
7. Corporate Support and Strategy

Finance Branch

The Finance Branch provides a wide range of specialist financial, budgeting, accounting, procurement, data analysis, facilities and asset and property management services. In providing these services, the Branch has a vision to be SAVI: to be Strategic, to Automate, to Value-add and to Integrate.

This year, the Branch has provided significant procurement-related advice and support to a number of the Department's project teams and outputs to progress the Department's operations and the Government's infrastructure program, including tendering for a managing contractor for the Southern Remand Centre, undertaking a request for proposal to progress the development of a solution to implement the Justice Connect program and the appointment of an architect for design work on the Burnie Court Complex.

The Branch has also:

- conducted disability access audits on two leased and two owned buildings;
- undertaken a process and system review and preparation for the commencement of the *Financial Management Act 2016*, to commence from 1 July 2019;
- created a new and expanded chart of account structure to enable better internal and external reporting across the agency;
- undertaken lease negotiations and completed fit-out of the new Child Abuse Royal Commission Response Unit in the Hobart CBD;
- completed construction of the fit-out for the new and expanded Community Corrections site in Devonport;
- created and convened the inter-agency Justice Demand Working Group to seek input into the drivers of the Criminal Justice Demand model; and
- delivered the first phase of the Criminal Justice Demand model.

Human Resources Branch

The Human Resources Branch provides support to all areas of the Department in the form of:

- the recruitment and payment of employees;
- the provision of strategic advice to Departmental management and staff on all things people related; and
- the development and implementation of activities that improve the Department's people management practices.

The Human Resources Branch also provides support to a number of external organisations through Service Level Agreements. These include the Tasmanian Audit Office, the Integrity Commission, Ombudsman and the Public Trustee.

HR Operations

The Operations Unit continued to provide a high level of recruitment and payroll services to managers and employees throughout the reporting period.

In addition, key initiatives of the Operations team included:

- Improvements in payroll processing and recruitment, including transition to the new whole of government shared EMPOWER database and further development of the whole of Government eRecruitment system, PageUp.
- Continued development of the Department web-based Learning Management System (LMS) called Learning@Justice which provides an accessible and effective method of delivering training to the widely dispersed areas of the Agency. This supports the ongoing development of employees with relevant and easily accessible training, to support Department programs such as the Department's response to family violence in the workplace.

Our White Ribbon Accreditation journey

Managers and supervisors benefitted from mandatory White Ribbon training from February until June. A total of 263 people attended the training sessions, helping them to understand how to assist employees affected by family violence.



Table 7.1: Learning Management System usage

Learning Management System	2016-17	2017-18	2018-19
eLearning Courses Completed	3122	4060	4142
Seminars/face to face Courses	N/A	368	1192

In addition to course completions staff also completed 668 hours of online training on the LMS.

Workplace Relations

Workplace Relations provides support to employees and managers with a range of complex Human Resource matters encompassing workers compensation, industrial relations, workplace grievances and managing misconduct.

Key activities included:

- commenced negotiations on new industrial agreements for Correctional Officers and Legal Practitioners in line with the approved Government Wage Policy;
- continued support to employees and managers in resolving workplace grievances. There has been ongoing refinement of the procedures with the aim being to make it simpler for employees to raise and resolve grievances at a local level based on good practice principles;
- continued support to employees and managers in managing misconduct in the Department, consistent with Tasmanian Integrity Commission good practice guidelines and State Service directions; and
- worked with employees and managers to support employees returning to the workplace from injury and to resolve long-term workers compensation claims. A review of associated resources and their deployment is also occurring.

Work Health and Safety

The Department has a Work Health and Safety Management System (WHSMS) in place that is reviewed for its effectiveness by Agency Executive and an internal audit program.

Key activities include:

- annual review of Output WHS Risk Registers;
- regular housekeeping inspections;
- induction and orientation programs in place for new employees; and
- public safety and physical security risk assessments undertaken across all workplaces used by the Department.

