

# Foreword

The Criminal Justice Enhancement Program (CJEP) is a highly complex major information technology project of the Department of Justice (the department).

Its aim was to improve the information systems environment that supports the administration of criminal justice within Victoria. It was approved in October 1998 with funding of \$14.5 million and a target completion date of November 2000.

CJEP has produced benefits, but it has not been implemented on time or on budget. Four of the five CJEP projects have been delivered but the electronic brief/disclosure project (E\*Brief) is not operating and may not be fully implemented until 2009.

There were substantial cost overruns on CJEP. The department spent \$39.9 million on CJEP's development and implementation to May 2008, and Victoria Police estimates that a further \$4 million will be required to complete the E\*Brief project.

Determining and securing adequate funding is crucial to the success of any project. The CJEP experience clearly demonstrates that there was a failure to identify and secure sufficient funding at the outset. This can be attributed to an inadequate business case, which contributed to poor scoping of the project and a failure to identify realistic funding requirements.

It was also evident that the complexity, magnitude and level of cross agency involvement required were underestimated. This is a particular challenge for any multi-agency implementation and demands due consideration of what is an appropriate contingency in planned timelines and costs.

The implementation of CJEP has been overseen by a steering committee comprising representatives from the key agencies involved in CJEP, and its timely and successful completion was partly dependent on these partner agencies. The audit found fluctuating levels of commitment to and ownership of CJEP by partner agencies and that the CJEP Steering Committee did not have the authority to compel commitment and ownership by agencies, its powers were essentially persuasive. This warrants consideration in developing governance frameworks for future projects of this nature.



DDR PEARSON  
*Auditor-General*

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