Justice Sector

INFORMATION STRATEGY / 01 July 2006 – 30 June 2011

Contents

For an online copy of this strategy and supporting working papers, see >> www.justice.govt.nz/sis

Foreword

The past decade has seen major improvements in the way information is managed and shared in the justice sector. These advances have been driven by the implementation of two justice sector information strategies.

Through these information strategies, a core group of agencies including the Ministry of Justice, New Zealand Police, Department of Corrections and Land Transport New Zealand, have collaboratively laid the foundations for a world-class information base.

Now that the foundations have been laid, this strategy for 2005 to 2011 moves the justice sector towards the next level. It seeks to provide better access to, and make better use of, a range of data and information resources and tools to support strategic decision-making. The strategy also looks to extend the existing information exchange to other relevant agencies.

We want to increase collaboration within the justice sector, and to develop a structured programme of service provision. This may, for example, take the form of providing research and data resources to academics or guidance material to the general public electronically.

The activities under the strategy will contribute to the government's work to progress our economic transformation to a high income, innovative and knowledge-based market economy, to ensure all families, young and old, have the support and choices to reach their full potential, and to enhance our sense of national identity.

I am pleased with the progress that has been made and believe that this strategy provides an excellent framework for managing and continuously improving the justice sector's information environment over the next five years, to the benefit of the communities we serve.

Hon Clayton Cosgrove
ASSOCIATE MINISTER OF JUSTICE
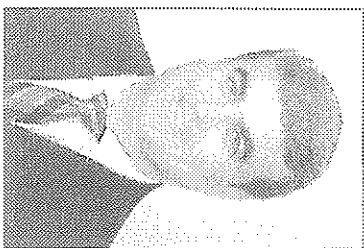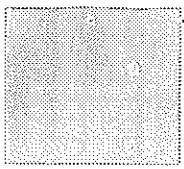
Supporting statements

This 2006-2011 strategy seeks to build on the positive developments we have seen in the management of information in the justice sector since the first strategy was published in 1996.

The Ministry of Justice has been the lead agency in the development and implementation of these strategies. In partnership with other agencies, significant advances have been made in the way we manage and share information in the justice sector.

Progress under previous strategies has included the establishment of a solid base of operational data resources, information sharing, and a collaborative approach to working.

This strategy will build on these foundations, focusing in particular on the support of strategic decision-making with high quality data and information, and improving the level of service we provide to our communities.

The vision and themes of this strategy will continue to be linked to, and supported by, the Ministry of Justice's strategic plan.

The Ministry of Justice is committed to furthering a collaborative approach in managing information resources.

Belinda Clark

Belinda Clark
SECRETARY FOR JUSTICE

The **Department of Corrections** is a key justice sector agency. We are committed to the shared justice sector outcomes of a fairer, more credible and more effective justice system and safer communities.

It is essential for the sector to work collaboratively to deliver an integrated and co-ordinated approach to achieving shared outcomes, and to meet challenges such as ongoing capability and capacity issues.

Strong information processes underpin the effectiveness of the Department's activities. Particular importance is attached to having stable, reliable information technology systems, the provision of information necessary for the effective management of offenders, for research, policy development and internal management, and initiatives that improve the flow of information between agencies.

The Department of Corrections is committed to the *Justice Sector Information Strategy 2006-2011*, and is confident that this Strategy will support the Department's business and enhance co-ordination and collaboration between justice sector agencies.
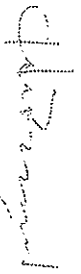
B Matthews

Barry Matthews
CHIEF EXECUTIVE DEPARTMENT OF CORRECTIONS
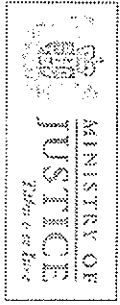
New Zealand Police is the lead agency responsible for reducing crime and enhancing community safety. Police will continue to partner with the community and work within the broader criminal justice sector to further reduce crime and vehicle crashes and enhance public safety. A particular focus will be on strengthening internal Police capability to better respond to community requirements. The three key areas of development will be service, capability and integrity.

New Zealand Police has a direct and strong role to play in implementing the *Justice Sector Information Strategy 2006-2011*. Better information, smarter use of information, improved data quality for intelligence, investigation and deployment, improving service access for the Community, reducing paperwork, improving security and integrity of information, and improving integrated reporting are all strategic objectives of the Police.

The *Justice Sector Information Strategy 2006-2011* will help Police meet its strategic objectives and enhance partnerships within the justice sector.
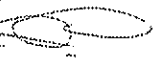
Howard Broad
POLICE COMMISSIONER

The **Ministry of Social Development** is the lead social sector agency. We provide a whole-of-social-sector leadership and deliver policy advice and social services to improve social outcomes for children and young people, working age people, older people, and families and communities.

