Transforming Criminal Justice
DISCUSSION PAPER | MARCH 2016
Connecting the criminal justice system through information management

Attorney-General’s Department

“Putting People First”

Government of South Australia
Attorney-General’s Department
Feedback on this Discussion Paper can be provided online at yoursay.sa.gov.au or via email to justicereform@sa.gov.au or to Justice Sector Reform, Office of the Chief Executive, Attorney-General's Department, GPO Box 464, ADELAIDE SA 5001.

Feedback must be lodged by April 30, 2016.

**Important information about your submission**

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For the past eighteen months, as part of the *Transforming Criminal Justice* reform program I have been engaged in a conversation with the community and the legal profession about the ways in which the criminal justice sector can improve its performance and provide a better service to South Australians. The Criminal Justice Sector Reform Council (the Council) has also been tasked with improving sector-wide performance through cooperation and collaboration, recognising that the criminal justice system comprises highly connected entities, and when changes are made in one area, it can impact all involved.

Earlier *Transforming Criminal Justice* publications have focused on improving the criminal justice system by implementing better processes, creating more contemporary practices and, where necessary, changing our laws. This paper looks at ways in which improved information sharing, through better business practice and use of technology, can deliver better criminal justice services to the South Australian community.

Using technology to create efficiencies, measure our performance and develop insights into the nature of our criminal justice system will ensure that we improve outcomes. Improving accessibility and transparency, and protecting vulnerable persons through the use of audio visual technologies will mean that justice is available to all. Gradually moving away from a wholly paper-based environment, implementing automation so manual processing is not required and allowing citizens to access information from their personal devices will mean delays, confusion and waiting times are reduced.

Considering the flow of information through the criminal justice system presents exciting opportunities to assess how justice services are delivered to the community. I look forward to hearing your views on these important issues.

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**John Rau**
Deputy Premier
Attorney-General
Minister for Justice Reform
Introduction

The Transforming Criminal Justice: Putting People First Strategic Overview (the Strategic Overview) was released to the public in December 2014. Marking the beginning of the Transforming Criminal Justice reform program, the Strategic Overview started a conversation about the operation of the criminal justice system. It asked the community and the legal profession to consider what improvements and efficiencies could be made to ensure better outcomes for the people of South Australia.

The Strategic Overview provided a Map of Ideas flagging the areas of reform to be considered. This map specifically outlined potential reform relating to information management, including:

- developing a more citizen centric justice system;
- providing a higher number of services online;
- increasing audio-visual attendances;
- ensuring up to date information for victims and witnesses;
- transitioning to paperless systems and electronic lodgement;
- improving the sharing and electronic exchange of information; and
- promoting increased productivity across the criminal justice system.

Information management is central to public safety and a modern, effective criminal justice system. Technology impacts upon how the criminal justice system operates and responds to crime.

Every day decisions are made by staff working in the criminal justice system that keep the community and families safe. They need the best possible information at their disposal to make the best possible decisions as quickly as possible.

The complex challenges we face as a community within criminal justice often require a fast response from multiple organisations across the state and sometimes across the country. Teams need to come together to collectively identify and manage risks and solve problems.

This means that the secure and effective sharing of information between such organisations and within organisations is more important than ever. Whether it be in our efforts to prevent crime, in the targeting of prolific or serious offenders, in the management and supervision of high risk offenders in the community, or for the growing need for organisations to work together on serious issues such as domestic violence and organised crime, the use of information and technology is critical.
In order to deliver improved services to the community, the Government needs to understand the expectations of the people that interact with the criminal justice system and find better ways to communicate with them. Every victim, witness and defendant creates and consumes information in his or her dealings with the criminal justice system. Equally, every legal representative, prosecutor, magistrate, judge, correctional services officer and police officer does the same; they create and consume information. However, their sources of information are often not connected. We need to improve connections and make sure that information is available, current, consistent and easy to understand. We need to ensure that the people within the criminal justice system who make decisions, such as when to release someone on home detention or when to keep someone in prison for the safety of the community, have the most relevant, complete and up to date information at their fingertips.

