Plan that runs in parallel with configuration and integration activities. Consistent with the Data Migration Plan, migration activities will progress through structured cycles of analysis, development, loading, and validation. Sprint planning will be aligned to the Program's two-week sprint cadence, with data load and validation cycles occurring weekly to ensure progressive refinement of data quality until complete.

Activities

- Data profiling, analysis, and source-to-target mapping
- Definition and validation of data transformation rules and business logic

- Development of data extraction, transformation, and load (ETL) processes
- Execution of data loads into staging and test environments
- Data reconciliation, verification testing, and issue identification
- Iterative refinement of data quality, mappings, and transformation logic
- Management of data migration defects, discrepancies, and rework through backlog
- Preparation for final production migration and Go-Live activities

Business Output Role (~3-5 hours per cycle)

- Validate source data fields map to correct data fields in destination systems
- Participate in data reconciliation and verification activities
- Provide timely decisions on issues, discrepancies, and acceptable thresholds
- Support identification of data cleansing requirements and business rules
- Confirm data is fit-for-purpose to support operational and legislative requirements

Data Integration & Interface Cycles

Integrations within the Astria system and interfaces with external systems will be delivered using an iterative Sprint Plan that runs in parallel with configuration and data migration activities. Consistent with the Integration Implementation Plan, activities will progress through iterative cycles of analysis, design, development, and validation. Sprint planning will be aligned to the Program's two-week sprint cadence, dependent on data structure readiness ("structure complete") and external partner engagement.

Activities

- Establish and maintain backlog of integrations and interfaces required to support Justice Connect systems
- Define business requirements and acceptance criteria through User Stories
- Define technical specifications (e.g. data mapping, schemas, triggers, and message formats)
- Coordinate with vendors and external partners to define responsibilities and ensure data continuity
- Development and configuration of integrations and interfaces
- Configuration updates required to support integration functionality
- Testing, including iterative system integration testing (SIT), and end-to-end validation
- Iterative resolution of defects, data alignment issues, and gaps
- Go-Live preparation, including UAT, user training, and operational readiness activities

Business Output Role (~3-5 hours per cycle)

- Validate business requirements of data exchanges between systems
- Confirm integration specifications meet operational and legislative requirements
- Participate in iterative testing and validation throughout development
- Participate in end-to-end testing and validation of integrated processes
- Provide timely decisions on issues, defects, and data discrepancies
- Prepare training materials and socialise processes throughout output agency
- Support coordination with external partners, as required

Stage Gate Reviews

Each stage will conclude with a formal Stage Gate Review to confirm delivery of agreed scope, validate readiness to proceed, and authorise release of associated vendor payments.

Stage Gate Reviews will:

- Confirm that all acceptance criteria and exit criteria for the stage have been met
- Demonstrate delivered capability against approved user stories and agreed scope
- Review risks, issues, dependencies, and residual impacts on downstream stages
- Assess financial position, including milestone acceptance, invoice approval, and forecast for downstream stages
- Provide informed decisions on how to proceed with the remaining work

Stage Gate Review approval authority will reside with the Steering Committee, following endorsement from relevant Product Owners and key operational stakeholders.

Legislative Delivery

Delivery of the Justice Connect Program is dependent on alignment with the proclamation of the *Magistrates Court (Criminal and General Division) Act 2019*. The Program is undertaking a structured legislative proclamation process in parallel with the software system delivery to ensure that all legislation, regulations, and court rules are finalised in time to support the implementation of Astria.

Significant progress has been made in developing the legislation. Drafts have been developed and circulated across key stakeholders, such as the Courts, Prosecutions, and the Justice Connect team. A consolidated round of feedback was received in February 2026 that will be reviewed and incorporated into an updated draft.

The timeframes outlined for the remaining work represent target estimate durations and are dependent on a number of internal and external factors, including stakeholder availability, government approvals, consultation periods, and Court decision-making processes.

Remaining Legislative Phases

- **Internal Consultation (~2-4 months)** – Drafts of eight legislative instruments are developed and refined with internal stakeholders across the Department of Justice and key stakeholders.
- **Legal Fraternity Consultation (~2-3 months)** – Draft instruments are released to the legal community, including the law society and bar association, for review and feedback
- **External Consultation (~2-4 months)** – Formal public consultation is undertaken for Government legislative instruments and rules are approved for broader consultation.
- **Consolidation and Finalisation (~2-3 months)** – All feedback is reviewed, incorporated, and consolidated into final draft instruments.
- **Approval and Submission** – Final legislative instruments are submitted to their respective approval bodies: Cabinet, Parliament, Executive Council, Courts

Supreme Court Schedule (considering re-entry)

Supreme Court Schedule (upon re-entry)

The current schedule assumes Supreme Court re-entry remains pending. If re-entry occurs, the following impacts apply:

- A dedicated requirements gathering and Scoping Phase of approximately six months will be required to align Supreme Court needs with the existing project schedule.
- Supreme Court scoping can be undertaken in parallel with early configuration stages for Magistrates Court and Prosecutions where funding and resourcing allow.
- Supreme Court core configuration is expected to take 6-12 months, which would span 1-2 stages. Determining which existing stages is subject to timing, funding, resourcing, and other factors.
- Configuration effort and validation activities may extend the overall timeline beyond the current 24-month schedule, depending on the timing of re-entry and funding approval. As a result, Supreme Court go-live may occur

concurrently with the other agencies or as a standalone deployment if the schedule is extended.

- A late-stage re-entry may result in increased operational, vendor, and legal costs, depending on the timing of the decision and availability of resources.
- Stage sequencing will be adjusted through Stage Gate Reviews to ensure in-flight activities are not delayed.

Estimates Committee B – Legislative Council Select Committee 2026 - Questions on Notice

Division 6 – Department of Justice – Overview

4. Please provide the implementation plan for the Justice Connect project, including what has been spent in each year to date since commencement of the project, and what is budgeted to be spent in each year going forward, through to completion. Please also provide detail on what has caused delays to the project to date. (MW)

Justice Connect Finances Correct as at 3 June 2026

Total Astria Funding to date (Not including CAPIM*)

- **\$35,169,725** in total funding
- Including Departmental contributions of \$2.95 million
- Total Government contribution - **\$32,219,724**

Cost Breakdown - Year on Year

Financial year	Project expenditure
2017-18	\$233,235.00
2018-19	\$1,661,169.00
2019-20	\$2,304,986.00
2020-21	\$5,305,552.00
2021-22	\$6,782,715.00
2022-23	\$5,068,717.00
2023-24	\$6,160,798.00
2024-25	\$6,160,818.00
2025-26	\$2,329,926.00
Total	\$36,008,158.00

* CAPIM is the Crimes and Prosecution Information Management system that DOJ is funding for DPFEM to prepare that agency's downstream systems for the commencement of the eCourt and eProsecutor modules of Astria.

- My Department has been allocated \$35.2 million over the life of the program. This includes \$3.2 million for the DPFEM CRIMES Replica Interface Replacement project to enable Astria to integrate with various DPFEM information systems as part of the Justice Connect Program.
- Additional funding of \$3.2 million has been secured from alternative sources, including the department's retained revenue, bringing the total program budget to \$38.4 million.
- Work is currently underway to finalise the estimated costs, and additional funding requirements will be considered by the Department through normal budget process.