

Te Tāhū o te Ture – Ministry of Justice

Information Strategy **2020–23**

*The people of Aotearoa have confidence
in our kaitiakitanga and use of information*



Welcome messages



Andrew Kibblewhite

Secretary for Justice & Chief Executive

Te Tāhū o te Ture is privileged to hold a wealth of information. How we use this information is critical to improving justice services for the people of Aotearoa.

We have a kaitiakitanga or guardianship role that underpins our responsibility to safely manage and use the information we hold for the benefit of all New Zealanders.

Our Information Strategy supports us to work together for a fair and safe Aotearoa.

Whaowhia te kete mātauranga
Fill the basket of knowledge



Tina Wakefield

Deputy Secretary, Corporate and Digital Services

Our Information Strategy gives us a vision for maximising the use and re-use of our ministry information, and for ensuring that the people of Aotearoa can have confidence in our kaitiakitanga or guardianship.

Information is an enduring asset that we protect for future generations.

This strategy focuses on meeting both our foundational challenges and setting our future direction of travel.

Our strategic objectives both support our R.I.S.E values – Respect, Integrity, Service and Excellence – and are underpinned by them.

He rau ringa e oti ai
Many hands make light work

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Executive summary

Information is a key enabler of the mahi we do. Better information management helps us all to achieve the Ministry's overarching goals, and increases trust and confidence that the people of Aotearoa have in the justice system. Our Information Strategy 2020–23 sets out our challenges and opportunities with managing and realising value from information we hold.

Our new strategy builds on previous mahi and sets our future direction. This strategy also outlines our main focus areas and the actions we'll take to achieve our strategic goals.

At the same time that we progress delivery to our Information Strategy we are mindful that Court and Judicial information is under the control and supervision of the Judiciary. The responsibility for the maintenance of the court records is shared between the Secretary of Justice and the Chief Justice.

Why this strategy is needed now

We operate in a highly complex and fast-changing environment. We hold an abundance of information that supports Ministry services across multiple systems, the majority of which are ageing and not connected at an enterprise level. These factors make it challenging to consistently manage and use the information we hold.

We have other challenges, such as:

- operating in a complex regulatory environment
- being ready to make use of new technology while upholding privacy, human rights and ethical use
- considering information through a te ao Māori lens and adapting our strategy and actions to better reflect Māori needs.

Our challenges mean we need new frameworks for managing information – frameworks that bring together compliance, and encompass social and cultural implications.

Key points in the strategy

Our strategy has three main focus areas that aim to resolve immediate challenges while enabling us to realise future opportunities:

1. Promote what we have and how it's used
2. Improve line of business and enterprise tools (tools we use for creating, collecting, storing, accessing, and sharing ministry information)
3. Strengthen our data and information foundations.

Each of the focus areas is underpinned by principles from our Data and Information Policy.

The focus areas also support and align with our organisational strategy, particularly the following two pou:

- Enabling our people to succeed
- Using evidence and insights to deliver better services and outcomes.

Our strategy's vision

“The people of Aotearoa have confidence in our kaitiakitanga and use of information.”

Who to contact for more information about this strategy

Steve Sim, General Manager, Data & Information – Corporate & Digital Services

steve.sim@justice.govt.nz

Purpose and scope of this strategy

This strategy updates our approach to information management in line with the Ministry's new organisational strategy. It builds on previous work and positions us for the future.

This strategy focuses on strengthening our information governance, practices and platforms for information management, supporting an uplift in our culture and capability.

The strategy covers our accountabilities and responsibilities for Ministry information, while noting:

- court and judicial information is under the control and supervision of the Judiciary
- responsibility for the maintenance of the court records is shared between the Secretary for Justice and the Chief Justice.

Ministry information covers a lot of different things. For example, we hold information on our people, our finances, and our core functions such as the legal aid system, whereas:

- judicial information can be judges' papers or notes relating to specific cases. The Ministry have no rights to access or use judicial information
- court information is defined under legislation, but includes things such as case files, or court orders. The Ministry can access it only with permission from the judiciary or under legislative rules.

Our Ministry can access and use court information if it's to support the operation of the courts. In these circumstances the Ministry is acting as an agent of the courts.

Under legislation, court information is considered 'Ministry of Justice information' when we use it:

- to support administering court systems, and
- for statistical research and policy development.

Our Chief Executive has both Ministry and Te Arawhiti accountability for compliance with the Public Records Act 2005. The Ministry provides advice and support (including a Data and Information Policy) to support Te Arawhiti to meet its responsibilities for managing data and information.

A short guide to each section of this strategy

Why we need a new information strategy

The reasons for this strategy update plus how we developed our new strategy.

Kaitiakitanga or guardianship of information through a te ao Māori lens

Considerations for managing Māori information, and incorporating Māori views of data and information practices and governance into our strategy.

Our strategic landscape

The regulatory environment we operate in, how this strategy supports and aligns with our organisation's strategy and pou, and aspects we considered when we set our direction.

Measuring our progress

How we'll measure progress against our goals.

Our three strategic focus areas

Details about our strategy's focus areas: why we chose them, the principles underlying them, the actions required, who will lead the action and what success looks like.