Health and Wellbeing

The Department continues to promote health and wellbeing activities across its Outputs to improve the health outcomes for its people. Through its Health and Wellbeing Champions Network of 50 people across the Outputs, it strives to provide a range of activities at Department and Output level.

Examples include:

- bi-annual heart health checks;
- annual skin cancer screening checks;
- Ritualize and other fitness challenges;
- support for physical activities such as City to Casino, Walk the Bridge, Mother's Day Classic; and
- mental wellness activities such as mindfulness, Stress Down Day and R U OK? Day.

Diversity and Inclusion

It has been an incredibly busy year for the Diversity and Inclusion project. The Project Steering Committee determined four key focus areas for the project: Gender, Aboriginality, Disability and LGBTIQ. A working group was established, with four sub groups for the key focus areas. The project action plan was endorsed by the project steering committee, with three action areas:

- attracting, recruiting and retaining employees from diverse groups in the community, particularly focusing on gender equity, people with a disability, LGBTIQ communities and Aboriginal and Torres Strait Islander People;
- building the capacity of our workforce by providing awareness, education and training; and
- building inclusion into everything we do so that diversity becomes part of who we are as an organisation.

Key achievements:

- Unconscious bias training for managers, leaders, recruiters and Human Resources staff.
- Participation in NAIDOC Week, AccessAbility Day and Harmony Day events.
- Project Manager presentations at every Corporate Induction.

Over the next 12 months the Department looks forward to finalising the Diversity and Inclusion Strategy, launching the Flexible Work Policy and continuing its diversity and inclusion journey.

People Strategy

A significant part of our Corporate Direction 2018-19 is a commitment to develop a People Strategy to best guide and support our staff into the future.

Six key themes were identified from recent staff surveys for discussion and feedback at forums conducted across the State for Department of Justice employees:

- Attracting an inclusive, diverse and high-performing workforce;
- Visible and accountable leadership and management;
- Maximising our learning and development opportunities;
- Recognising and managing good and poor performance;
- Change, good governance and project management; and
- Resilience, mental health and wellbeing

The outcomes of these forums is being collated and a draft strategy developed for consideration by Agency Executive.



Figure 7.1

Strategic Infrastructure Projects

The Strategic Infrastructure Projects Unit is responsible for the management and delivery of major infrastructure projects across the Corrections and Administration of Justice sectors. The unit was established to support the Government in implementing key Budget commitments relating to the delivery of significant court and prison infrastructure.

Progress of Projects and Major Milestones

Several new projects were started in 2018-19 and the Unit's activities were realigned into three program streams; the Northern Justice Program, Southern Justice Program and Major Projects. A new adaptive staffing model was introduced to provide the flexibility needed to successfully manage multiple projects of varying size and complexity across the State.

During the year, the Unit celebrated the achievement of several major milestones, including the delivery and finalisation of three key projects; the Mary Hutchinson Women's Prison expansion, upgrades to the Launceston Supreme Court and Launceston Reception Prison and recommissioning of Division 7 at the Ron Barwick Minimum Security Prison. These projects contribute to the Department's goals of providing a sustainable, safe, secure, humane and effective corrections system, and improving access to justice services.

Northern Regional Prison Siting Project

A targeted expression of interest process was undertaken to identify a suitable site for the new \$270 million Northern Regional Prison, with various government and non-government sector groups invited to make submissions. The submissions were evaluated by a multi-disciplinary panel (comprising members from across Government and a private individual with significant experience in the Justice sector) against a set of siting principles. A list of recommended sites has been



Figure 7.2

provided to Government. The new 270-bed Northern Regional Prison will provide better access to justice for detainees and support the delivery of programs and other activities designed to reduce recidivism. Public consultation will commence in the next reporting period. It is anticipated construction of the new prison will begin in the 2020-21 financial year.