Victims and witnesses should have access to information that can help them navigate the criminal justice system, allowing them to actively participate in the process and then move on with their lives. This requires access to up to date information about their matter and ongoing contact with those who are available to help. Inefficiencies in the mechanics of the criminal justice system can lead to delays, and delays impact the community. The criminal justice system needs to carefully consider the best ways to manage information so that we can achieve the best outcomes for those who use the services and taxpayers who fund the system.

The criminal justice system needs to be accessible. We need to use technology in a way that connects people, allowing those outside of the cities to access the criminal justice system without disadvantage, for example by deploying more audio visual links to the country.

In addition, we need to consider the risks that exist within our system; people can be put in danger if information is not shared. Many Government departments interact with vulnerable people in our community. To better protect these people, it is essential that accurate information be shared between organisations quickly and effectively. The Government needs to protect staff who deal with high risk offenders; whether they are officers in correctional services facilities or the courts, they need to be up to date with the best information available, so that they can manage circumstances and risks appropriately.
Going forward, it must be acknowledged that the Government does not have infinite resources. However, improving processes and systems will create efficiencies. Technology must be optimised both to communicate with the public, but also to deliver services that are better, faster and more reliable. As such, people who work within the criminal justice system need to embrace contemporary practices and establish programs to modernise our system (for example, providing paperless courtrooms, online lodgements, adjournments and guilty pleas, and video conferencing to courtrooms).

For reform to be successful, all organisations across the criminal justice system need to be committed to a shared vision. A critical part of working towards this goal is to ensure the most effective access to all information available so that it is used in a way that better serves the people of South Australia.
Historically, reform in the criminal justice system has occurred separately in each organisation. Work might have occurred within the Office of the Director of Public Prosecutions (ODPP) or South Australia Police (SAPOL) for example, but with a focus solely on that operation and not the entire criminal justice system. This has resulted in costs and risks being shifted between organisations, rather than solving problems for the whole system.

When change occurs in one part of the criminal justice system, it inevitably impacts the rest of the system. When considering reform, priority cannot be given to one particular agency or any specific element of the system. Through the Transforming Criminal Justice reform program, the Government is asking the community and the legal profession to view the criminal justice system as a whole, and to reconsider the system from every perspective.

This Discussion Paper looks closely at the work being undertaken through the Attorney-General’s Department (AGD), Criminal Justice Information Management (CJIM) and other initiatives being undertaken across the criminal justice system that are also aimed at improving services through improved information management.

The management of information is an aspect of the criminal justice system that needs immediate focus. As society progresses and citizens increasingly access information in different ways and across multiple devices, there is a community expectation that the criminal justice system should keep up. Equally, efficiency should be created within organisations by employing contemporary practices so that time and resources can be better utilised.

The criminal justice system should strive to be more accessible and transparent. We must measure our efficiency and report that transparently to the community. If there are areas that need to be improved, we need to commit time and resources to improving them. Equally, if we are doing things well, we must also share this information so that people feel safe and know that justice is being served. To start this process, we must collect information about our operations and develop a deeper understanding about processes and how they interconnect.
Historically, criminal justice system information has existed in silos, with only basic levels of interaction between organisations. For example, judges and magistrates request multiple types of information in the course of hearing matters, much of which comes from disparate systems not easily accessible by the Courts. This information is then provided by organisations manually and may sometimes be inaccurate or incomplete, for example, data that relates to driver demerit points. The consequences of information that is not accurate or complete can be very serious, for example, if information relating to a domestic violence Intervention Order was unavailable.

Through this Discussion Paper we are seeking to understand and improve how victims, witnesses and defendants interact with the criminal justice system. We are seeking to better understand the community’s vision of what an accessible and transparent criminal justice system might look like. In addition, we are seeking the means to create a criminal justice system that continues to foster community confidence.
Criminal Justice Information Management

Driving the agenda to be more efficient and effective is the desire to create better outcomes for justice, citizens and the community. Importantly, better information management can enhance the protection of families, the vulnerable and the rights of victims and witnesses, as well as staff within the system. It also allows the opportunity to better manage offenders and mitigate risks within our system through improved case management.