Strategy responsibilities and maintenance

Who will be accountable plus how we'll review and monitor our plans.

Appendices

*Our engagement process for the Information Strategy (**Appendix A**), how we'll measure our progress through maturity assessments (**Appendix B**) and a visual guide to our information journey (**Appendix C**).*

Other documents you might find useful

Related information

[The Ministry's Statement of Intent 2018 to 2023](#)

[The Ministry's Strategy](#)

[Te Haerenga – Our Māori strategy](#)

[Information Strategy 2014–17](#)

[Data and Information Policy](#)

Regulatory information

[Archives NZ 2057 Strategy](#)

[Archives NZ Regulatory Statement](#)

[NZ Data Strategy](#)

[Digital Public Service Strategy](#)

Why we need a new Information Strategy

Our Ministry developed its new overarching strategy in 2019, so it's timely to present a new Information Strategy alongside it. This Information Strategy supports our newly-defined enduring priorities and transformational opportunities, and the culture and capability that underpins them.

Our Information Strategy directly supports the organisational strategy pou and focuses on strengthening our information management governance, practices and platforms for information management.

How we developed our new strategy

We developed our new strategy through listening to what people told us:

- feedback from pou strategy roadshows (Evidence and Insights, and Enabling our People to Succeed)
- in the nine workshops we held across almost all groups of our Ministry.

We also engaged with other organisations, including Archives New Zealand, which manages Aotearoa's regulatory framework for data and information.

More information about engagement with the Strategy is in [Appendix A](#).

To provide us with a benchmark of where we are now, we assessed the maturity of our enterprise information management ([see Appendix B](#)).

Kaitiakitanga or guardianship of information through a te ao Māori lens

“It’s not about us telling Māori what the problems are. Instead, we provide the data and information and support Māori to draw their own conclusions through a te ao Māori lens.”

Over the coming months and years, we’ll need to reconsider how we manage Māori information when we’re fulfilling information requirements for new initiatives or updating existing systems. We’ll need to reconsider how we share, create, and collect Māori information.

Throughout the strategy implementation, we’re aiming to weave in more consideration for tikanga, and for te ao Māori views of data and information practices and governance.

There are emerging Māori data governance partnerships and te ao Māori data frameworks that will influence our future direction.

Kaitiakitanga or guardianship of information through a te ao Māori lens will be guided by Te Haerenga, the Ministry’s Māori strategy.

Our strategic landscape

Te Tāhū o te Ture administers over \$1billion in government expenditure from Vote Justice, Vote Courts and Vote Treaty Negotiations, and more than 150 pieces of legislation, including Treaty Settlements.

We operate in a complex regulatory environment for information

The Public Records Act 2005 is a key piece of information legislation, with the legislative framework regulated by Archives New Zealand. However, other regulatory and functional leads exist across the data and information landscape.

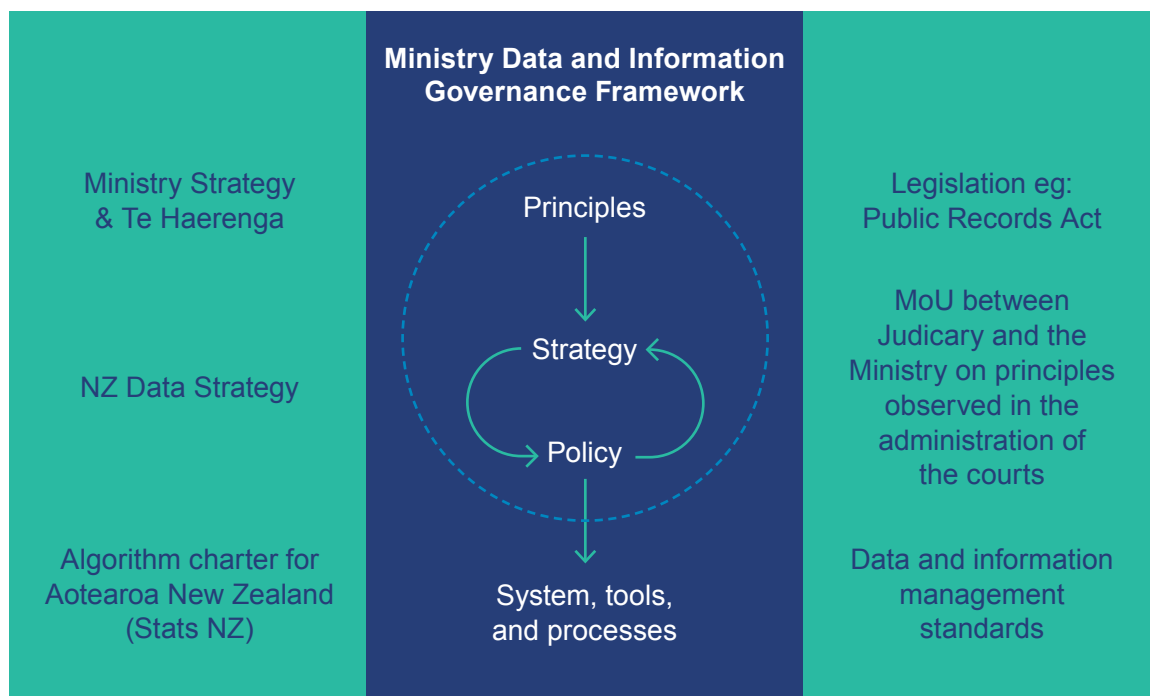
The Public Records Act, Official Information Act and the Privacy Act helps us to manage the Ministry information and data we hold. In supporting the maintenance of the court record, it is important that we are aware court information is managed under the Public Records Act, the Senior Courts Act and the District Court Act, as well as by specific rules determined by the Judiciary. The Official Information Act and the Privacy Act do not apply to court information.