Police out of Courts Project – Upgrades to Launceston Supreme Court and Launceston Reception Prison

In 2017, the Government announced that Tasmania Police Officers would be relieved of court security and prisoner transport duties at the Launceston Supreme Court. This transition occurred in July 2018 and important infrastructure upgrades to the Launceston Supreme Court and Launceston Reception Prison, to complete the transfer of those responsibilities to the Tasmania Prison Service, were finalised in June 2019. The upgrades delivered significant improvements to court security, conditions in the court holding cells and facilities for staff.

Mary Hutchinson Women's Prison

On 21 October 2018, a ceremony was held to mark the opening of a new mother and baby unit and two 10-bed minimum security units at the Mary Hutchinson Women's Prison. The five-bed Mother Baby Unit has been built to contemporary correctional standards and includes a crèche and outdoor play area. The new facility provides a child-friendly environment in which mothers can continue to care for their young children while in custody. The Premier, the Hon. Will Hodgman MP, and Attorney-General and Minister for Corrections, the Hon. Elise Archer MP, attended the opening of the new facilities, which were named the Dr Vanessa Goodwin Cottages in honour of the late Dr Vanessa Goodwin, former Attorney-General and Minister for Corrections.



Figure 7.3

Ron Barwick Minimum Security Prison – Division 7 Upgrade

The refurbishment and recommissioning of Division 7 at the Ron Barwick Minimum Security Prison in November 2018 provided some relief to the accommodation pressures currently experienced by the Tasmania Prison Service. Like most other jurisdictions in Australia, Tasmania has seen unprecedented growth in its prisoner population. This project added 40 extra beds to the Tasmania Prison Service’s operational capacity, and delivered facilities designed to accommodate the needs of prisoners with physical and age-related disabilities. The second phase of the broader Ron Barwick upgrade project, which includes critical plumbing and electrical upgrades, is due to be completed by the end of 2019.

Southern Remand Centre

Planning and design for the new Southern Remand Centre is well under way, with several key contracts awarded and a design and consultancy team assembled. A Managing Contractor tender process was initiated in March 2019 and is expected to be concluded by the end of September. The \$70 million facility will deliver the state’s first dedicated remand facility. The Southern Remand Centre will provide a minimum of 140 additional beds and enable the Tasmania Prison Service to accommodate and manage male detainees in line with contemporary correctional standards. A further \$9.34 million has been provided by Government to expand and upgrade existing facilities to support the new Remand Centre. The scope of this project includes a new kitchen, upgrades to the Risdon Prison Complex gatehouse and health centre, and an extension to the visitor centre.

O’Hara Pre-release Cottages

The expansion of the O’Hara Transitional and Pre-release Cottages on the Risdon Prison site will double the current capacity, enabling a further 16 prisoners to make a structured and gradual transition back into the community. The project is currently in the planning and design phase and will result in the construction of four additional independent living units. The expansion of the O’Hara Cottages is expected to be completed in early 2020.

Further information regarding the Strategic Infrastructure Projects program of works can be found at <https://www.justice.tas.gov.au/strategic-infrastructure-projects>

Figure 7.1: Upgrades to court security at the Launceston Supreme Court.

Figure 7.2: Inside the Mother Baby Unit at the Mary Hutchinson Women’s Prison.

Figure 7.3: The internal courtyard of Division 7 at the Ron Barwick Minimum Security Prison.

Office of the Chief Information Officer

The Office of the Chief Information Officer (CIO) was established in late 2018 and facilitated a structural change to bring together the Department's information, records, technology, project management and web services, as well as significant ICT-related projects such as Justice Connect and the Planning and Building Portal. The focus of the Office of the CIO and its branches was to deliver on the Department's ICT Strategy 2017-2021 including a comprehensive ICT uplift program and commencement of the implementation of common frameworks such as for Project Management, Service Delivery and Organisational Change Management.