Much of our work is based on collaboration with other government agencies, with business and employers, and with community and voluntary organisations to achieve better social outcomes for all New Zealanders.

We are a key justice sector agency with particular functions in the provision of advice on child and youth policy, including the care and protection of children and young people, and youth justice issues. From 1 July 2006, the Department of Child, Youth and Family Services and the Ministry of Social Development will merge. Child, Youth and Family helps children and young people who are abused or neglected, or who commit offences.

The Ministry of Social Development's involvement with the *Justice Sector Information Strategy 2006-2011* is a significant opportunity for improving collaboration with justice sector agencies. Sharing information and building knowledge will help us improve social outcomes for all New Zealanders.

Peter Hughes
CHIEF EXECUTIVE, MINISTRY OF SOCIAL DEVELOPMENT

Strategic Context

Government vision and justice sector outcomes

The Government's vision is for an inclusive New Zealand where all people enjoy opportunity to fulfil their potential, prosper and participate in the social, economic, political and cultural life of their communities and nation.

The Government's priorities for the next decade are:

- **Economic transformation**
Working to progress our economic transformation to a high-income, knowledge-based market economy, which is both innovative and creative and provides a unique quality of life to all New Zealanders

- **Families – young and old**
All families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge-based economy

- **National Identity**
All New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history and our stance on international issues

- **Safe communities**
The level of safety in communities influences the way people live. When justice agencies are operating effectively, people are assured that their safety expectations will be met

- **An effective justice system**
Safer communities need to be supported by the rule of law, managed by a fair, credible and effective justice system

In the past ten years, justice sector Ministers and Chief Executives have developed and implemented information strategies that realise the Government's vision and agreed justice sector outcomes, and address challenges and opportunities

Individually, justice agencies will continue to achieve sector outcomes by delivering core business outputs. The Justice Sector Information Strategy defines what the justice sector will do *collectively* to achieve the outcomes. The relationship between strategies and outcomes is illustrated in **Figure 1**

To support the Government's priorities, justice sector Chief Executives and Ministers have agreed outcomes

Enabling
Strategies

Business
Strategies

Government Priorities

Justice Sector Outcomes

CORRECTIONS	JUSTICE	POLICE	SOCIAL DEVELOPMENT
Strategic Plan	Strategic Plan	Strategic Plan	Strategic Plan
Statement of Intent	Statement of Intent	Statement of Intent	Statement of Intent
Business Plan	Business Plan	Business Plan	Business Plan
Information Systems Strategic Plan	Information Systems Strategic Plan	Information Systems Strategic Plan	Information Systems Strategic Plan

Justice Sector Information Strategy

All of Government Strategies

Digital Strategy
e-Government Strategy
Development Goals for the State Services

Figure 1 – Relationship between strategies and outcomes in the justice sector

What is 'information' in the justice context?

The justice system is a complex information processing system. Information, such as pleadings and evidence, come before the Courts and a judicial decision or determination is made on the basis of that information. These decisions are then enforced.

The word 'information' is often used generically. For this strategy we refer to 'data' as raw facts and figures, 'information' as data used in a particular context, and 'knowledge' as the application of information in context.

Scenario: A member of the public reports a house burglary. Police arrest a suspect by matching fingerprints found at the crime scene with an identity on the Police fingerprint database. Following a Court hearing, and evidence presented to the Court, the offender is convicted, and sentenced to a term of imprisonment.

Data, in this scenario, is the name of the offender, the date and time of the offence, the location of the offence, the name of the victim and other basic facts and figures. The Police computerised fingerprint file is also data.

Data that is assessed and formed into context-based reports or files is **information**. In our scenario the incident report, charge sheet, Police information, evidence given by victims and witnesses, the arrest warrant, the offender's criminal history, representations made by defence counsel, and the pre-sentence report, are all forms of information.

A convicted offender facing a custodial sentence routinely undergoes a pre-sentence assessment. This assessment, and other information about an offender, makes up a pre-sentence report

In this scenario, the judge uses years of judicial language and experience in passing sentence. This will be guided in the sentencing decision and options by information given during the criminal proceedings.

Data is also aggregated by researchers and policy makers by analysing crime trends and the impact on resources. For example, in 2008, 274,527 criminal prosecutions resulted in 180,622 convictions (66%). 98,913 of these convicted cases resulted in a sentence in the Courts, including 8,540 people who received a custodial sentence

Why does the justice sector need an information strategy?

