



**Te Ara Hei Mua**  
*The Pathway Forward*

2003 – 2006



## Foreword



High quality information is vital to the effective and efficient operation and performance of the justice sector. We also want to ensure that the sector continuously improves the availability, accuracy, timeliness and delivery of integrated justice information to inform policy development, research and public debate.

In 1996 the justice sector developed an information strategy that led to common standards and protocols covering the secure electronic transfer of information. Significant investment followed to improve operational systems for the collection and storage of criminal justice information within each of the justice agencies and the development of more modern technologies for the transfer of data.

This strategy document marks a crucial milestone in the sector's maturity. Building upon the gains made over the past seven years, the sector is now well placed to take the next steps toward improving its current information base, identifying gaps and developing solutions to address these.

The strategy:

- demonstrates how the Justice Information Strategy directly supports the outcomes for the justice sector and wider outcomes for government
- outlines a revised governance structure to better manage the risk associated with information and technology
- highlights the key initiatives for implementing the strategy over the next three years.

The strategy is the product of a major collaborative effort involving the Ministry of Justice, Department of Corrections, Department for Courts and New Zealand Police. The Ministry in leading the development of the strategy also consulted widely with a range of stakeholders and agencies both within the umbrella of the justice sector and those external to it.

This strategy represents clear evidence of the sector's ability to work together and sets the pathway forward to ensuring that level of working together to meet new demands and lead the way in creating and delivering justice information that is world-class.

Rick Barker  
Associate Minister of Justice

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## QUALITY INFORMATION HELPS THE SECTOR OPERATE EFFECTIVELY

Information is crucial to the justice sector and the services it provides. Justice sector information comes in many forms and is used in different ways by diverse people and organisations. Therefore, quality information systems and processes are required to help the sector operate effectively and efficiently.

There is a demand for accurate, high-quality information to inform public debate, make choices about services and inform policy and legislation. For example, many different groups are interested in crime statistics – from members of the public to politicians or researchers.

Justice sector agencies collect and store information, such as firearm registrations and fine payments, on behalf of the public and the government. The sector must also maintain the records that make up the justice system such as information about court hearings, convictions, sentencing and parole.

## A JUSTICE INFORMATION STRATEGY WAS PUBLISHED IN 1996

The core justice sector (the Department for Courts, Department of Corrections, New Zealand Police, Land Transport Safety Authority and the Ministry of Justice) published its first Justice Sector Information Strategy in 1996.

The key driver for that strategy was the need to replace the Law Enforcement System (the Wanganui Computer), which was over 20 years old and increasingly costly to maintain. Following agreement within the sector to decommission the system, agencies began to develop operational systems that could integrate information across the sector.

## THE FOCUS SINCE 1996

Since 1996, the sector has also focused on:

- establishing a common information directory
- developing a data dictionary
- developing and implementing standards and protocols for sharing information
- integrating data and information
- improving access to criminal justice information
- securely transferring information electronically.

The 1996 strategy recognised information as a strategic resource, managed on behalf of the Crown by the sector as a whole. As a result, it defined a set of principles that govern how core common justice sector information is managed and used.

**BUILDING ON THE  
WORK ACHIEVED  
SINCE 1996**

The sector wants to build on the work achieved since 1996 so that it takes into account the significant environmental and technological changes that have occurred. To enable this, the governance arrangements that support the 1996 strategy also need to be reviewed.



### THE REVIEW FOUND PROGRESS

An independent review of the 1996 strategy found that very good progress was made with establishing the foundations for quality and robust information systems and processes.

However, it also found that the Ministry needed to renew its focus on the strategic value of information and how it could continue to meet the changing demands of the sector and wider government. These changes included improving the quality of statistical data and access to information.<sup>1</sup>

At the same time, there have been significant changes to information technology in the justice sector since 1996. The Department of Corrections and the Land Transport Safety Authority migrated to new generation systems four years ago. Work continues to migrate justice sector agencies from the Law Enforcement System to individual systems within each agency (such as the Department for Courts' case management system and the gradual introduction of individual systems by the New Zealand Police). Once this is completed, the Department for Courts will become the base for collecting criminal justice information.

Meanwhile, some of the individual replacement systems introduced have already been altered to meet the changing needs of justice sector agencies.

A more distributed information technology system environment requires closer monitoring to ensure the integrity of data and access to the justice system is not compromised.

### A PROJECT TO UPDATE THE STRATEGY

A project was initiated to update the 1996 strategy. The Ministry of Justice led this project with the support of a cross-sector advisory team. The Justice Sector Information Committee sponsored the project which also had the support of the justice sector chief executives. The project's objectives were to:

- identify the areas where better management and information sharing would contribute to improving sector performance
- explore the initiatives required to improve the quality and integrity of data and the sector's information base to better inform policy development, official statistics, and the measurement of sector outcomes
- consider the initiatives required to improve access to integrated information for Ministers, justice sector staff, and other stakeholders including the public
- publish a Justice Sector Information Strategy and an implementation plan.

<sup>1</sup> Justice Sector Information Strategy Review, December 2000

The focus of the strategy remains on the interactions and exchanges of information between justice sector agencies. It excludes information that is specific to individual agencies and isn't shared between agencies.

#### GOVERNANCE ARRANGEMENTS REVIEWED

The governance arrangements for information and technology were reviewed as part of developing the 2003-2006 strategy. The review found a demand for greater transparency in the way the sector collaborates, communicates, and acts in relation to its collective interests.

#### THE APPROACH TO REVISING THE STRATEGY

As part of revising the strategy, the Ministry:

- conducted an environmental scan
- undertook some high level research of local and international trends
- reviewed what the sector had achieved to date
- conducted interviews and workshops with participants from within and outside the sector.

#### THE REVIEW FOUND A GROUP OF TRENDS THAT WERE RELEVANT TO THE JUSTICE SECTOR

Overall, the review found there had been significant developments in the justice sector and wider public sector with a direct impact on information sharing. These are summarised below:

##### *Increasing public demands for information*

Justice sector agencies are experiencing increasing demands for a variety of information made through a choice of channels.

##### *Increased demands for outcomes-based information*

Agencies are moving towards reporting based on outcomes. The types of data<sup>2</sup> to support this reporting need to be identified.

##### *Increasing demand for information on processes for evaluation*

Information on specific processes in the justice sector (such as parole) is needed to inform outcomes-based information.

<sup>2</sup> In this document 'data' is interpreted as facts and statistical information.

#### *Increased demand for government agencies to work together*

The move towards greater collaboration and co-operation is being driven through initiatives such as the Review of the Centre and the e-government strategy.

#### *Possible changes in the structure and process in the justice sector*

The government expects the sector to operate collaboratively and effectively and to ensure fair and equal access for the public. For example, consideration is currently being given to the way the courts work. Any changes to the structure and processes in one agency will have a flow-on effect across the sector.