Information and Communications Technology Services

The Information and Communications Technology (ICT) Services Branch provides support services and advice to the Department on technology solutions. During the past 12 months the branch:

- managed requirements elicitation, development and implementation of changes to the Magistrates Court's and the Community Correction's business systems for the management of Home Detention with Electronic Monitoring;
- provided continuous enhancement and support services for the Agency's business critical systems;
- provided technical support and infrastructure upgrade services for the Agency's business solutions;
- delivered significant upgrades to the Agency's ICT network infrastructure;
- implemented Fines and Infringement Notices Database (FIND) Release 5, a major application release that delivered new functionality and significant upgrades to existing functionality;
- developed the FIND Architectural Roadmap, and subsequent endorsement of the Roadmap by the FIND Governance Committee. The Roadmap provides a five-year plan for updating and maintaining FIND architectural components. The Plan will ensure FIND continues to supply functionality and services required by major business stakeholders the Monetary Penalties Enforcement Services (DoJ) and Traffic Liaison Services (Department of Police, Fire and Emergency Management) and other stakeholders such as the Courts, the Motor Registry System, Service Tasmania, and local government councils;
- commenced work to upgrade the Agency's server operating system platform infrastructure;
- commenced migration of the Agency's email services to Office 365;

- completed migration of the Agency's desktop video conferencing services to Office 365;
- completed the upgrade of supported computers to Windows 10; and
- implemented secure measures for the agency network and application websites.

Project Management Branch

The Project Management Branch has a strategic focus on delivering projects to address business needs. The branch is responsible for building project management capabilities across the Department by acting as a central source for project-related advice, guidance, tools and templates.

The branch oversees the Department's portfolio of ICT projects and provides project management, test management and business analysis services as required. This includes business case development, requirements definition, drafting procurement documentation, contract development, test execution and analysis, and managing projects on behalf of outputs. Key activities for 2018-19 included:

- The 'go live' of MyBond on 1 May 2019 which delivered:
 - online lodgement and claiming of bonds; and
 - online payments for tenants.
- Preparing for the 'go live' of JP Web Search on 1 July 2019 enabling members of the public to search for Justices of the Peace by name or location.
- Births, Deaths and Marriages Online Services enabling:
 - the public to order birth, death or marriage certificates online; and
 - register births online.
- Detailed business analysis and project management services for projects expected to be undertaken or competed in FY 2019-20 including:
 - Registration to Work with Vulnerable People (RWVP) redevelopment of public forms with an anticipated 'go live' of 15 July 2019;
 - RWVP interfacing with the Working With Children Checks (WWCC) national reference system in October 2019;
 - RWVP implementing national worker screening with the National Disability Insurance Scheme (NDIS) with an anticipated 'go live' in mid-2020;
 - Industry Safety implementing new system for WorkSafe Tasmania inspectors with an anticipated 'go live' in mid-2020;
 - Office 365 Exchange Online Email Migration as part of a Whole of Government project;

- Amending the Births, Deaths and Marriages information system and online forms to incorporate recent changes to the *Births, Deaths and Marriages Registration Act 1999*; and
- Upgrade of Crown Law's Visualfiles application and the supporting platform.

The Project Management Branch has also actively participated in a Whole of Government project management forum designed to lift project management standards across multiple Agencies. Work in this area included:

- commencement of the development of a Project Management Framework tailored for use by the Department;
- development of tailored project-related processes, tools and templates based on the Whole of Government model; and
- participation in regular multi-Agency meetings to share knowledge and experience in specialist project management areas.

Justice Connect Program

Justice Connect is a major program of work that will address shortcomings with existing systems, integration, processes and data supporting the criminal, correctional and civil jurisdictions managed by the Department of Justice. It will replace outdated technologies with a contemporary architecture and platform that enhances efficiencies, improves policy outcomes through better information sharing and provides access to timely and trusted information. The vision of Justice Connect is to deliver 'a contemporary, integrated, end-to-end Justice System'. This vision will be achieved over multiple stages, with stage 1 focusing on criminal and corrective justice and stage 2 centering on civil justice.