The justice system is an information-rich, integrated and highly complex, environment. Justice agencies need accurate, relevant and timely information to perform in this environment. This reliance also applies at the strategic level such as the development and review of policy and practice.

The successful implementation of previous strategies has laid the foundations of a world-class information base. During the past decade we have

- Established the Justice Data Warehouse and an ongoing programme adding new datasets
- Reviewed legislative and other barriers to information sharing across the justice sector
- Implemented and revised the Privacy Act code governing the use of unique identifiers
- Aligned sector standards and procedures with the e-Government strategy
- Migrated from the Law Enforcement System to seven new operational systems

- Implemented standardised and secure electronic exchange of data
- Developed a data quality assessment methodology and began a programme of data quality audits and data cleansing
- Completed a wide review of information provision to external audiences
- Launched the Justice Workspace as a collaborative work tool
- Created and maintained a common information directory and data dictionary.

We share information across a secure virtual network of 7 operational systems on a daily basis. This sharing occurs through approximately 24 data exchange interfaces and is estimated to facilitate around 12 million annual transactions. The environment is illustrated in **Figure 2**.
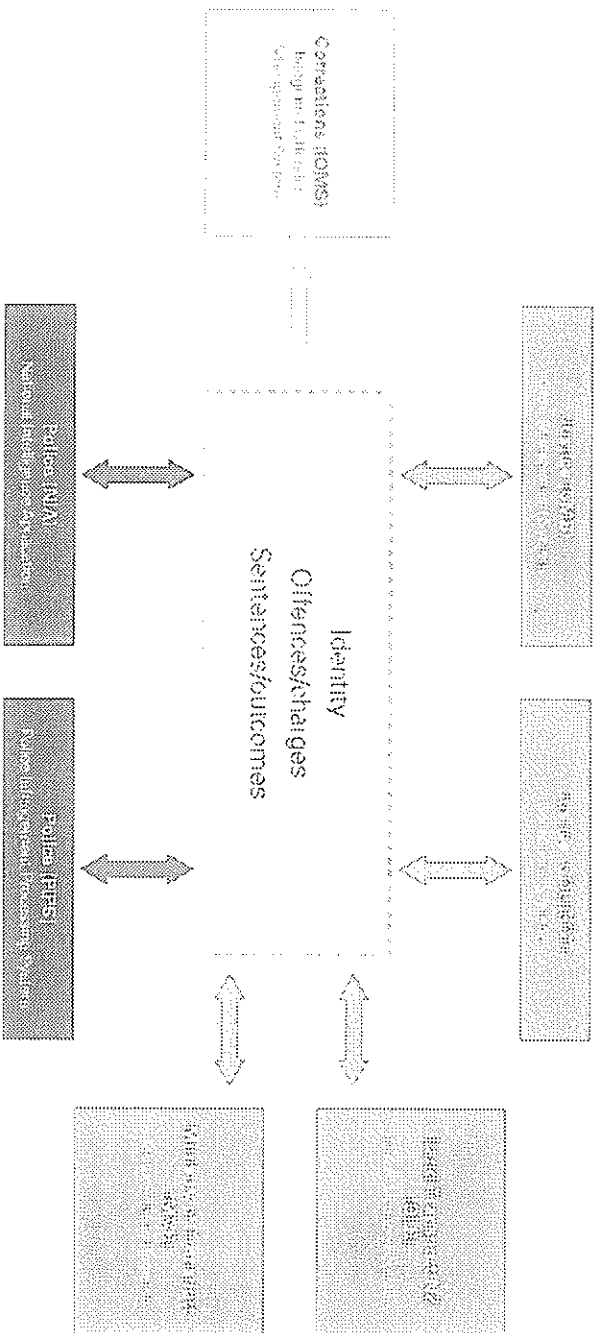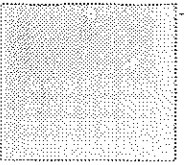
Figure 2 – Data exchange in the justice sector.

The sector will continue to be challenged by demand for services. This will have major implications for core infrastructure, including the information environment.

There is an ongoing need for agencies to work together closely to improve the quality and integrity of information resources, the management of information, and service quality.

This strategy builds on the achievements of the justice sector and seeks to ensure these gains are not lost. It provides the framework for continuous improvement in our information environment over the next five years.

Vision

The vision at the core of the strategy is:

- We have a high quality, dependable and valued information base that supports operational and strategic decision-making

- We continue to show leadership in information sharing and collaboration.