#### *Changes in the delivery of justice services*

There are increased expectations for efficiencies in current work practices and the way that services are delivered.

#### *Implementation of planned strategies*

Strategies such as the Crime Reduction Strategy and the Youth Offending Strategy are being implemented and will require information sharing between agencies in the justice sector and with agencies in the wider social sector.

#### *Justice sector related legislation*

The Sentencing Act 2002, the Parole Act 2002, the Victims Rights Act 2002 and pending legislation that addresses issues such as computer offences, criminal procedure and criminal disclosure all require adjustments to the types of data gathered, the way it is stored and how it is shared between justice sector agencies.

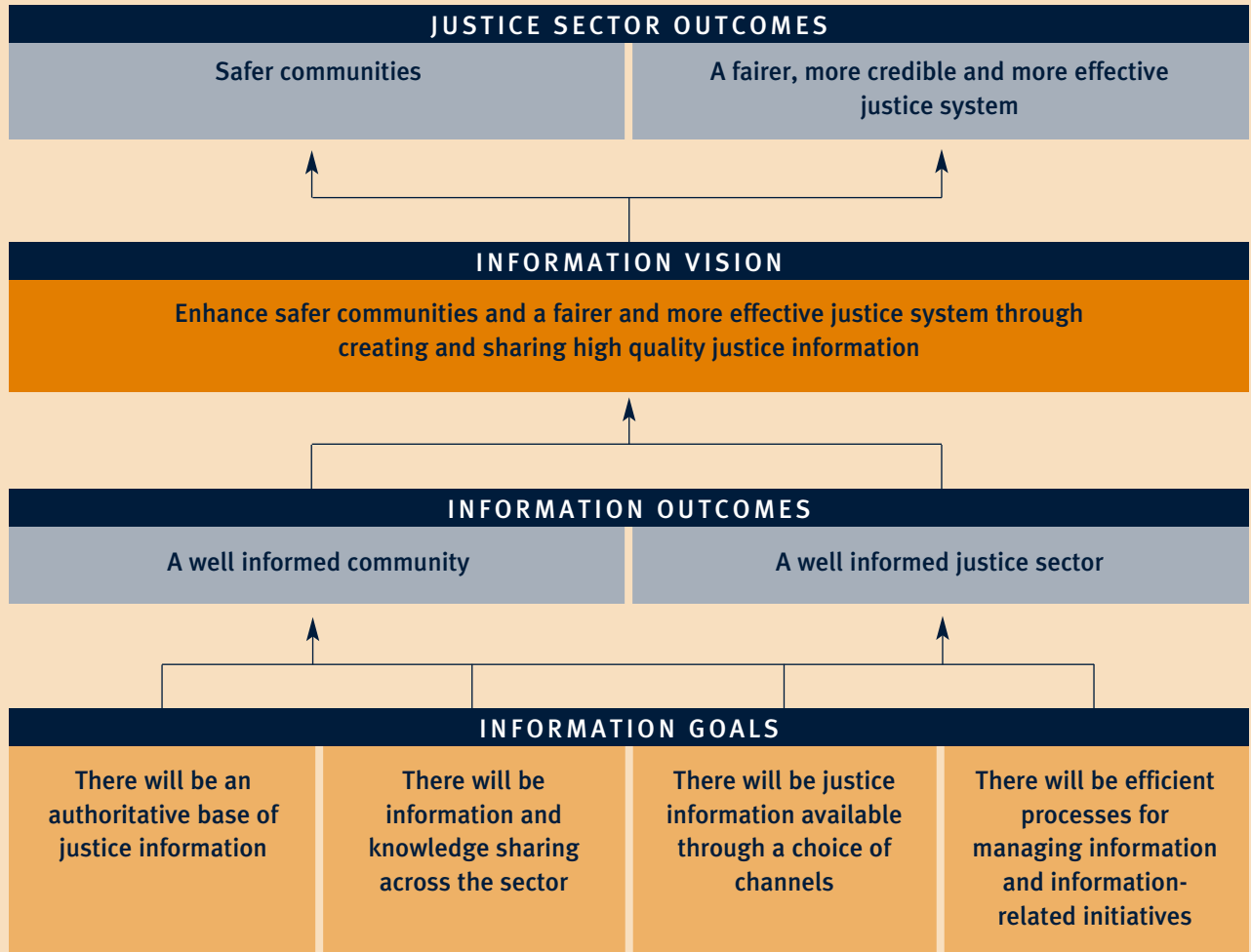
#### SUPPORTING WORKING PAPERS

The results of the interviews and workshops are in a working paper summarising the information gathered and outlining the implications for the strategy. For a copy of this paper and other supporting working papers, see <http://www.jsis.govt.nz>.





# Overview of the justice information strategy





## THE STRATEGY SETS THE DIRECTION, ESTABLISHES FOUNDATIONS AND OUTLINES THE INITIATIVES

The 2003-2006 strategy sets the direction for integrated criminal justice information that is created and used by the core justice sector, over the next three years. It also establishes the foundations for broadening this to include the wider justice sector and social sector, in the medium to long-term.

It outlines the key initiatives required for its implementation – providing Ministers, other government agencies and the public with an overview of the steps the sector is taking to improve the quality of, and access to, justice information.

## A LEADER IN PUBLIC SECTOR INFORMATION SERVICES

The strategy aims to ensure that the justice sector continues to be a leader in public sector information services. In particular, its focus is to:

- create and deliver high quality information for
  - operational activities, policy development and evaluation
  - information exchange across justice sector agencies
  - the government and the public
- collaborate successfully across agencies
- contribute to the measurement of justice sector outcomes and wider government outcomes
- improve the way statistical data is integrated
- improve data and information quality.

It allows sector agencies to make informed decisions about:

- managing and sharing information
- planning for and investing in sector-related technology.

## A DIRECT RELATIONSHIP TO THE JUSTICE SECTOR OUTCOMES

The 2003-2006 strategy contributes directly to the justice sector's two outcomes:

*Safer communities* (being communities in which there is reduced crime and in which safety and well-being is enhanced through partnerships).

*A fairer, more credible and more effective justice system* (being a system in which people's interactions are underpinned by the rule of law and justice services are more equitable, credible and accessible).

## THE VISION AND OBJECTIVES OF THE STRATEGY

Shaping the strategy are its vision and outcomes. The vision is to:

*Enhance safer communities and a fairer and more effective justice system through creating and sharing high quality justice information.*

It has four objectives:

1. Relevant, accurate and timely information is available for the common management and policy development needs of all justice sector agencies and their customers.
2. Individual agency investments in information technology are made that take account of the broader needs of the sector as a whole; those investments maximise potential for sharing information and minimise duplication of effort and cost.
3. Sharing and providing access to information is cost effective and managed within a framework so that all rights and obligations are maintained.
4. Ensuring the quality and accuracy of the information resource in the justice sector is of world-class standard.