As part of the criminal justice reform agenda, CJIM was initiated to ensure that those within the criminal justice system who need to make decisions for the good of the community, have the best and most up to date information available, in the most effective form. CJIM aims to break down silos of information and to improve the exchange, timeliness and accuracy of information for all participants in the justice system. In essence, CJIM is seeking to create a consolidated view of the criminal justice system. For example, it is no longer acceptable to have only SAPOL’s view of an offender. The system must recognise that there are other relevant perspectives which provide context and a deeper understanding of justice and will deliver better outcomes for the community.

Through CJIM, business processes are being improved to avoid rework, overlap, duplication and unnecessary effort through better sharing (and electronic exchange) of information, to ensure delivery of a more efficient service to South Australians and reduce errors made. Relevant legislation is being assessed to ensure that it reflects contemporary practice and allows for optimal use of technology. A key objective is to simplify services with citizens in mind, the focus being on the provision of justice from the citizen’s perspective rather than the historic model that places organisations at the centre.

Simply put, through CJIM the criminal justice system aims to:

- **Join the Dots** by developing a deeper understanding of the interconnected criminal justice system;
- **Measure and Assess** by establishing mechanisms to measure the performance of the criminal justice system;
- **Reform and Improve** by identifying ways that the criminal justice system might be improved, both in terms of delivering better services to citizens and by finding ways to be more effective from an organisational perspective.

Ultimately, we are working towards the concept of ‘joined up justice’ by creating a collective of all of the different parts; to understand and see ourselves in the way the public does.
Join the Dots
Understanding is the key to improvement. In order to reform any system or practice, there must be a common understanding of what it involves. Currently, there is a lack of clarity of how interconnected everything is from an information management perspective. The business of criminal justice is underpinned by information that tells a story about how the system interrelates both internally between organisations, but also with the community. Joining the dots is about bringing this information together in a way that allows both the Government and the community to develop a deeper understanding of what will be best in the future.

Measure and Assess
In order to improve, we must develop an in-depth knowledge about the use and efficiency of the criminal justice system. To understand use, we need to have the ability to monitor activity. This is the equivalent of measuring the number of cars on the road, levels of congestion, road-worthiness of vehicles and the integrity of the roads on which the vehicles travel. Without this information we don’t know which parts of the criminal justice system are not working as well as they could be, and where effort should be directed for improvement. Without this information, the effectiveness of the reform program cannot be measured.

The Council’s Performance Measures Project is introducing cultural change through this process. A set of performance measures have been developed to track the progress of our reform program so that we know that the program is making a difference. We need to be honest with ourselves and honest with the public about where money is best spent.

In order to evaluate and then make informed policy decisions, we need to have a business intelligence and data analytics capability. This is primarily for our operational needs, but also for research and to measure the performance of business processes that span all criminal justice system organisations. This capability will help Government to obtain insights into organisational performance and identify patterns and trends to work towards better outcomes. We also need to understand where the benefits of our work will be realised, both operationally and financially. Often, change can occur in one organisation but the benefit or cost may be felt in another, so we need to be able to track and assess these results.

Reform and Improve
The Government is committed to looking at the whole system. No part of the criminal justice system can be quarantined from change, and every part is open for review and consideration. Through measurement and assessment, opportunities for improvement can be identified and harvested.
AGD is committed to working collaboratively with organisations across the criminal justice system to analyse how effectively existing processes deliver against business needs and community expectations. Information that is passed from organisation to organisation (the workflow of information sharing) has been highlighted as a significant area for improvement across the criminal justice system. Inefficient business practices, poor use of technology or outdated legislative or operational processes create inefficiencies, which affect the timing and effectiveness of many information workflows. In order to deliver upon the reform program, a central focus of CJIM is addressing these deficiencies and making legislative and administrative improvements that will benefit both organisations within criminal justice and the community.
A ‘Justice View’

The core objective of reform within CJIM is to empower every participant in the criminal justice system. This includes victims and defendants, witnesses and the wider community, the people working within government and non-government organisations across the criminal justice system, as well as the criminal justice system staff themselves.