To realise this vision and ensure we maximise our contribution to sector outcomes, we have collectively identified a set of foundation values which govern how we conduct our business. This is followed by five strategic areas of priority, articulated as themes.
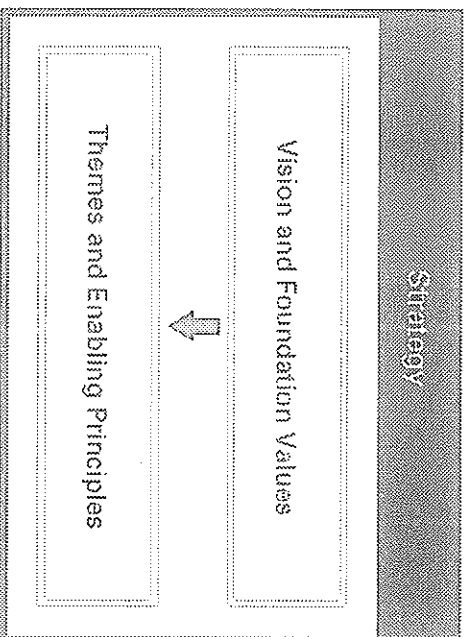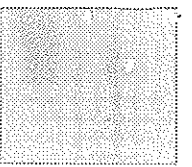

Figure 3 – Relationship between strategy components

How we conduct our business

In earlier strategies, a set of foundation values was developed to govern the way we do business. These values will continue to reinforce this strategy. They are:

Using information responsibly

- Justice sector agencies see justice information as a strategic resource to be managed throughout its lifecycle by the Crown on behalf of the public

- People in the justice sector will be trained in and be 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 relevant changes

Handling information competently

- People in the justice sector will have appropriate skills and knowledge to use the sector's information resources effectively

- People in the justice sector will be aware of the range of information resources available

- People in the justice sector will be trained in information handling skills and kept informed of new developments

Managing information cost-effectively

- Dissemination of information will be cost-effective, with due consideration given to direct and indirect costs

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

Collecting information once and sharing it with authorised users

- There will be sector standards for common information

- Information will be shared wherever practicable and within the bounds of relevant law

Considering the needs of and impacts on the wider sector

- Justice sector agencies, in meeting their individual business information and technology requirements, will consider the impact of their activities on the wider justice sector and will take the business needs of the sector into account

- We will work together to build consensus

Sharing intellectual capital across the sector

- Justice sector agencies will work to promote and facilitate cross-sector knowledge flows

- Justice sector agencies will adopt a broad, collaborative approach to knowledge sharing, including converting individual into collective knowledge and sourcing knowledge from multiple silos

Considering the needs of wider Government and communities of interest

- Recognise the needs of people and organisations that use official justice statistics

- Improve access to information regarding the public's rights and responsibilities and ensure that information is of a high quality

- Work to continuously improve service delivery

Theme 1
Improve the quality and integrity of justice sector operational data assets

Enabling Principles

Justice sector agencies collectively and individually

- Recognise the importance of improving data quality and integrity in the development and maintenance of systems

- Give priority to improving operational systems with the most significant impact across the sector

- Actively consider the implications of changes in data collection practices from a cross-sector perspective, focusing on the requirement to improve quality

- Share and maintain information about our data and operational management practices to form a sector view.

Context

High quality justice data is vital to the public, the Executive, Parliament, researchers, policy makers and for the effective operation of justice sector agencies. The fundamental importance of data quality and integrity has been emphasised in previous strategies and this focus will be maintained through this theme.

The accuracy, relevance, timeliness and delivery of information will be improved by the justice sector carefully managing the quality and integrity of data assets.

Managerial and strategic data and information resources are often derived from base operational data. Data quality at the operational level is an ongoing issue in the sector. Improvements to quality and integrity of data is a collective, sector-wide responsibility.

Processes and systems developed for data collection, maintenance and sharing need to be consistent and robust. Input to any proposed improvements in practice must be sought across the sector, including from agencies that may be affected by proposals who are not the creators or owners of the operational data involved.

Theme 2

Effectively manage shared justice sector data and information

Enabling principles

Justice sector agencies collectively and individually:

- Ensure that sector requirements and standards are adhered to within any business process change or system design
- Use justice sector standards for new data and information exchange, unless there is agreement to the contrary
- Ensure that standards are compliant with relevant all-of-Government standards, unless there are compelling reasons for divergence
- Use existing justice sector protocols for considering non-standard solutions where special circumstances require divergence from the agreed standards
- Build on the investments made in our technology infrastructure

Context

It is critical that justice sector agencies manage the challenge of an increasingly integrated environment. Maintaining and revising standards and protocols governing information exchange is critical to the successful operation of the justice sector.

Monitoring the effectiveness and efficiency of these will be a priority. We also want to extend existing standards and protocols to support new activities.