## THE OUTCOMES OF THE STRATEGY

The strategy supports the justice sector's core outcomes in the following ways:

### *A well-informed community*

Contributory outcomes:

- Justice information is easy to access.
- Justice information is clear and unambiguous.

### *A well-informed justice sector*

Contributory outcomes:

- Information provided to justice agencies and decision makers within the justice system, is consistent and of a high quality.
- Justice sector staff have access to the information, tools and knowledge to foster collaboration and information sharing.
- Policy development and performance evaluation are founded on a sound information base.
- Information required for planning, service delivery and accountability is accurate, relevant and timely.



## THERE ARE NINE PRINCIPLES THAT UNDERPIN THE STRATEGY

Underpinning the 2003-2006 strategy is a set of nine principles that governs the way core common justice sector information is managed and used.

Most of the principles from the 1996 strategy have been incorporated into the justice sector's policies and procedures for managing information and technology. Some of these are reconfirmed in this strategy along with new principles to reflect the changing environment. Underlying each principle is a respect for the principles of the Treaty of Waitangi.

## THE PRINCIPLES AND WHAT THEY MEAN

The justice sector is committed to the following nine principles:

### *Providing information to meet the business needs of the sector*

Implications:

- There will be transparency in the information collection process.
- Individual agencies will consider the needs of and impact on the wider sector when meeting their individual business information and technological needs.

### *Using information responsibly*

Implications:

- Justice sector agencies recognise that integrated justice information is a strategic resource to be managed throughout its lifecycle by the Crown on behalf of the public.
- Staff will be trained in and aware of how to use information responsibly.
- Agencies that own or are guardians of information will be responsible for the quality, protection and dissemination of information and will notify the sector of any relevant changes.

### *Handling information competently*

Implications:

- Staff will have the appropriate skills and knowledge to enable them to use the sector's information resources effectively.
- Staff will be aware of the range of information resources within the sector.
- Staff will be trained in information handling skills and kept informed of new developments.

### *Managing information cost-effectively*

Implications:

- Managing and disseminating information will be cost-effective, with due consideration given to direct and indirect costs.

- Justice sector agencies will share information and technology infrastructure where feasible and cost-effective.

*Establishing a culture of knowledge sharing across the sector*

Implications:

- Justice sector agencies will work collaboratively.

*Developing and adhering to agreed information sharing and information technology standards*

Implications:

- Decisions regarding technology to store and disseminate information will be in keeping with the 2003-2006 strategy.
- Information technology standards in the justice sector will be agreed and allow access to and sharing of common core information. These standards will comply with the e-GIF and New Zealand Government information system security standards.
- There will be an agreed methodology for technology developments that involve more than one agency.
- Where special circumstances require divergence from the agreed standards, the existing justice sector information protocols for considering non-standard solutions will be used.

*Where practical, collecting information once and sharing it with authorised users*

Implications:

- There will be sector standards for common information.
- Information will be shared wherever practicable and within the bounds of the Privacy Act 1993.

*Making official information easily and widely available*

Implications:

- Statistics will be increasingly available to the public.
- Members of the public will be better informed about their rights.

*Considering the wider needs of government and other stakeholders for justice information*

Implications:

- Justice sector agencies will contribute to the system of official statistics.
- The needs of people and organisations that use official justice statistics will be met.

## Introducing the goals of the 2003-2006 strategy



### THE FOUR GOALS ARE THE CORNERSTONE

The four goals are the cornerstone of the 2003-2006 strategy. They are the key to achieving the vision, objectives and outcomes described. The goals reflect immediate needs and provide direction for future development.

The four goals are:

1. To establish an authoritative base of justice information.
2. To increase information and knowledge sharing across the sector.
3. To make justice information available through a choice of channels.
4. To provide efficient processes for managing information and information-related initiatives.

### INITIATIVES FOR THE NEXT THREE YEARS

High-level initiatives have been provided for the next three years. Once the priorities for the 2003-2006 strategy are finalised, the working groups responsible for the goals will carry out detailed planning for these initiatives. This includes developing terms of reference and specific performance measures.

Each year the sector will agree to an operational plan covering the specific projects, timelines and resourcing.

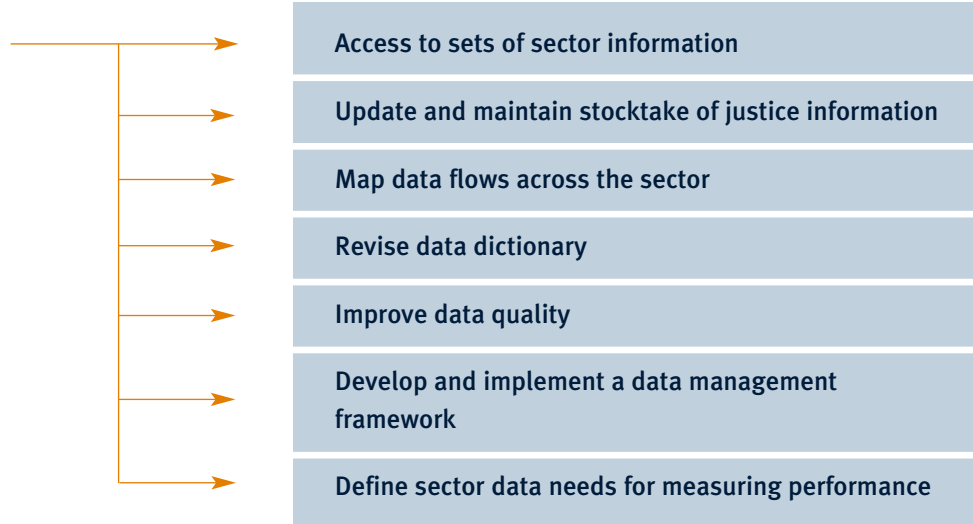
A review at the end of 2004 will benchmark progress of the initiatives and assess the need for new ones.

## GOAL 1

# Establish an authoritative base of justice information



**GOAL 1**  
Establish an authoritative base of justice information



### THE GOAL

There will be an authoritative base of justice information to:

- meet operational needs
- inform policy
- provide statistical information
- measure sector performance.

### THE RESULTS

The results of achieving goal one will be that the sector:

- delivers business more effectively
- has improved data to inform the measurement of sector performance
- meets policy and operational information needs
- meets its obligations to provide statistical information.

### TODAY'S ENVIRONMENT

The justice sector has spent considerable time and effort in improving the value and integrity of justice sector information. The focus has been to define the common core data for the sector.