The table on the following page shows a simplified view of our regulatory environment and provides high-level descriptions of the leadership roles.

Our Ministry is expected to adopt the principles, standards and frameworks sitting under each of these leadership areas.

Our information assurance processes must accommodate mandates and advice from across this landscape to ensure we continue to inspire trust and confidence in New Zealand’s justice system.

To manage this complexity for the Ministry, we've developed our **Data and Information Governance Framework** which shows the relationship between principles, strategy, policy and standards. Our framework acknowledges the relationship we have with court and judicial information.

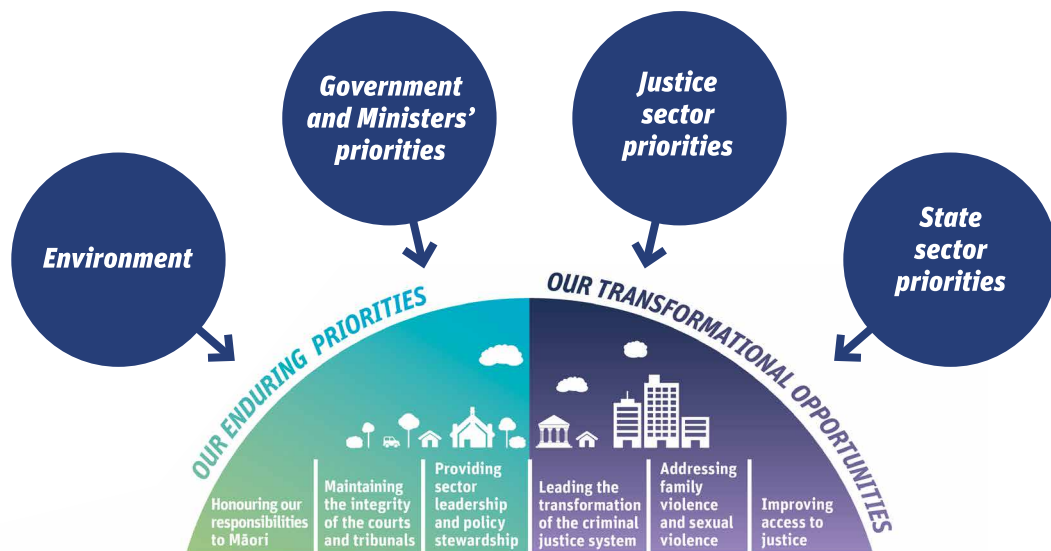


Regulator/Government Lead	Role	Mandate
Chief Archivist	Ensures the integrity of the record of government	Public Records Act 2005
Government Chief Data Steward	Supports the use of data as a resource across government to help deliver better services to New Zealanders	Cabinet mandate 2018
Government Chief Digital Officer	Oversees digital development and management for the state sector	Cabinet mandate 2012
Government Chief Information Security Officer	Supports development of the strategic direction and prioritisation of government's approach to information security	State Services Commission, some provisions from Cabinet mandate for Protective Security Requirements 2014
Government Chief Privacy Officer	Ensures an all-of-government approach to privacy	Cabinet 2013
Chief Ombudsman	Supports New Zealanders in their dealings with government organisations	Ombudsman Act 1975

Our Information Strategy is a key enabling strategy

Our Information Strategy supports our overarching Ministry Strategy by enabling us to safely and effectively maximise our use and re-use of information across the organisation.

The following diagram shows the relationship between the Ministry Strategy, the environment and wider priorities that influence how we operate, and key enabling strategies.



Working together for a fair and safe Aotearoa



Information supports all pou in our organisational strategy

Information is a common thread supporting all pou, and enables our enduring priorities and transformational opportunities.

Information plays a particularly strong role in two pou

Information plays an important role in informing our strategic focus areas under the following two pou.

Enabling our people to succeed

“We will invest in an effective workplace, workspace and tools for our people.”

Using evidence and insights to deliver better services and outcomes

“We will publicise what information we hold and how it is used by senior leaders to make decisions.”

“We will improve the tools our people use to collect accurate data and information.”

Aspects we considered when setting our direction

Our strategic focus areas aim to resolve immediate challenges while enabling us to realise future opportunities.

Trigger: “Future and emerging technologies are coming to market at pace and will impact the way we do things at the Ministry. We need to have flexibility to pivot when required.”

We’ve taken a pragmatic approach by focusing on what we need to do now. This approach will better enable us to make the most of emerging opportunities.

We need to scan the environment for new technologies

We must constantly scan the environment for new technologies and approaches that may impact on how we operate. We must be prepared to consider adopting these new technologies or approaches when there is value in doing so.