There must be a holistic view of the criminal justice system as a continuum and there must be an understanding of how a person or a matter progresses from an overall system perspective; a Justice View.

A common, consistent and shared view of how a matter progresses through the criminal justice system will allow organisations to implement operational responses that protect the vulnerable, while assessing ways to improve the delivery of justice. Equally, we need to manage risk and inefficiency through the creation of shared data sets. Commonly used offence information (name, address, and date of birth and charges, for example) should be shared amongst justice organisations, reducing both the need to maintain disparate systems, and the risks and inefficiencies associated with duplicative data entry. Gaining this understanding will allow us to design better services and improve policy making, as it will give us a complete picture of how a person experiences criminal justice.

Further, the provision of relevant information has to be measured in terms of the value it provides to the people involved in the justice process, particularly decision makers. When viewed from this perspective, challenges emerge around how services align with community expectations through the utilisation of smartphones, social media, and increased information availability.

In line with the Government’s SA Connected Strategy (see Appendix A), the criminal justice system needs to minimise the effort a person has to make when interacting with it, to better connect the people of South Australia with the things they want and need, when and where they need them. While achieving this, the Government must also take care to ensure that the security of information and privacy of citizens is not compromised in any way. The information managed in the criminal justice system is sensitive and must be handled respectfully.
Improved Information Sharing

Since the formation of the Council and the beginning of the *Transforming Criminal Justice* reform program, many opportunities for change and the improvement of information management practices have been identified. A number of changes have already been implemented across the criminal justice system. These changes are outlined below. This is an ongoing process and continuous improvement must be the basis from which we all work to ensure the best outcomes for the community.

**Intervention Orders**

The first workflow to be assessed by CJIM and improved through better information exchanges has been the transfer of information about Intervention Orders made under the *Intervention Orders (Prevention of Abuse) Act* 2009 (the IOPA Act). An Intervention Order is issued by either Police or the Courts to protect people. Intervention Orders were previously known as restraining orders. Domestic violence is a blight on our community and processes that ensure the protection of victims of domestic violence are of the highest importance to the Government.

The IOPA Act provides that the Principal Registrar of the Magistrates Court must provide relevant public sector organisations (including the Department for Communities and Social Inclusion (DCSI), the Department for Education and Child Development (DECD), the SA Housing Trust and SA Health) with certain information about orders made under the IOPA Act. This includes:

- details of interim Intervention Orders issued by SAPOL officers;
- details of the revocation of police issued interim Intervention Orders by the Commissioner of Police;
- details of interim Intervention Orders issued by the Court or revocation of these; and
- details of final Intervention Orders issued by the Court and any variation or revocation of these.

The way the courts and these Government organisations share information about Intervention Orders has been the first priority of CJIM working together with the agencies and organisations involved in the operational management of Intervention Orders information.

Since the legislation commenced, the process for sharing this information has been a manual one. While some technology assists in the process, current mechanisms rely on human processes to ensure effective delivery of information between the organisations responsible for supporting victims. This means there is room for error and time delay. In collaboration with SAPOL and the Courts Administration Authority (CAA), CJIM has implemented an initiative to improve the sharing of critical information to ensure that operational responses are triggered automatically. It is better to remove multiple data entry points by entering the information once, and then allowing technology to transfer it to those agencies and organisations who need it.
Work has recently been completed that ensures that as soon as a SAPOL officer issues an interim Intervention Order into their system, an automatic notification is sent to the Courts and a hearing is automatically booked.

By using technology to facilitate better information sharing and amending legislation to support efficiency, improvements to Intervention Orders processes have been achieved.

In order to facilitate this improvement of sharing information about Intervention Orders, the IOPA Act was amended to allow for the data or “prescribed details” associated with Intervention Orders to be shared, rather than the historical requirement to provide a signed copy of the Intervention Order. In future, this amendment will also allow electronic transfer of the information to happen automatically to those organisations who provide Government services in response (the Department for Correctional Services (DCS), DCSI, DECD and Families SA), reducing delay and problems connected with manual processes. It is critical that information about an Intervention Order is consistent and current across all relevant organisations, and provided quickly to ensure that the people protected by the order receive the support they need.