A justice sector data dictionary, established five years ago, continues to provide a framework for managing and sharing criminal justice sector information. A stocktake of justice sector information called *What's Where* was first published in 1996. The most recent edition was published in December 2000.

While the tools for gathering and analysing statistical data are improving, information gaps remain in the sector. This means that information and statistics on processes such as sentencing and parole are incomplete. This affects the sector's ability to provide reliable information in order to monitor and support justice sector outcomes.

Some work has been done to identify information gaps relating to specific areas. However a complete picture of information flows within the justice sector, and information requirements and needs does not exist.

At the same time there are inconsistencies in the way some data is collected, collated and presented. This can result in ambiguous figures being presented. This has occurred in areas such as youth offending.

## THE FUTURE

While the foundations for improving the value and integrity of justice sector information have been laid, significant progress is required to increase stakeholders' confidence in sharing justice sector information.

### *Key differences in the future*

- Information gaps are identified and addressed.
- Statistics are more accurate and reliable.
- Information gathering is co-ordinated and takes a structured approach.
- Information is more accurate.
- Information is more relevant and complete. This is about collecting all data for every record and ensuring the collected data is useful.
- Information transferred between agencies is timely.
- Information about where data is held, and how data flows across the sector, is improved.
- A framework is established that supports statistical measurement, data analysis and analytical comment.

## HOW WILL WE GET THERE?

The initiatives outlined on page 17-18 are designed to:

- address issues relating to the quality of existing data, the details of the data and how it flows across the sector
- enable information gaps to be identified and addressed
- improve access to statistics and processes for analysing information.



### Access to sets of sector information

This initiative addresses issues surrounding access to statistical information originally available to the Ministry of Justice from the Law Enforcement System. Work on this is already underway.

Future developments include providing more statistical information, and providing more users with information for policy and research purposes.

#### *Benefits*

- Improved analysis capability.
- Improved access to statistical data.
- Improved decision support.

### Update and maintain stocktake of justice information

The publication *What's Where* will be updated to reflect the changes in the justice sector environment. Mechanisms will be developed to ensure agencies can share responsibility for keeping information up-to-date.

#### *Benefits*

- The information directory for public and justice sector use is brought up-to-date.
- The public and the sector are increasingly confident that they can rely on information being up-to-date.

### Map data flows across the sector

The information gathered in updating *What's Where* will be used to provide a detailed map of data flows within the information systems distributed across the sector. The data flow model will also:

- list relevant business rules around managing and using data
- map the flow of data between sector agencies
- link to the revised data dictionary, so that there is a consistent way to describe information.

#### *Benefits*

- Data flows are known and documented.
- The impact of changes to data flows can be quickly and clearly identified.

### Revise data dictionary

The data dictionary will be revised to reflect the changes in the justice sector since 1998. Mechanisms will be developed to ensure agencies can share responsibility for keeping information up-to-date.

The feasibility of integrating the data dictionary with e-government XML initiatives will be explored.

### *Benefits*

- A centralised point for common shared data and code tables means agencies understand how changing meta data affects other agencies, and are able to consult with one another.

## INITIATIVE

5

### **Improve data quality**

This includes a number of smaller initiatives:

- Undertaking a data quality assessment.
- Developing a consultation protocol for new initiatives.
- Developing ways to share best practice examples for managing data sharing.
- Producing a plan to address data quality issues.
- Monitoring data quality in the sector.

### *Benefits*

- Data quality can be measured and audited more effectively.
- Standards for data quality in the justice sector are established.

## INITIATIVE

6

### **Develop and implement a data management framework**

A data management framework will be established for the justice sector that:

- identifies the data needed for operational purposes and policy development
- identifies data gaps
- develops techniques to address missing data
- helps prioritise data to be collected by agencies
- identifies the key custodians for different types of shared data and the responsibilities associated with this
- identifies the best mechanisms for collating and/or integrating justice statistics.

### *Benefits*

- A systematic process and framework is available to identify data needs.

## INITIATIVE

7

### **Define sector data needs for measuring performance**

The type of data required to inform, measure and monitor sector performance will be identified, prioritised and maintained.

### *Benefits*

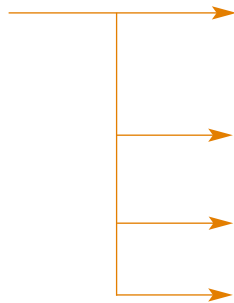
- Data requirements for measuring sector performance are known.

## GOAL 2

# Increase information and knowledge sharing across the sector



**GOAL 2**  
Increase information and knowledge sharing across the sector



- Knowledge management policies for the justice sector
- Review legislative frameworks and Memoranda of Understanding
- Justice sector information education programme
- Investigate feasibility of 'shared workspace' options

### THE GOAL

There will be information and knowledge sharing across the sector to:

- meet operational needs
- gain efficiencies through collaboration and information sharing.

### THE RESULTS

The results of achieving goal two will be that the justice sector:

- delivers its services effectively and efficiently
- contributes collectively to cross-government initiatives.

### TODAY'S ENVIRONMENT

Over the past six years a number of effective information-sharing networks have been established in the justice sector. This has led to agencies working collaboratively.

For example:

- Preparing for Y2K.
- Negotiating contracts with vendors as a collective.
- Using a shared library catalogue.
- Pooling information resources.

These initiatives have saved time and money.

Individual agencies are at different stages of developing their operational and information systems. There is an opportunity to leverage the experiences gained so far and the lessons learnt.

Memoranda of Understanding exist between agencies. However, legislative constraints have stalled some initiatives for increased information sharing. This has restricted the types of evaluation and research that can be applied to justice sector initiatives. In particular, the fifth schedule of the Privacy Act 1993, which identifies the type of information that can be shared across the sector, needs to be reviewed to continue to reflect changes in justice sector agencies. These reviews will balance the need for a well informed community and the ability of government to safeguard the community, with the need for protecting the individual's right to privacy.

## THE FUTURE

There is a move towards greater co-operation across government agencies. The Review of the Centre is the latest in a series of initiatives to ensure government departments work collaboratively to provide services to clients and are outcome-focused. Justice sector agencies are well placed to build on the foundation of information sharing that has been established.

## HOW WILL WE GET THERE?

The initiatives outlined below are designed to:

- increase knowledge sharing across the sector
- broaden the awareness and knowledge of the sector's work
- update policies to encourage knowledge sharing
- provide tools to facilitate knowledge sharing
- ensure that legislative frameworks allow for information exchange while respecting privacy.

## INITIATIVE 1

### Knowledge management policies for the justice sector

The information management policies for the sector will be updated so that they reflect e-government initiatives and promote knowledge sharing across the sector.