During 2018-19, the program successfully completed the first stage (Request for Proposal) of a two-stage procurement process to source an end-to-end solution. The purpose of the Request for Proposal (RFP) was to identify the best solution architecture and implementation approach to meet the needs and budget of the Department. The RFP resulted in identifying that the preferred architecture was a Commercial Off The Shelf (COTS) solution and the favoured implementation approach was a staged roll out. A subsequent business case was developed and in May 2019 the Program was able to secure capital funding of \$24.5m over 4 years as part of the 2019-20 State Budget. Funding approval has allowed the program to continue the planning and preparation of the Request for Tender (RFT) to implement a COTS solution and future support model.

The program is now preparing to release an RFT to complete the procurement process. As part of this preparation a requirements phase has commenced

to compile a descriptive list of use cases along with a comprehensive set of data artefacts, with teams of Business and Data Analysts spending time in the business areas, conducting workshops and meetings with subject-matter experts. This documentation, along with sentencing specification, general requirements and key vendor directed questions, will form a key part of the RFT. The RFT will be released to the market in the second half of 2019 and the program is aiming to have identified, and entered into contract negotiations with the preferred provider of the COTS solution early in 2020.

Justice Connect will seek to mitigate the risk of this major investment by splitting the implementation contract into three parts:

- A Minimal Viable Product (MVP) Phase, where a prototype is created ready for initial verification of solution testing. This may include some data migration, integration and reporting components.
- An Implementation Phase, to roll out the remainder of the solution not covered in the MVP; and
- A Support Phase to support the solution moving forward by entering into a Software as a Service Support Agreement with the vendor.

Planning and Building Portal

The Planning and Building Portal project will deliver a single access point for industry, property owners and councils to manage planning and building applications across the state.

The project will deliver a solution that will:

- provide a single, state-wide system which integrates all planning, building and related approvals for development in Tasmania;
- make development in Tasmania a simpler and more transparent process, providing the Tasmanian community with greater access to information on planning, building and related authority rules; and
- reduce red tape associated with development approval processes by removing a number of paper-based forms.

The portal will significantly enhance the ability of regulators and the public to access real time information about planning, and the building and construction industry, while reducing the paperwork required to progress planning and building projects.

The 29 Local Councils have been briefed on the Planning and Building Portal at both General Manager and Development Team levels. Relevant industry groups have also been briefed at their representative level. In consultation with the industry group representatives, a presentation is being delivered to its members. The industry groups include, but are not limited to, the Housing Industry Association, Master Plumbers Tasmania and the Australian Institute of Architects.

In November 2018 the Hon Josh Frydenburg MP, Commonwealth Treasurer, wrote to the Hon Peter Gutwein MP, Treasurer of Tasmania informing him that the Federal Government would pay Tasmania \$6.4 million upon implementation of agreed reforms which include water and sewerage infrastructure spatial data mapping, bushfire risk spatial data mapping, environmental, public health and heritage application assessments and the automation of licence verification. The Planning and Building Portal will deliver these agreed reforms by 2021.

In February 2019, the project team completed a comprehensive requirements document which was released for tender on 20 April 2019. Tender responses closed on 29 May 2019.

Web Services

This year the team has worked with stakeholders across government and industry, providing support, advice and consultancy services. Our primary focus has been to build digital inclusion as a standard component into all our projects.

In 2018-19, the team successfully launched the following websites:

- [Strategic Infrastructure Projects](#)
- [Births, Deaths & Marriages](#)
- [Tasmanian Law Library](#)
- [Ombudsman Tasmania](#)
- [Justice of the Peace web search & forms](#)

In addition, a redevelopment of the WorkSafe website has also commenced.

Records Services

The Records Management unit provides support and management of the Agency's corporate records management software and associated services. During 2018-19 it:

- commenced development of a Strategic Framework for Records and Information Management across Justice;
- implemented a new high-quality scanning capability at our Rosny office to support the migration to digital-only records and thereby reducing storage costs and more efficient location of corporate records;
- undertook a significant amount of work to manage hardcopy Corporate records ahead of the relocation to Parliament Square;
- consolidated large volumes of records.