When this improvement is implemented, it will mean that an automatic transfer of information about an Intervention Order will be made to DCS immediately. DCS will then be able to commence their process to have a Women’s Safety Officer contact the victim of domestic violence to provide support in the shortest possible time.

By working to create a justice view of Intervention Orders, organisations that provide support and responses will be better equipped to protect vulnerable citizens and create a safer community.

The Legal Services Commission of South Australia (LSC) is also working to create better sharing of information for the community and is the first legal aid service in Australia to introduce a website chat window to allow members of the public to engage in an online conversation, in real time, with a legal adviser. Legal Chat is particularly useful when a client’s enquiry can be answered by sending a link to an online legal resource. It operates alongside the advice hotline and is available in business hours from Monday to Friday, subject to staff availability.

In the past financial year, the LSC legal advice telephone hotline received more than 80,000 phone calls – a record number. Legal Chat responds to this growing public demand for legal assistance.
Court Attendance Notification Plus (CAN+)

SAPOL generates approximately 65,000 briefs of evidence each year for criminal matters involving approximately 30,000 summonses. The management, quality control, processing and prosecution of such a significant number of files within an increasingly complex operational policing environment is a challenging task.

A summons is an order requiring someone to attend court. Service of a summons occurs when police officers attend a person’s home or place of work and hand a copy of the court order to them. This then requires them to attend court on a specified date. CAN+ is an alternate method of bringing a person to court which involves police officers contacting the person via phone to advise them of the upcoming court date and obtain an email address. A reminder email is then sent to the person, with an email attachment called a summary of evidence, containing information about the charge.

The intention of CAN+ is to reduce the time spent and distance travelled by police officers to deliver summonses, and also to reduce the number of attendances required at court for a person as they receive information about their charges earlier in the process. These efficiencies allow resources to be better utilised elsewhere. Further, it is recognised that many members of the community will voluntarily attend court and would prefer to interact via email, as opposed to having police officers arrive at their home or work place, which can be both confronting and embarrassing.

The CAN+ process is an example where using modern delivery channels and improving processes has provided opportunities for more efficient and effective use of resources. This in turn results in operational efficiencies and means that SAPOL can concentrate resources on its core business of protecting the community.
Simplifying Interactions: Subpoenas
SAPOL Prosecution Services Branch (PSB) coordinates the preparation and dissemination of approximately 4,000 subpoenas per year. A subpoena is the document that is provided to a member of the public, requiring them to attend Court, produce documents to the Court, or both.

Subpoenas have historically been very long documents that can be confusing and difficult to interpret, often resulting in witness confusion and anxiety.

The South Australian Subpoena Project was a collaboration between SAPOL, CJIM and the Joint Rules Advisory Committee to improve the usability of South Australian subpoenas, reduce the number of pages in a subpoena and bring South Australian subpoenas more into line with other Australian jurisdictions by using similarly simple documents.

The revamping of the subpoena documents has delivered significant efficiency improvements and provided a reduction in costs by approximately 75,000 printed pages annually. Most importantly, the new template will reduce confusion surrounding the subpoena process and provide clarity around the information required by the witness.

Resource efficiencies include:

**Citizen satisfaction**
Simplified documentation improving citizens’ interaction with the justice system

**Environment impact per year**
Saving 10 trees, 9,178 litres of water; 512 kg of CO2; and, 38 kg of waste to landfill

**75,000 pages**
Reduction in printed pages per year
Mobile Information: ODPP

The ODPP has embraced cultural change with the introduction of mobile devices and the online access of legal resource material. The Online Lunn and Mobile Devices Project was created to introduce both efficiencies and cultural change through the introduction of online technologies.