#### *Benefits*

- Information and knowledge policies are up-to-date and relevant.
- Justice sector agencies are able to take a collective approach to e-government initiatives.
- Clear expectations are set for agencies to share and re-use knowledge.
- Efficiencies are gained in sharing knowledge and there is less duplication.

### Review legislative frameworks and Memoranda of Understanding

This initiative will review the current legislative framework and identify any challenges or barriers to sharing information. It will review the current Memoranda of Understanding for information sharing and establish a standard template to be consistently applied across agencies.

#### *Benefits*

- Legislative barriers to information sharing are clearly identified and recommendations for addressing these are presented.
- Duplication or gaps in the current Memoranda of Understanding for sharing information are identified.
- A standard template for the sector's Memoranda of Understanding for sharing information is established.

### Justice sector information education programme

A justice information education programme will be introduced as part of induction for justice sector staff.

#### *Benefits*

- Increases understanding of the role of the justice sector as a whole.
- Raises awareness of the role of separate agencies and how they relate to one another.
- Raises awareness of the importance of sharing information and knowledge and how this can be done across the sector.
- Emphasises to all staff the importance of consistent, high-quality information in the justice sector.

### Investigate feasibility of 'shared workspace' options

The need for, and possible uses of, a collaborative workspace for the justice sector will be investigated.

#### *Benefits*

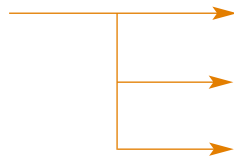
- Requirements for sharing information are defined.
- Possible tools for improving the way information is shared are identified.

## GOAL 3

# Make justice information available through a choice of channels

### GOAL 3

Make justice information available through a choice of channels



Key audiences identified

User needs identified

Develop a justice sector portal

### THE GOAL

There will be justice information available through a choice of channels to allow:

- improved access to information for the public
- improved service delivery.

### THE RESULTS

The results of achieving goal three will be:

- the right information will be available to the right people at the right time
- people have a choice of channels available for accessing key information.

### TODAY'S ENVIRONMENT

The justice sector has a diverse audience requiring access to different types of justice information. While traditional communication methods such as direct mail, face-to-face meetings and print continue to be provided, agencies increasingly use the Internet to improve access to their information resources. Some agencies have moved from using the Internet for publishing to enabling transactions to take place. An example of this is paying fines online.

The e-government initiative increases the public's expectation for easy access to government information and services online. The e-government portal has brought the services of the justice agencies into one consolidated list, for the first time. However, further work is required to provide users with a consolidated view of justice services.

### THE FUTURE

The e-government strategy outlines four phases for the longer-term transformation of the public sector:

1. *Presence*: agencies having a presence on the web.
2. *Interaction*: people having online access to critical information.
3. *Transaction*: self-service transactions being available on websites and a move towards agencies sharing services.
4. *Transformation*: information, service delivery and government services are increasingly integrated and the traditional boundaries between agencies disappear.

Individual justice sector agencies have largely achieved the first two phases. To effectively contribute to the transaction and transformation phases, agencies need to be able to match sector information to audience needs, manage the volume

and complexity of sector information and raise awareness of the types of information available.

While the emphasis will be on making information and services available throughout the Internet, the sector needs to ensure that all appropriate channels are used to meet the needs of the public.

The different options available for the public to access services and information, and the ability of the sector to manage this, will be a key issue.

## HOW WILL WE GET THERE?

The justice sector chief executives have agreed to a communications strategy for the justice sector. It is proposed to incorporate the initiatives from the communications strategy into the 2003-2006 strategy. The Information Access Working Group will oversee this work.

### INITIATIVE 1

#### Key audiences identified

The key users of justice sector information and services will be identified.

##### *Benefits*

- A shared understanding of key audiences allows justice information and services to be matched appropriately.

### INITIATIVE 2

#### User needs identified

The type of information required by key audiences and preferred ways of accessing this information will be identified.

##### *Benefits*

- All appropriate channels for communicating are identified.

### INITIATIVE 3

#### Develop a justice sector portal

The information gathered by identifying audiences and user needs, will influence the content and design of a justice sector portal available through the e-government portal. The portal, which will improve the public's access to information and service delivery, will replace the Justice Information Strategy site.

##### *The portal will have three main functions:*

1. It will act as an information resource for the public, including access to justice information and statistics.
2. It will provide links to other key justice and government sites, in keeping with the e-government strategy.
3. It will act as a resource tool for justice sector staff, by storing standards and guidelines as well as minutes and papers of committees and working groups. Information will be kept confidential and secure, where appropriate.

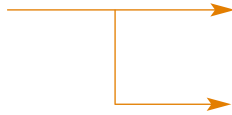
##### *Benefits*

- The public has improved access to justice information and statistics.
- The public has access to a consolidated view of the way that justice services are delivered.
- Justice sector staff can share and distribute information in a secure environment.

## GOAL 4 Provide efficient processes for managing information and information-related initiatives

### GOAL 4

Provide efficient processes for managing information and information-related initiatives



Develop current and agreed standards

Shared methodology for functional and business specifications and consultation

### THE GOAL

There will be efficient processes for managing information and information-related initiatives to allow:

- effective governance
- cost-effectiveness.

### THE RESULTS

The results of achieving goal four will be:

- improved effectiveness in managing justice sector information
- improved ability to deal with cross-sector initiatives
- e-government standards are met.

### TODAY'S ENVIRONMENT

A key factor driving the 1996 strategy was the migration of justice sector agencies from the Law Enforcement System to individual systems within each agency. One of the aims of the 1996 strategy was to ensure that agencies could continue to exchange information using common standards.

A review of the 1996 strategy in December 2000 noted that the sector has made significant progress with developing technical standards to support data exchange between agencies. Examples include using 56-bit encryption and Tuxedo for transaction-based data exchange.

### THE FUTURE

Some agencies will continue to rely on the Law Enforcement System until replacements are operating. These include the Department for Courts' case management system and the gradual introduction of individual replacement systems by the New Zealand Police.

Some of the replacement systems have already undergone significant changes to meet evolving operational needs.

Some information sharing agreements are in place between individual agencies. More work is required in this area so that all information exchanges are covered by formal agreements that fit within the framework of the 2003-2006 strategy.



Existing consultation processes for developing information technology systems across the sector need to take into account the sector's distributed technology environment. Formal processes, requiring agencies to notify and consult with each other on any technology developments, will be established. Processes will include identifying any impact on the wider sector agencies – enabling agencies to consider their own technology developments in a broader context.

The justice sector will need to continually assess technology trends (particularly in areas such as collaboration, security and information exchange) to assess how they can improve effective information sharing across the sector.

## HOW WILL WE GET THERE?

The initiatives outlined below build on the significant work done to date in agreeing standards for the sector and will:

- ensure justice sector technical standards are known and met
- ensure the justice sector works collectively to contribute to e-government.