For example, the Ministry’s Information Strategy Update 2018–19 highlighted several potential opportunities, including artificial intelligence (AI) and content analytics. We started to prepare for these opportunities being realised. Our Ministry is a member of the New Zealand Artificial Intelligence Forum, and as a result of laying the ground work for new technologies we were able to trial content analytics.

Globally, the adoption of AI and the use of more sophisticated algorithms and content analytics is increasing. Information ethics is an area of growing concern worldwide given rapid changes in technologies and use of data and information, and new ways of working. Our Ministry needs to be well positioned to use these technologies safely and ethically, so we can maintain public trust and confidence.

We need to consider more than legislative compliance

Legislative compliance and the relationship between Ministry and Judicial custody and control is the main lens applied to information management and use. Broader ethical questions and an understanding of Māori data and information governance are also important considerations that we’re excited to explore through our Information Strategy.

We need frameworks that bring together compliance, and social and cultural implications

An ethical framework brings together legislative and regulatory compliance with the social and cultural implications of data and information use. Our Ministry needs to ensure it carries out appropriate risk-benefit analysis, and uses data and information with fairness and respect.

New frameworks and governance agreements are emerging, such as:

- the Data Protection and Use Policy (DPUP)
- the Privacy Human Rights and Ethics framework (PHRaE)
- Ngā Tikanga Paihere
- Algorithm charter for Aotearoa New Zealand (Stats NZ)
- governance for Māori data and information.

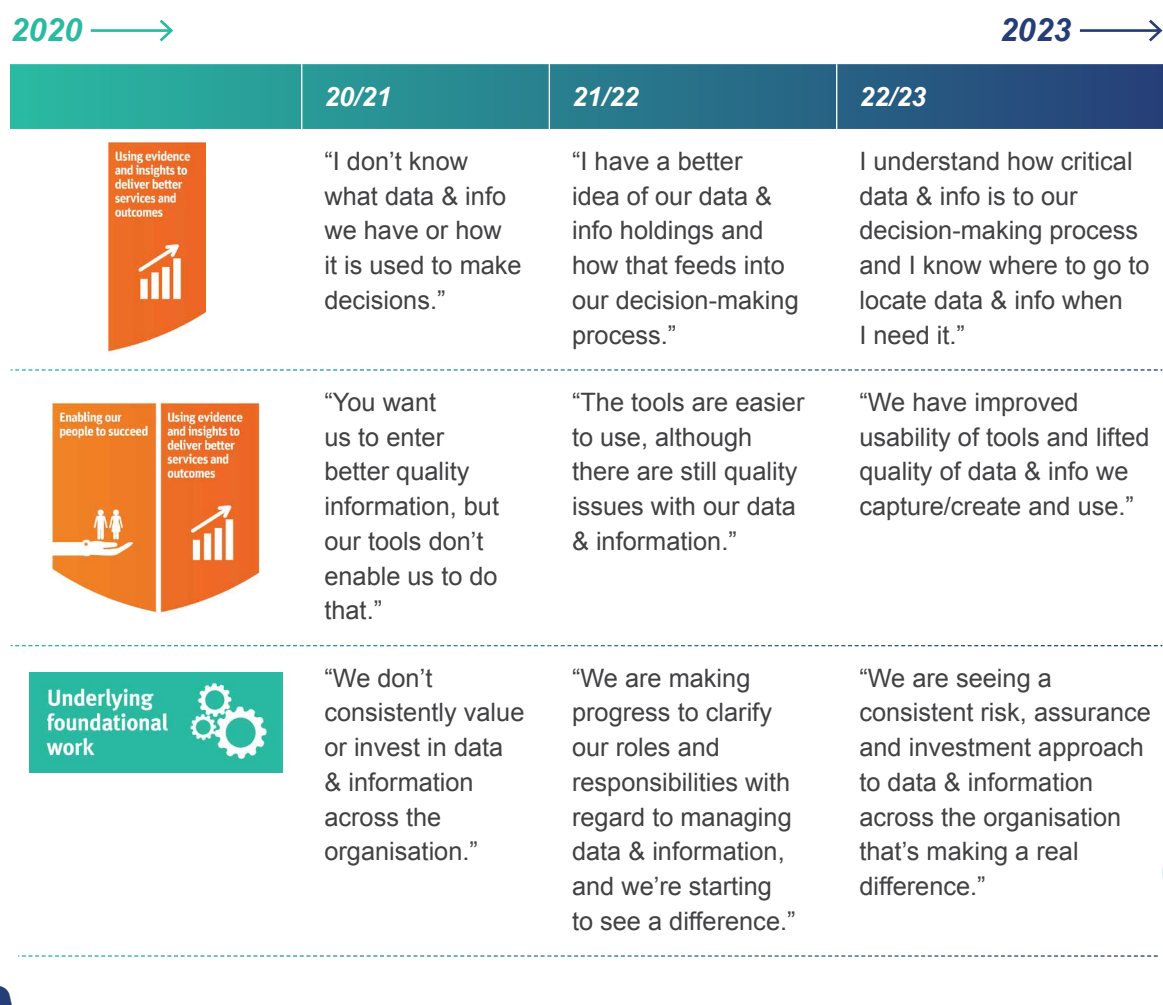
These frameworks and governance agreements are designed to ensure the public or specific communities can trust government organisations when they adopt various technologies, or approaches to data and information management and use.