The Lunn is a colloquialism for the legal resource which summarises civil and criminal law in South Australia. To access Lunn, ODPP solicitors have traditionally had hard copies of the ‘Criminal Law South Australia’ volumes with them in court. CJIM worked alongside the ODPP to digitise access to Lunn by equipping solicitors and prosecutors with tablets that can access Lunn online, allowing for quick and easy referral during a criminal trial. The solicitors and prosecutors were trained in how to use their devices to access these online resources from anywhere at anytime. The Online Lunn and Mobile Devices project introduced the use of internet-connected devices to drive efficiencies within the courtroom. The eager participation of solicitors was a testament to how courtroom digitisation projects such as this one are positively reforming South Australia’s criminal justice system.

The greatest benefit from the project has been the change in contemporary business practices through the use of online and mobile resources. ODPP staff are overwhelmingly positive about utilising mobile devices and are receptive to increased use of technology as a whole. Uptake of the new technology has doubled since the project commenced and this trend looks set to continue.

Efficiencies include:

- **Access anywhere anytime**
  - Remote connectivity to workstations from the courtroom using tablets

- **Connected to better technology**
  - 40 solicitors provided with tablets with access to Lunn online

- **Online resources**
  - Access to 48 Lunn Red Licences formatted specifically for mobile devices
Trialling Better Ways

eBriefs
Another project addressing information exchange is the eBrief Project, a collaborative effort involving CJIM, DCS, SAPOL, the CAA, the LSC and the ODPP, aimed at improving the management of major indictable prosecution briefs across the criminal justice system.

A prosecution brief is an aggregate of evidence and related material, containing documents such as witness statements, photos, recordings and administrative papers, which develops over the course of a criminal prosecution and is the basis upon which a defendant is prosecuted. Currently, all processes related to the management of prosecution briefs are manual and paper-based. This is time consuming and causes significant inefficiency. Briefs are expensive to print, copy, transport, store and maintain. Current practices do not provide the ability for relevant parties to easily share information.

The eBrief Project saw the development of a working eBrief application (a proof of concept that demonstrated improvement possibilities), to facilitate the sharing of brief related material between criminal justice system organisations using a sector-wide cloud-based software system. An agile approach was taken to quickly deliver a small solution to show how we might address a large problem (in line with the Premier’s Digital by Default Declaration, see Appendix B). The initiative delivered sector-wide awareness of the potential for online collaboration and business process improvement with regard to prosecution brief management.

The eBrief Project demonstrated to the criminal justice system the compelling possibilities for improvement and received positive support. As such, the eBrief Project is now being developed for use in a small working environment within the criminal justice system, working towards the design of better ways to manage prosecution brief information in the future.

Prisoner Access to Legal Services
In 2013 the Minister for Correctional Services proposed the establishment of a Ministerial Taskforce to improve prisoner access to legal services within correctional facilities. Five key deliverables were identified as independent projects. Since the commencement of the taskforce, a number of improvements have been implemented.

The procurement of an Electronic Visits Booking System has progressed to negotiations with a preferred supplier. This new system will provide a consistent booking service across all prison sites, allowing professional visitors to make bookings via an internet portal and be advised automatically when prisoners are relocated.
The Professional Visits guide has been published on the DCS website. This guide provides important information to professional visitors before they visit prison facilities. Professional Visit Booking Officers provide a centralised booking service for Yatala Labour Prison and this service was expanded to include the Adelaide Remand Centre in January 2016. It is intended that this service will be expanded to include the Adelaide Women’s Prison in the future. This role has delivered improved customer service to professionals visiting the prison and has been highly successful.

A phone link pilot, which allows legal representatives to make phone calls to their clients in Yatala Labour Prison commenced in July 2014. The service was expanded in July 2015 and there are plans to implement the same program in the Adelaide Women’s Prison in the future. Legal representatives have expressed strong support for this successful initiative, as it delivers an additional method of access without the need for travel when client contact is required.

The DCS Prisoner Complaints and Advice Line (PCAL) is also available to legal and professional representatives to report complaints or issues. This allows DCS to promptly review and address concerns being raised by professional visitors.

**Courtroom Technology**

Courtrooms are assets that must be fully utilised to meet community needs and keep up with demand. Technology must continue to be embraced within the courtroom setting, for example, enhancing and encouraging the use of audio visual technology for party and prisoner appearances and providing the capability to manage digital evidence. Since beginning to use audio visual links to have prisoners attend court from custody in 2010, usage has increased to the point that now 57% of all attendances are done in this way.