## INITIATIVE

1

### Develop current and agreed standards

The sector has done a significant amount of work to formalise technical standards. Any gaps in standards, especially those relating to e-government will be identified and filled. Standards will, at a minimum, be considered for:

- information exchange
- business process integration
- data warehousing
- collaboration
- information systems security.

#### *Benefits*

- Current standards for the justice sector agencies are known and agreed.
- There is a formal process for adopting and/or adapting standards.
- There is a collective approach for meeting e-government requirements.

## INITIATIVE

2

### Shared methodology for functional and business specifications and consultation

A shared methodology for functional and business specifications will be developed. The methodology will include formal processes for notifying any changes to information systems, identifying the impact on the justice sector and consulting with agencies on these changes.

#### *Benefits*

- There is a clear process for consulting and reviewing functional specifications and business cases for initiatives that affect the sector.

# Justice information strategy milestones from 2003 to 2006

This table summarises the indicative milestones required to achieve the strategy goals

GOALS	RESULTS
<p><b>GOAL ONE</b></p> <p>There will be an <b>authoritative base of justice information</b> to:</p> <ul style="list-style-type: none"> <li>• meet operational needs</li> <li>• inform policy</li> <li>• provide statistical information</li> <li>• measure sector performance.</li> </ul>	<p>The justice sector:</p> <ul style="list-style-type: none"> <li>• delivers business more effectively</li> <li>• is able to measure sector performance</li> <li>• meets policy and operational information needs</li> <li>• meets its obligations to provide statistical information.</li> </ul>
<p><b>GOAL TWO</b></p> <p>There will be <b>information and knowledge sharing</b> across the sector to:</p> <ul style="list-style-type: none"> <li>• meet operational needs</li> <li>• gain efficiencies through collaboration and information sharing.</li> </ul>	<p>The justice sector:</p> <ul style="list-style-type: none"> <li>• delivers its services effectively and efficiently</li> <li>• contributes collectively to cross-government initiatives.</li> </ul>
<p><b>GOAL THREE</b></p> <p>There will be <b>justice information available</b> through a choice of channels to allow:</p> <ul style="list-style-type: none"> <li>• improved access to information for the public</li> <li>• improved service delivery.</li> </ul>	<p>The justice sector will ensure:</p> <ul style="list-style-type: none"> <li>• the right information will be available to the right people at the right time</li> <li>• people have a choice of channels available for accessing key information.</li> </ul>
<p><b>GOAL FOUR</b></p> <p>There will be <b>efficient processes</b> for managing information and information-related initiatives to allow:</p> <ul style="list-style-type: none"> <li>• effective governance</li> <li>• cost-effectiveness.</li> </ul>	<p>The justice sector will:</p> <ul style="list-style-type: none"> <li>• improve the effectiveness of managing justice sector information</li> <li>• improve its ability to deal with cross-sector initiatives</li> <li>• meet e-government standards.</li> </ul>
<p><b>GOVERNANCE</b></p>	<p>The mandated network will:</p> <ul style="list-style-type: none"> <li>• mitigate risk in the sector</li> <li>• ensure buy-in and clarity around accountabilities and responsibilities</li> <li>• facilitate cross-sector assessments and proposals</li> <li>• ensure transparent governance.</li> </ul>



2003/04	2004/05	2005/06
<ul style="list-style-type: none"> <li>• Sectoral information sets available.</li> <li>• <i>What's Where</i> published.</li> <li>• Data flows mapped across the sector.</li> <li>• Data dictionary revised and published.</li> <li>• Sector wide data model mapped.</li> <li>• Data quality in the sector reviewed.</li> <li>• Data needs for measuring performance analysed and defined.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancements to sectoral information sets.</li> <li>• <i>What's Where</i> updated.</li> <li>• Data flows across the sector updated.</li> <li>• Data dictionary updated.</li> <li>• Sector wide data model updated.</li> <li>• Monitoring processes for data quality designed and implemented.</li> <li>• Data management framework for the sector agreed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancements to sectoral information sets.</li> <li>• <i>What's Where</i> updated.</li> <li>• Data flows across the sector updated.</li> <li>• Data dictionary updated.</li> <li>• Sector wide data model updated.</li> <li>• Data quality in the sector reviewed and monitored.</li> <li>• Data management framework updated.</li> </ul>
<ul style="list-style-type: none"> <li>• Information and knowledge management policies agreed and updated.</li> <li>• Information sharing Memoranda of Understanding reviewed.</li> <li>• Framework for Memoranda of Understanding agreed.</li> <li>• Legislative barriers for sharing information identified.</li> <li>• Justice sector information education programme developed and delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Information and knowledge management policies updated.</li> <li>• Processes for removing legislative barriers implemented.</li> <li>• Justice sector information education programme delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Information and knowledge management policies updated.</li> <li>• Information sharing Memoranda of Understanding reviewed.</li> <li>• Ongoing processes for removing legislation barriers.</li> <li>• Justice sector information education programme delivered.</li> </ul>
<ul style="list-style-type: none"> <li>• Audiences for justice information identified.</li> <li>• Co-ordinated processes for sector communications established.</li> </ul>	<ul style="list-style-type: none"> <li>• Information types and channels for delivery reviewed and revised.</li> <li>• Feasibility study of justice sector portal completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing review of audiences of justice information.</li> <li>• Justice information available through a choice of channels.</li> </ul>
<ul style="list-style-type: none"> <li>• Current technology standards formalised.</li> <li>• Collective response to e-government initiatives.</li> <li>• Shared methodology for functional and business specifications and consultation identified and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology standards gaps identified and adopted.</li> <li>• Collective response to e-government initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology standards gaps identified and adopted.</li> <li>• Collective response to e-government initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>• Committee and working group terms of reference approved.</li> <li>• Monitoring framework for information and information technology approved.</li> <li>• Operational plan for justice information strategy approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing monitoring of information and information technology.</li> <li>• Operational plan for justice information strategy approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing monitoring of information and information technology.</li> <li>• Operational plan for justice information strategy approved.</li> </ul>

## BACKGROUND

The government expects all agencies to take a 'whole of government' perspective and that sectors align their activities around common outcomes over the next few years.

As mentioned in the Introduction, the current governance arrangements for information and technology were reviewed as part of developing the 2003-2006 strategy. The review found that the future governance framework needed to be:

- unambiguous
- streamlined as far as possible
- flexible enough to involve external expertise when required
- consisting of small tightly focused groups
- based on arrangements to foster good communications.