Office of the Secretary and Communications

The Office of the Secretary and Communications provides administrative leadership across the Department, coordinates administration functions, activities, policies and practices, and manages designated significant organisational projects.

The Office manages the preparation of Ministerial and Parliamentary documents, including Question Time and Budget Estimates briefings, and coordinates agency input to Government initiatives as required.

The Office is responsible for Right to Information policies and processes, board, tribunal and statutory appointments and strategic planning advice and guidance as required to the Tasmanian legal assistance sector.

The Office also coordinates key governance functions such as Agency Executive and the Senior Managers Forum and provides administrative support to the Secretary and Deputy Secretaries.

During the reporting period the Office has continued its focus on achieving White Ribbon accreditation by developing and implementing initiatives to demonstrate the Department's commitment to preventing violence against women.

Organisational changes have seen the Office of the Secretary assume responsibility for the Communications Branch, including media liaison, managing internal communications and the provision of advice and guidance to Departmental officers on media and communication issues. The Office has also assumed responsibility for the coordination of business planning processes and reporting and the production of the Annual Report.

The functions previously managed by the Communications Branch relating to Records Services and Web Services have transferred to the new CIO.

Highlights in the area of communications during 2018-19 included:

- the management of more than 200 media enquiries;
- continued support for the White Ribbon Accreditation Program, including the provision of advice and promotion;
- participation in arrangements and promotion for Corrections Day 2019 and the Australian Corrections Medal nomination process;
- ongoing management of the Department's intranet; and
- coordination of media events to publicise the work of the Department.

Addressing Family Violence in the Workplace

The Department has proudly continued its work toward becoming a White Ribbon Accredited Workplace by demonstrating leadership in the prevention and response to violence against women and in families and by taking steps to ensure we provide a safe and supportive workplace for all employees.

Since the Department commenced the White Ribbon Australia National Workplace Accreditation Program in May 2018, a new Family Violence Policy – *Support for Employees affected by Family Violence* – has been developed and implemented. This is the cornerstone of the Department’s response to family violence in the workplace and outlines the practical support options available for employees. The Department has also developed other supporting resources, including information sheets to respond to both victims and perpetrators in the workplace and a Workplace Safety Plan to address the individual safety of any employee who is experiencing family violence.

Specialist training has been rolled out to more than 260 managers and supervisors and new online learning resources have been made available for all staff. A video demonstrating the complexity of family violence and showcasing the coordinated service response in the Tasmanian community, one in which Justice plays a pivotal role, has also been produced.

The Department is very proud of the work we have undertaken to create positive change, not just in the workplace but in the broader community. However, this will be just the first step towards the changes we want to achieve. The Department will continue to support its people to speak out and take action to prevent men’s violence against women and to play a positive role in creating change in families, at work and in the community. An Operational Plan for 2019-22 is being prepared and will outline the Department’s intended actions to strengthen and build on the work undertaken to date. This work aligns strongly with the Department’s zero tolerance to violence and ongoing cultural change priorities. It is also complemented by the work being undertaken on gender equality as part of the Diversity and Inclusion project.



Officer profile: Julian Vittorio

Julian Vittorio never imagined his study choices would lead him to helping victims of child sexual abuse receive redress.

When the 25-year-old began his Arts/Law degree he was considering a future in communications.

But the law called him and he completed a Bachelor of Law with Honours before being selected as one of a handful of the University of Tasmania’s brightest and best to participate in the Tasmanian State Service Graduate Program.

Through the rigorous program he was chosen to join the Child Abuse Royal Commission Response Unit (CARCRU) within the Department of Justice as a Policy Officer and is now developing policy and legislation to help the unit deliver on the Government’s commitment to implement the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.

“The TasGraD program is very exciting as there are so many potential learning opportunities and working within the CARCRU has been really rewarding” Julian said.

“The legislation I’m working on is actually going to have a significant effect on people who have gone through so much trauma.”

Julian would recommend a similar pathway to future graduates and has recently become the new face of the TasGraD program, featuring on its publicity material.