The CAA has recently trialled extending this to allow lawyers to appear by audio visual link at Christies Beach Magistrates Court to test how using technology might extend to include efficiencies for the private profession. Trialling this will inform future improvements relating to the flow within the courtroom and how technology might improve access for people who participate in the criminal justice system.
Future Plans

To ensure public safety and the efficiency of the criminal justice system, a continued focus on improved and secure information sharing, and better communication and engagement with the community is essential. As such, collaboration between and within organisations is more important than ever.

This push for continuous improvement will be delivered through the more effective use of information and technology to improve outcomes for both the criminal justice system and the people who interact with it.

LSC: Grants Online
In 2016 the LSC is looking to implement Grants Online. Grants Online will be an internet-based facility for the electronic submission of applications for legal aid and claims for fees and disbursements. The system will allow for practitioners to track and monitor the process of applications, and will utilise web based forms to be submitted over the internet. Practitioners will need to be registered to use Grants Online, for which they will receive a login password. Grants Online will provide multiple benefits to users including faster turnaround of applications, improved communication between the Commission and practitioners, the ability to track the progress of applications and more timely payments.

AGD: Forensic Science SA ‘ProFSSA Project’
Forensic Science SA (FSSA) is a division of AGD, providing independent, high quality, expert scientific evidence, opinion and information to the criminal justice system and community of South Australia (dealing with 7,000-10,000 matters per year).

There are significant limitations with the existing aged information systems which prevent FSSA from achieving the desired improvements needed for criminal justice system reform.

The ProFSSA Project encompasses the procurement and implementation of a new Forensic Laboratory Information System (LIMS) to replace several of FSSA’s existing legacy systems. When implementation is completed, it will facilitate many improvements in the management of cases across the organisation, along with many other features such as the streamlining of DNA sample results matches with the National Criminal Investigation DNA Database (NCIDD), integration with robotic platforms and migration of the user interface to a contemporary unified system. Efficiencies created within FSSA will provide better service delivery across the entire criminal justice sector, as all organisations are dependent upon their expert advice.

Discussion Paper: Transforming Criminal Justice
DCSI Youth Justice: Case Management
The ongoing development of the Youth Justice case management system is improving service delivery to those young South Australians who come into contact with the justice system. A number of initiatives are being progressed in recognition of the fact that information access and sharing is critical to informing timely and effective system responsiveness to the needs of clients.

To further improve service provision to young people in custody in the Adelaide Youth Training Centre, a pilot project will explore the effectiveness of an enhanced information sharing platform between multi-organisations’ providers, including health and education partners. This work paves the way for collaboration across service systems, improved partnerships and data-informed decision making.

CAA: Electronic Case Management System
As part of the 2015/16 budget the Treasurer announced that $20.3 million over the forward estimates would be made available to the CAA to replace the aging Courts case management systems. A modern information system will allow the Courts to provide the services that the community expects. Existing ageing infrastructure poses a risk to Court efficiency, with flow-on effect across the criminal justice system.

ODPP: Prosecution Management
In the 2015/16 State Budget, $2.2 million was allocated to the ODPP for a new Prosecution Management System which will revolutionise the way the ODPP manages the prosecution process and shares information across the criminal justice system. Currently, the ODPP is almost entirely paper-based in its processes and relies heavily on manual interventions to access required information. The project will also support the Government’s strategic objective ‘Digital by Default Declaration’ and use contemporary technologies to supersede paper-based processes.
Conclusion

Through this Discussion Paper we are seeking to understand and improve how victims, witnesses and defendants interact with the criminal justice system. We want to understand the community’s vision of what an accessible and transparent criminal justice system might look like. In addition, we are seeking the means to create a criminal justice system that assures community confidence and is best practice.

The intention of this Discussion Paper is to share information about work that is underway, and work that is planned with the community. We are seeking general feedback from all people who participate within the criminal justice system.