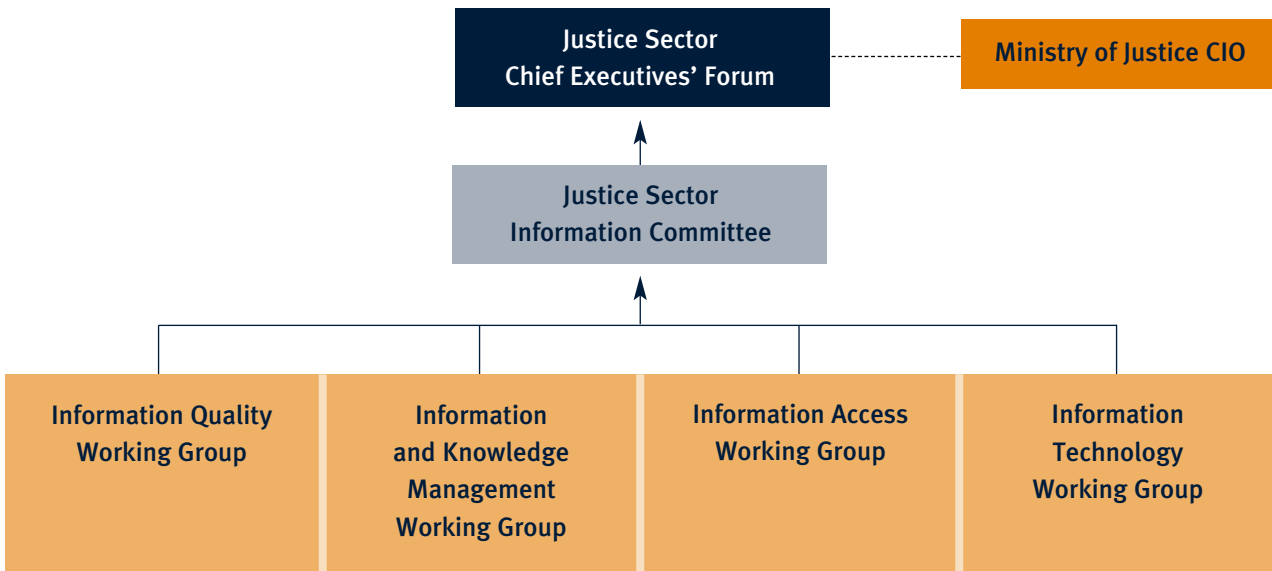
There is agreement that each agency should be accountable for delivering the 2003-2006 strategy and that it will be reflected in their Statement of Intent or Strategic Plan.

## THE GUIDING PRINCIPLES FOR GOVERNANCE

There are six principles underlying the governance arrangements for the 2003-2006 strategy:

1. To manage the investment and risk to the Crown.
2. To take collective responsibility for a 'whole of sector' and 'whole of government' perspective.
3. To set the strategic direction for information strategy and information technology for the sector.
4. To take collective responsibility for implementing the 2003-2006 strategy.
5. To plan for the future.
6. To incorporate the sector initiatives (including e-government) into each agency's strategic plan.

# The governance structure



## A STRUCTURE BASED ON A CENTRAL MANDATED NETWORK

The governance structure for justice information and information technology is based on the recommendations of the Review of the Centre for a central mandated network.

The purpose of the network is to:

- mitigate risk in the sector
- ensure buy-in and clarity around accountabilities and responsibilities
- facilitate cross-sector assessments of the costs and risks of information strategies for the sector as a whole, and the feasibility of proposals to mitigate the risks
- ensure transparent governance of the sector's information strategy and information technology initiatives.

## THE CHIEF EXECUTIVES' FORUM

Overall responsibility for the 2003-2006 strategy is at the most senior level within the sector, the Justice Sector Chief Executives' Forum. This is made up of the chief executives of the core justice sector. They are formally accountable to Ministers for working together to achieve the goals and objectives of the 2003-2006 strategy.

## THE ROLE OF THE SECRETARY FOR JUSTICE

While the chief executives have equal status within the forum, the Secretary for Justice also has a mandate to:

- require information to be openly provided and exchanged
- call meetings to resolve sector-based issues and problems
- report to any of the relevant Ministers
- provide advice to the relevant Ministers around the sector's ability to implement and support the information strategy.

The Secretary for Justice will delegate day-to-day responsibility for information strategy and information technology co-ordination to the Ministry's Chief Information Officer who will in turn report regularly to the forum.

## THE JUSTICE SECTOR INFORMATION COMMITTEE

The Justice Sector Information Committee has a clearer mandate and responsibilities than previously. Committee members have delegated authority from the forum to prioritise and approve the programme of work arising from the 2003-2006 strategy.

The committee takes collective responsibility to:

- ensure justice information supports justice sector outcomes
- ensure the 2003-2006 strategy is implemented
- enable sector-wide co-operation and collaboration on information management and technology issues
- develop a monitoring framework to oversee information and information technology
- oversee the collective interests of the sector and working groups
- develop joint submissions where extra funding and resources are required to meet changing sector needs
- develop joint submissions where extra funding and resources are required to meet the needs of the 2003-2006 strategy
- monitor information management and technology developments in justice sector agencies to ensure they take into account the impact on the whole sector
- develop annual operational plans for implementing the 2003-2006 strategy
- establish other working groups as required and ensure they are limited to the task for which they are set up.

The committee ensures standards, policies, and procedures are in place for consultation and monitoring when:

- implementing the 2003-2006 strategy initiatives
- updating or developing cross-sector information and information technology systems
- updating or developing other cross-sector information initiatives such as data matching.

## COMMITTEE MEMBERSHIP

Committee membership will reflect the membership of the Justice Sector Chief Executives' Forum (the Department for Courts, Department of Corrections, New Zealand Police, Ministry of Justice, Department of Child, Youth and Family and Crown Law) with each chief executive nominating at least one general manager from their agency to sit on the committee.

The Ministry of Justice's Chief Information Officer will convene the committee. The committee will meet every quarter with regular email interaction between it and the Ministry of Justice team supporting the justice sector.

The committee will host a communications forum for a wider group of agencies including the transport and social sectors, and Māori and Pacific Island agencies, at least twice a year.

## FOUR WORKING GROUPS

Four working groups will be established with responsibilities and interests based around the information goals of the 2003-2006 strategy.

Members will be nominated by their agencies, based on the expertise and knowledge required for the work and approved by the committee. The committee will appoint a chair for each group and the Ministry will provide administrative support.

Each working group will address terms of reference, an annual work programme, detailed project planning and any additional expertise required to serve on the group from agencies not part of the core. The terms of reference, work programme and working group composition will require the approval of the committee.

Each working group will be responsible for establishing sub-working groups as required for specific projects, and ensuring they are limited to the tasks for which they are set up. Consultation will take place with stakeholders, during which they will be able to indicate if they are interested in contributing to particular initiatives.