We need to adopt new frameworks and governance to improve how we use information

New frameworks and ways of governing will help our Ministry use and re-use its information effectively and appropriately. We must be prepared to invest time and resource into understanding the impact of new frameworks and governance may have on us and the wider justice system.

Our Information journey – consolidating past progress, addressing present challenges and preparing for the future

Our *Information Strategy 2014–17* focused on raising our business intelligence and analytics capability. Our journey was based on understanding the capabilities and culture needed to support data and information management and use, and enable our people to succeed. Our *Information Strategy 2018–19* consolidated that mahi, reported on the considerable progress made and identified new opportunities. By the end of 2018, we had shifted from “Level 2 – Opportunities/Tactical” to “Level 4 – Enterprise/Strategic” under Gartner’s Business Intelligence and Performance Management Maturity Model. Our *Information Strategy 2020–23* focuses on addressing current challenges and positioning ourselves to meet future needs. The timeline below shows the direction of travel from our current to future state.



Measuring our progress

Every year, we'll review our progress using the Information Management Maturity Model (IM3) assessment tool, which was designed for the public sector. Our IM3 assessment will take a broad view of our information management environment, as agreed with Archives New Zealand, the data and information regulator.

Using IM3 assessments to help lift our maturity in key areas

We assessed ourselves against the IM3 which has 17 assessment dimensions with corresponding rating scales or scores. We've chosen to focus on the following eight dimensions as they align best with our strategic focus areas:

- 1.1 Literacy and responsibility
- 1.3 Training, support and knowledge sharing
- 2.1 Governance
- 2.5 Audit and compliance
- 2.6 Asset management
- 2.8 Accessibility and discoverability
- 2.9 Information use and re-use
- 3.1 Business systems and tools.

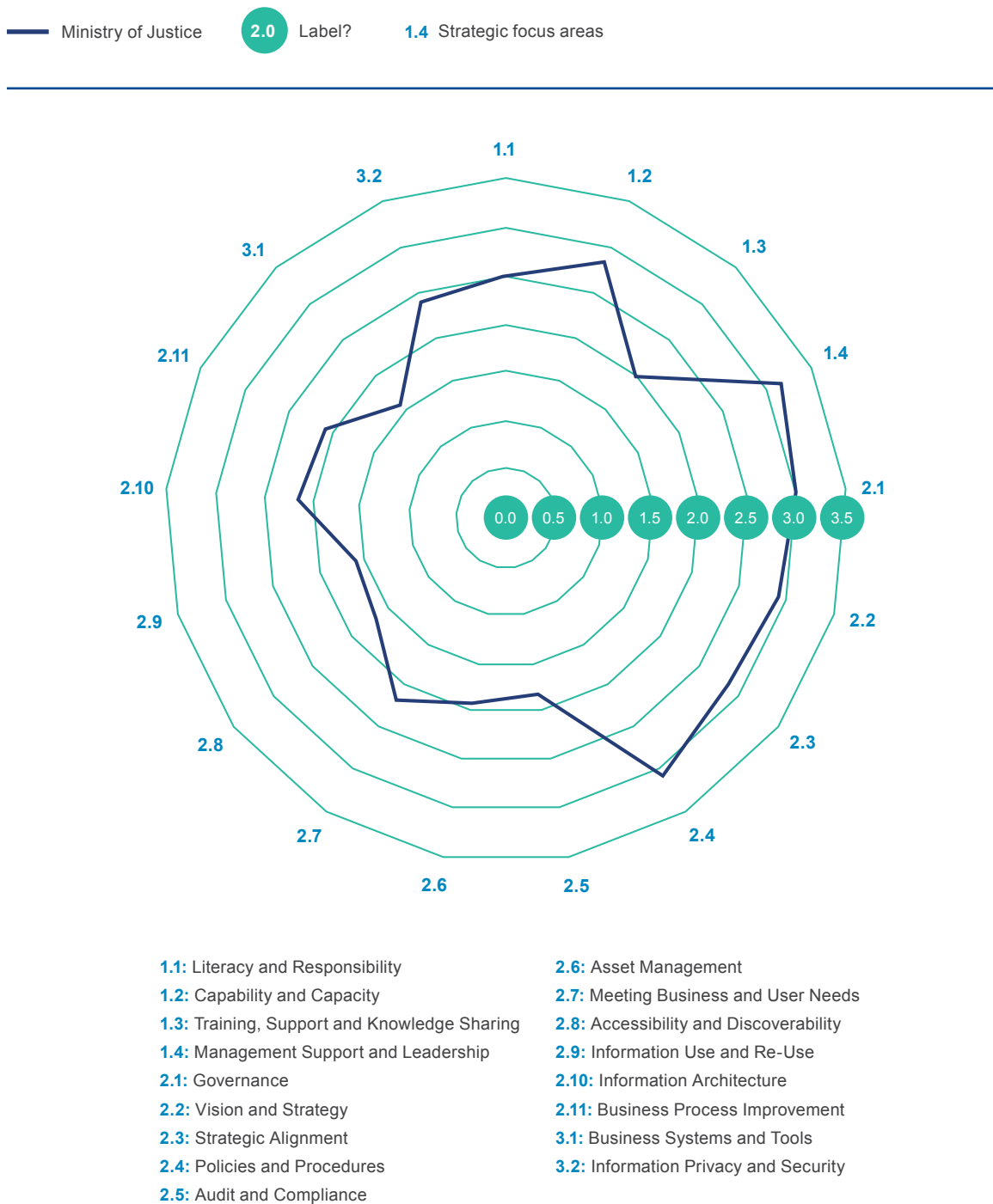
In this context, the assessment dimension “2.9 Information use and re-use” reflects our ability to use and re-use all content, for example shared drives in addition to the use of business intelligence and analytics capability.