Some specific issues for consideration are:

- Electronic Communication – does the community see the opportunity for online management of some criminal justice issues?
- Online Services – in what ways would the community like to interact with the criminal justice system? What services should be done electronically and/or online?
- What information would the community like to receive electronically or access online?
- Does more extensive use of Video Conferencing appeal to the community?
- What opportunities does the legal profession see for increasing productivity in the criminal justice system through the use of more contemporary practices?

Feedback on this Discussion Paper can be provided online at yoursay.sa.gov.au or via email to justicereform@sa.gov.au or to Justice Sector Reform, Office of the Chief Executive, Attorney-General’s Department, GPO Box 464, ADELAIDE SA 5001. Feedback must be lodged by April 30, 2016.
### The Strategic Direction

These are directional statements. They show, in overview, the strategic direction for the Government of South Australia.

These statements have been designed to encapsulate the direction the Government will go, simply and succinctly. Each ‘From ➔ To’ statement has been provided to show what will change by articulating a shift in focus or the move to an improved level of maturity.

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some services online</td>
<td>Digital by default</td>
</tr>
<tr>
<td>Some engagement</td>
<td>Collaborative democracy</td>
</tr>
<tr>
<td>Multiple service channels</td>
<td>Integrated customer service</td>
</tr>
<tr>
<td>Treating everyone the same</td>
<td>Serving diversity</td>
</tr>
<tr>
<td>Robust infrastructure</td>
<td>Resilient communities</td>
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<tr>
<td>Basic security awareness</td>
<td>We all apply security, all the time</td>
</tr>
<tr>
<td>Protecting the perimeter</td>
<td>Protecting information</td>
</tr>
<tr>
<td>Security as an added job</td>
<td>Professionalising security</td>
</tr>
<tr>
<td>Some big ICT projects</td>
<td>Big plans, small projects</td>
</tr>
<tr>
<td>Robust ICT governance</td>
<td>Integrated governance</td>
</tr>
<tr>
<td>Buying hardware and software</td>
<td>Buying services</td>
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<td>Diffuse accountability</td>
<td>Clear accountability</td>
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<tr>
<td>Pockets of excellence</td>
<td>Professionalised workforce in ICT</td>
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<tr>
<td>Barriers to collaboration</td>
<td>Seamless government</td>
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<tr>
<td>Agencies “going it alone”</td>
<td>Agency/partnerships</td>
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<tr>
<td>Common problems</td>
<td>Sharing solutions</td>
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<tr>
<td>Working within government</td>
<td>Working with our partners</td>
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<tr>
<td>Risk aversion</td>
<td>Embracing opportunities</td>
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<td>Large-scale solutions</td>
<td>Incremental improvements</td>
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<td>Technology for its own sake</td>
<td>Technology for service benefits</td>
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<td>Good deeds done in secret</td>
<td>Early and open engagement</td>
</tr>
<tr>
<td>Ownership</td>
<td>Custodianship</td>
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<tr>
<td>Data silos</td>
<td>Shared value</td>
</tr>
<tr>
<td>Reactive data supply</td>
<td>Proactive data streams</td>
</tr>
</tbody>
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**Appendix A – SA Connected**

**Discussion Paper: Transforming Criminal Justice 21**
Digital by Default Declaration

The Government of South Australia recognises that digital technology is critical to modernising and transforming our public services.

This declaration commits the government to proactively transforming its services, using digital technology.

New or reformed government services will be digital by default.

Digital services will be:
- available online, mobile-ready, easy to use and accessible
- designed with our customers
- offer value for money
- implemented so that, where appropriate, data can be made openly available in support of the government’s Declaration of Open Data.

Public sector agencies will be expected to:
- transition existing services and paper-based processes to digital
- develop new services in partnership with those affected from a digital by default perspective
- ensure their workforce is skilled in the use of digital technologies
- develop digital strategies to achieve this and report publicly on progress.

The government also recognises that not all members of the community can access digital services equally and that consideration will always need to be given to their particular needs.

A modern public service should be paper-free and this declaration is an important step in that direction.

Hon Jay Weatherill MP
Premier of South Australia

November 2014
Appendix C – Criminal Justice Services Landscape