ENSURING AN  
AUTHORITATIVE  
BASE OF JUSTICE  
INFORMATION

### Information quality working group

The information quality working group will ensure there is an authoritative base of justice information to meet operational needs, inform policy, provide statistical information, and measure sector outcomes.

#### *Key deliverables*

- Develop and implement a data management framework.
- Update and maintain stocktake of justice information.
- Implement recommendations from data quality review.
- Map inter-agency data flows across the sector.
- Define sector data needs for measuring performance.
- Revise the data dictionary.

#### *Members*

A representative from each core justice sector agency plus the Land Transport Safety Authority and Statistics New Zealand.

ENSURING  
INFORMATION  
AND KNOWLEDGE  
SHARING ACROSS  
THE SECTOR

### Information and knowledge management working group

The information and knowledge management working group will ensure information and knowledge sharing occurs across the sector to meet operational needs and gain efficiencies through collaborating on specific initiatives and sharing information and learning.

#### *Key deliverables*

- Review information management and information sharing arrangements.
- Develop a knowledge management policy for the justice sector.
- Review legislative frameworks and Memoranda of Understanding from the perspective of information sharing.
- Identify barriers to information and knowledge exchange.
- Recommend changes to current information management policies and Memoranda of Understanding.
- Investigate the feasibility of 'shared workspace' options.
- Respond to e-government opportunities for cross-sector collaboration.

#### *Members*

A representative from each core justice sector agency plus the Privacy Commissioner's Office, the Ministry of Social Development and Archives New Zealand.



### Information access working group

The information access working group will ensure justice information is available through a choice of channels to allow improved information to members of the public and improved service delivery.

#### *Key deliverables*

- Identify audiences for justice sector information and services.
- Determine the information needs and preferred methods of delivering the information for each key audience.
- Develop material for staff induction from a justice sector perspective.
- Explore the development of a justice sector portal.

#### *Members*

The working group dovetails with the development of a joint sector communications strategy and plan. The composition of the group will draw upon the existing communications managers' network (communications managers from the core justice sector agencies) plus the Legal Services Agency. Other agencies will be involved on a project by project basis.

### Information technology working group

The information technology working group will ensure there are efficient processes for securely managing, accessing and exchanging information within the sector. It will also define the approach and standards for information systems related initiatives.

#### *Key deliverables*

- Oversee the continued decommissioning of the Law Enforcement System.
- Develop a shared methodology for functional and business specifications.
- Review and revise the security framework and associated standards.
- Define and document technical requirements and options for the sector.
- Develop an integrated information technology strategy for the sector that is future-focused and requires common standards for areas such as business continuity and disaster recovery.

#### *Members*

The information technology managers or chief information officers of the core justice sector agencies plus the Land Transport Safety Authority.

## AD HOC WORKING GROUPS

### Other working groups

Other working groups will be set up by the committee to progress sector initiatives as required. They will be disbanded once their initiative is completed. Management frameworks (such as membership and authorities) for these groups will be the same as for the other working groups.

## THE MINISTRY OF JUSTICE IS THE LEAD AGENCY FOR THE SECTOR

### The role of the Ministry of Justice

Under the recommendations of the Review of the Centre for mandated networks, the Ministry of Justice has a specific role. It is recognised as the lead agency for the sector.

To fulfil and improve its leadership and co-ordination role the Ministry needs to ensure that capability and capacity issues are addressed. It has reviewed the support, monitoring and advice needs of the sector and is strengthening its capability in this area.

The Ministry will work more closely with agencies on issues that occur as part of the transition towards increasingly integrated services. It will also provide support and advice on sector investment and development in information technology.

The role will include:

- Developing the 2003-2006 strategy and information management policy.
- Planning and managing the work programme derived from the 2003-2006 strategy.
- Chairing and/or participating in and co-ordinating the committees and working groups. This includes ensuring matters are followed through.
- Ensuring consultation (including consultation within the sector) takes place on matters relating to the 2003-2006 strategy, information technology, and interdependency and interface issues.
- Overseeing information technology systems and initiatives that involve more than one agency within the sector.
- Managing relationships and providing strategic advice on information management and information technology systems issues.

## THERE ARE MANY PARTS TO THE MINISTRY'S ROLE

- Evaluating and providing advice on business cases for information technology development, and cross-sector technology systems and applications.
- Initiating and promoting cross-sector responses to e-government initiatives.
- Stewardship and continued development of the justice data warehouse.
- Ensuring system and agency interfaces associated with the justice system are well maintained.
- Overseeing the Crown's interest in investing in information systems, monitoring information technology development and reporting as necessary to Ministers.



## FORMAL REVIEWS

The Chief Executives' Forum will review the governance arrangements annually to gauge their effectiveness and amend where appropriate.

A quarterly report will be made to Ministers on progress against the 2003-2006 strategy and other sector initiatives as they arise.

In addition, there will be:

- quarterly reports from the working groups to the Justice Sector Information Committee
- six monthly reviews to relevant Ministers
- reports to the Select Committee
- details on developments and achievements in the Ministry of Justice's Annual Report.

## COMMUNICATING PROGRESS

The wider sector and members of the public will be kept informed of progress and achievements with:

- an annual presentation by the Ministry of Justice's Chief Information Officer to relevant representatives of government sector agencies
- an induction programme for staff new to the justice sector
- the strategy's progress being published on the Justice Information Strategy website
- regular updates in the Ministry of Justice's newsletter *Justice Matters*.



### SIX FACTORS TO ENSURE SUCCESS

The following factors are required to ensure the 2003-2006 strategy is successfully implemented and the outcomes are achieved:

- Long-term commitment, support and participation by senior management in justice sector agencies.
- Recognition of the differing stages of development, capability and competing workloads of the individual agencies.
- Clear documentation of the business rules and protocols agreed to by the justice sector agencies.
- Regular reviews to ensure the 2003-2006 strategy remains current and relevant.
- Clearly identified business benefits for the justice sector.
- Adaptability and flexibility so that the information collected in the future meets the changing needs of the justice sector and interrelates with other sectors such as the social sector.

## What will be different?



The outcomes for the 2003-2006 strategy will be achieved when there is:

- increased confidence of the community and the government in justice sector information
- stronger co-ordination across the sector
- improved reliability, integrity and availability of justice sector data
- increased efficiency and effectiveness in managing integrated justice information
- improved effectiveness of governance structures.

# Conclusion



## PROVIDING A FRAMEWORK AND DIRECTION

High quality justice information is vital to the public, Ministers, Members of Parliament, researchers and the efficient operation of justice sector agencies.

The justice sector needs to carefully manage its information to ensure it continuously improves the accuracy, relevance, timeliness and delivery of integrated justice information.

The 2003-2006 strategy provides the framework and direction for justice sector agencies to meet these demands and leads the way in creating and delivering justice information that is world-class.