Results from assessing all 17 IM3 dimensions across the Ministry

While developing our strategy, we assessed our information management maturity against all 17 dimensions of the IM3.

The following diagram shows the results of this Ministry-wide assessment, which included the Data and Information leadership team. Note the higher the score, the better the result.

For more information on the IM3 assessment tool, see [Appendix B](#).



Our three strategic focus areas

Our Information Strategy has three strategic focus areas:

1. **Promote what we have and how it's used**
2. **Improve line of business and enterprise tools**
3. **Strengthen our data and information foundations**

These three areas have a clear line of sight to the following principles from our Data and Information Policy.

Principle 1: Information is a core strategic asset

Data and information provide evidence of Ministry performance, supporting accountability and transparency; good governance and management are fundamental to realising value.

Principle 2: Information is authoritative and trusted

As a trusted custodian of data and information, the Ministry is accountable for safe and ethical use of data and information in our care.

Principle 3: Information is open, protected as needed

Data and information are open by default. Safety and ethics are key considerations in decisions to use, release or share data.

Principle 4: Information is digital by design, paper by exception

Data and information will be created, received and managed in digital form wherever possible.

The three strategic focus areas will have associated actions. The following pages highlight some of those actions.

The details for all actions will be in our roadmap. We're currently developing the roadmap and our information governance group will monitor its delivery. For more about our roadmap and governance arrangements, see the [Strategy responsibilities and maintenance section](#).

Promote what we have and how it's used (supported by principles 1, 2 and 3)

- Make the Enterprise Information Asset Register available so our people can find the information they need
- Make sure we're transparent with how senior leaders use data and information to make decisions

Improve line of business and enterprise tools (supported by principles 1 and 4)

- Improve line of business tools (for example, tools that support the Public Defense Service and Legal Aid Services)
- Improve enterprise content tools (for example, tools that support document management, collaboration, analytics and visualisation)

Strengthen our data and information foundations (supported by principles 1, 2, 3 and 4)

- Clearly define roles and responsibilities
- Improve access to guidance
- Monitor strategy delivery

Why we have these focus areas

Meeting the goals in our strategy's focus areas will support our Ministry's overarching strategy goals. Driving the necessary changes will require us to collaborate and partner across the Ministry, and to seek support from our Ministry leaders in their areas of specialisation.

Information is foundational to enabling us to honour our responsibilities to Māori. We will increasingly weave a te ao Māori view of information, governance and information practices through the strategy implementation.

The next pages give more detail about the three strategic focus areas. For each area, we've noted:

- the trigger for the area
- the strategic goal and any alignment with pou in our organisational strategy.

For each action, we've noted:

- the objective
- what the action will mean for our people
- who will take the lead
- what success will look like.

A summary of our information journey and strategic focus areas is in [Appendix C](#).

1. Promote what we have and how it's used

This focus area is about helping our people find the information they need, driving improvements in quality of our data, and to ensure our senior leaders are transparent about how they use data to make decisions.

Trigger for this strategy focus area

"I don't know what data and information we have or how it is used to make decisions."

How this strategic focus area maps to pou

Strategy goal

We will publicise what information we hold and how it's used by senior leaders to make decisions.

Pou this goal supports

'Using evidence and insights to deliver better services and outcomes.'

Two actions

We'll make the Enterprise Information Asset Register available for our people, and be transparent about how leaders use information. These actions expose the need for good quality data.

Action	<i>Make the Enterprise Information Asset Register available so our people can find the information they need</i>	<i>Make sure we're transparent with how senior leaders use data and information to make decisions</i>
Objective	Our people know that the Ministry Information Asset Register is a good place to start their search for information the Ministry holds.	We are transparent with how senior leaders use data and information to make decisions
What it will mean for our people	Our people can easily locate where Ministry data and information is held and who to contact about getting access to it.	Our people can see how the data and information they collect and create is used to understand performance and make decisions.
Lead	Data & Information.	Sector Group
What success will look like	We've lifted our score for the 'Accessibility and Discoverability' dimension of the IM3 assessment from 1.7 to 2.7.	Data quality, as measures through our exceptions report, is improving.

2. Improve line of business and enterprise tools

This focus area aims to give our people the tools and support they need to manage and use information efficiently and effectively.

Trigger for this strategy focus area

“You want us to enter better quality information, but our tools don’t enable us to do that.”

How this strategy focus area maps to Pou

Strategy goal

We will improve the tools our people use to collect and create accurate data and information.

Pou this goal supports

‘Enabling our people to succeed’ and ‘Using evidence and insights to deliver better services and outcomes.’

Two actions

We’ll improve our line of business and enterprise content tools.

Action	Improve line of business tools	Improve enterprise content tools
Objective	Creating or capturing data and information is easy for our people and meets our regulatory requirements for information management. Content is complete, has a clear context and is trustworthy.	The right way of filing, finding and working with content is easy and obvious for our people, and meets our regulatory requirements for information management. Content is complete, has a clear context and is trustworthy.
What it will mean for our people	Our people can efficiently and effectively create and capture quality information with minimal overhead and workarounds.	Our people can efficiently and effectively create, capture and manage quality content in a way that is designed for other people to discover and use, and enables us to improve our compliance with the Public Records Act 2005.
Lead	Chief Digital Office	Chief Digital Officer
What success will look like	We’ve lifted our score for the ‘Business Systems and Tools’ dimension of the IM3 assessment from 1.6 to 2.6.	We’ve lifted our score for the ‘Business Systems and Tools’ dimension of the IM3 assessment from 1.6 to 2.6.

3. Strengthen our data and information foundations

This focus area addresses challenges and issues with legacy systems, shifting to new systems, guidance, and the complex regulatory environment we operate in.

Trigger for this strategy focus area

“We don’t consistently value or invest in data and information across the organisation.”

Strategy goals

We will strengthen the underlying foundations for ministry information governance and assurance. We will have an information management toolset and provide guidance for our people.

Three actions

We’ll clearly define roles and responsibilities, improve access to guidance, and monitor delivery of the strategy.

Action	Clearly define roles and responsibilities	Improve access to guidance	Monitor strategy delivery
Objective	Our information assets are identified, meet quality expectations, are protected, invested in and governed.	Our people have access to guidance and an induction for data and information management practices in the Ministry.	Information Governance regularly monitors Strategy implementation to ensure initiatives, effort, and funding are appropriate to maximise benefits and minimise impact on the Ministry and our people.
What it will mean for our people	Business Owners see their role and responsibilities described in their position descriptions. Business Owners with information-specific responsibilities have clear objectives in their personal development plans. Terms of reference are clear about specific responsibilities for data and information governance.	Our people are supported to ensure they can effectively carry out their responsibilities for data and information management.	Governance and prioritisation decisions are balanced between enterprise and project needs. Decisions are made to solve enduring challenges for the Ministry.
Lead	Data & Information, supported by People and Performance	Data & Information	Data & Information
What success will look like	We've lifted our score for the 'Literacy and Responsibility' dimension of the IM3 assessment from 2.5 to 3.5.	We've lifted our score for the 'Training, Support and Knowledge Sharing' dimension of the IM3 assessment from 2.0 to 3.0.	We've lifted our score for the 'Governance' dimension of the IM3 assessment from 3.0 to 4.0.

Strategy responsibilities and maintenance

Responsibilities

<i>Strategic Leadership Team</i>	<i>Own the Information Strategy</i>
Information Governance (People Property Enterprise Services)	Monitor the Information Strategy Be accountable for Ministry information assets Monitor, evaluate and direct investment and effort focused on executing the Strategy and supporting implementation of the Roadmap
Ministerial Relations and Services Unit – Office of the Chief Executive	Oversee and provide advice on ministerial and official correspondence, including Official Information Act requests, and manage proactive release of cabinet material
Chief Digital Officer	Partner with Data & Information to deliver to strategic objective, ‘We will improve the tools our people use to collect and create accurate data and information’
General Manager – Sector Insights	Partner with Data & Information to deliver to strategic objective, ‘We will publicise what information we hold and how it is used by senior leaders to make decisions’
General Manager – People & Performance	Partner with Data & Information to clearly define roles and responsibilities
General Manager – Data & Information	Maintain the Strategy, associated roadmap and implementation plans Provide information advice and guidance to Information Governance
Business Owners	Be responsible for nominated information assets Monitor information assets, report to Information Governance

Maintenance

Our information governance group will review the strategy once a year. The underlying roadmap will measure progress and be reviewed every quarter. The roadmap provides detail about prioritised initiatives, the effort involved, the impact on our people, funding, expected trade-offs and the sequencing of delivery.

We will append a backlog to the roadmap to act as a record of initiatives that haven’t been prioritised but may come onto the roadmap when capacity allows and as prioritised by the ministry information governance group.

Appendices

Appendix A: Our engagement process for the Information Strategy

Our engagement process gave us the opportunity to hear from a broad range of people and to feed their views into our strategy's design.

Our proposed approach included our Ministry, justice sector partners and several other government organisations

In the Data & Information Strategy approach paper we gave to People Property Enterprise (PPE) in October 2019, we outlined a proposed engagement approach. We said we would speak with senior leaders from all groups within the Ministry to understand how best to engage with them and their teams throughout the process.

We also said we would meet with justice sector partners and other government organisations to inform them of our plans, gain insights from their experiences, and identify any opportunities and gaps.

We carried out the agreed approach, listening to feedback and ideas from all participants

We engaged with:

- other organisations – Archives NZ, Stats NZ, Ministry for Primary Industries, Ministry of Education, Ministry for Business, Innovation and Employment, Inland Revenue, and the Ministry of Foreign Affairs and Trade
- sector partners – Corrections and NZ Police
- Ministry groups via the Deputy Secretary's management meetings (which include Te Arawhiti and Joint Venture) to seek their advice on how they wished to be engaged in the process
- our Ministry's pou – 'Using evidence and insights to deliver better services and outcomes' and 'Enabling our people to succeed'
- our Ministry's Māori Reference Group.

During February and March 2020, our Ministry held nine workshops with representatives from all Ministry groups (except Policy, Joint Venture and Te Arawhiti due to availability). The workshops focused discussions on our strengths and areas for improvement. We also looked for and discussed opportunities across our data and information activities (from concept to collection and creation through to management, insights, reporting, and disposal).

Over 50 people participated in the workshops, culminating in over 300 statements which fed into the strategy design.

A series of one-on-one and group engagements (including PPE and the Senior Leadership Team) followed to test the development and direction of the draft strategy and related artefacts.

Appendix B: Information Management Maturity Model

We selected an assessment tool – the Information Management Maturity Model (IM3) assessment tool – following confirmation from the data and information regulator, Archives NZ, that it was an effective assessment to use. The IM3 assessment fits well with our strategy’s focus areas and provides us with a reliable way to measure progress.

We assessed ourselves against the 17 IM3 dimensions, and we’ve focused on eight for our assessments

In our IM3 assessments, we’ll use the eight dimensions highlighted below as they fit best with our focus areas.

IM3 dimension

1.1: Literacy and responsibility

1.2: Capability and capacity

1.3: Training, support and knowledge sharing

1.4: Management support and leadership

2.1: Governance

2.2: Vision and strategy

2.3: Strategic alignment

2.4: Policies and procedures

2.5: Audit and compliance

2.6: Asset management

2.7: Meeting business and user needs

2.8: Accessibility and discoverability

2.9: Information use and re-use

2.10: Information architecture

2.11: Business process improvement

3.1: Business systems and tools

3.2: Information privacy and security

Source: Public Records Office Victoria

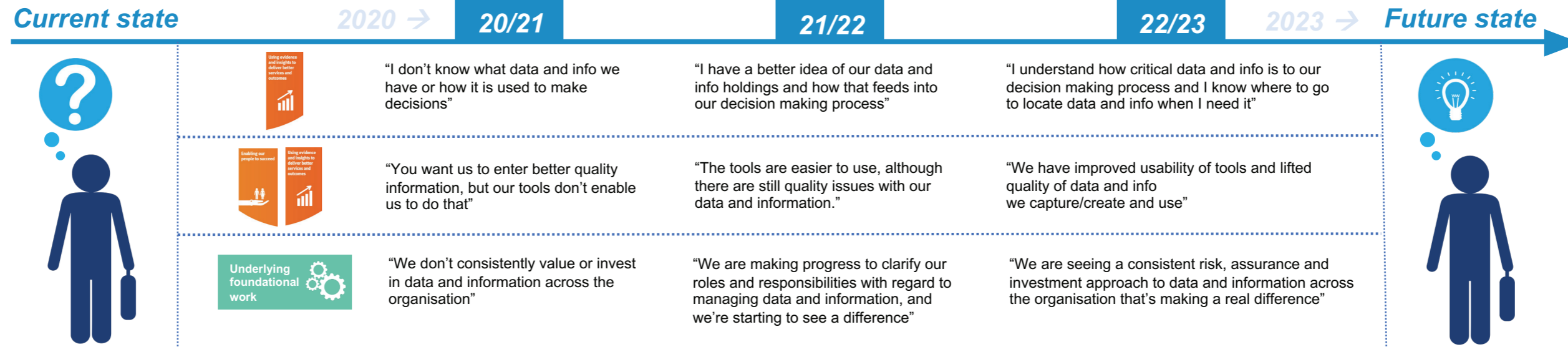
IM3 score/scale for each dimension ranges from “Unmanaged” to “Proactive”

Score	Scale
1	Unmanaged – The organisation is either unaware of, or has taken no steps to address, <i>IM3 dimension</i> .
2	Aware – The organisation has an awareness of <i>IM3 dimension</i> . There will be evidence of a planned approach, even if it isn’t fully implemented in some areas.
3	Formative – The organisation is actively addressing <i>IM3 dimension</i> . There will be evidence of a planned approach, even if it isn’t fully implemented in some areas.
4	Operational – The organisation has completed implementation of planned initiatives with regard to <i>IM3 dimension</i> , and the initiatives are operating to a reasonable standard.
5	Proactive – The organisation has a dedicated commitment to achieving <i>IM3 dimension and responsibility</i> through innovation and/or learning based on ongoing monitoring and review.

Delivery to Our Ministry's Information Strategy

The people of Aotearoa have confidence in our kaitiakitanga and use of information

Our information journey



Delivery to our Organisation Strategy



Our three strategic information focus areas...