All-of-Government or other accepted international standards should be given priority when assessing new developments.

Mechanisms, systems and standards that support information exchange must be:

- **Reliable.** Means must be provided to identify errors where these occur and re-submit the ex-change.
- **Timely.** Transmission of data must be timely in normal circumstances. Means must be provided to locate the cause of problems and restore service levels as quickly as possible
- **Insulated from change.** Interconnection mechanisms should insulate one agency from the effects of change in another. This includes adhering to agreed data definitions and standards wherever data exchange occurs
- **Consistent.** Reducing data collection duplication will be a priority.

Extending the benefits of the investment made in our infrastructure will enable the reduction of paperwork, more streamlined processes and ultimately, improved service.

Theme 3

Ensuring we support strategic decision-making in the justice sector

Enabling Principles

Justice sector agencies collectively and individually

- Ensure that strategic decision-making is supported by data and information that are of the highest quality

- Develop and maintain shared tools that support strategic decision-making

- Improve awareness of information and knowledge resources that can be used to support strategic decision-making

- Develop innovative approaches to learning, including transferring experience

Context

The sector requires high quality information to support strategic decision-making and planning. Many justice sector agencies are looking to build their business intelligence capability in order to maximise the value of their strategic information.

Such information is usually, although not exclusively, derived from operational data. Theme 1 deals with data quality and integrity issues. Operational data that is of a high quality is needed to support coordinated strategic decision-making functions.

At present, information is created and maintained by individual agencies for their own purposes. There are significant data sources, and information and knowledge based maintained in agencies which could enhance cross-sector strategic decision-making

The challenge for the sector under this theme will be to improve the quality and availability of these assets, given that they are all intrinsically varied in nature and quality. Innovation in developing new tools for strategic purposes will be supported by Theme 4

Actively leverage the resource base across the justice sector

Enabling Principles

Justice sector agencies collectively and individually

- Undertake research into, and monitor best practice in, knowledge transfer and the dissemination of intellectual capital
- Actively support knowledge transfer and sharing, including a commitment to secondment opportunities
- Actively pursue opportunities to undertake joint procurement, where appropriate
- Investigate means for transferring knowledge between agencies, while recognising accountabilities
- Establish communities of practice to resolve common issues and extend benefits across the justice sector.

Context

Effective long-term solutions to justice sector issues will be more likely achieved by the sector pooling its expertise and collaborating.

While sector agencies have made significant progress in sharing operational data, opportunities exist for more collaboration in the areas of best practice, research and policy development.

Whenever individual agencies conduct research or gain knowledge in a particular area, the sector can benefit from the reuse of this

The dissemination of intellectual capital across the justice sector will be facilitated by the use of appropriate collaborative approaches and tools.

The establishment of communities of practice, the creation of multi-disciplinary and multi-agency teams and other innovative ways of working together to resolve issues or extend benefits will be investigated and actively pursued.
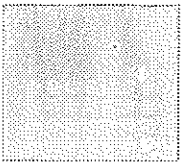
In terms of leveraging intellectual resources, there is a significant opportunity for increased engagement with a wide range of Government and non-Government organisations.

Theme 5
Improve information and service provision to our communities

Enabling Principles

Justice sector agencies collectively and individually

- Innovate around state sector and e-Government directions and objectives to improve the delivery of justice services to the wider community
- Focus on improving integrated information and service delivery to our communities
- Identify and incorporate appropriate service delivery channels
- Are as open as possible in terms of information provision, while working within the constraints imposed by law

Context

This theme is focused externally, toward agencies and other parties outside the justice sector with a stake or interest in our activities

There are opportunities for the justice sector to develop sophisticated information and service delivery systems to our communities

There is increasing demand from external stakeholders, primarily the public, for improved access to information about the processes and practices of the justice system and to information generated by the justice sector

In particular, the public requires improved access to information regarding the rights and responsibilities of individuals under law

Streamlining and developing new practices for information and service delivery will improve the level of access to relevant justice services and information resources

The sector will also investigate the channel preferences of its users, in order to improve the efficiency of delivery systems

A robust infrastructure in operational and management terms will give us greater opportunities to improve the delivery of services

Who will direct the strategy and how?

The **Secretary for Justice** has a mandated role in leading the justice sector. In practice, the sector operates in a collegial and co-operative environment.

Reflecting that mandate, the Secretary for Justice has a specific accountability to the **Associate Minister of Justice** who is responsible for overseeing the Justice Sector Information Strategy as well as significant information and technology initiatives within the justice sector.

Responsibility for the achievement of the strategy rests at the most senior level with **Justice Sector Chief Executives**. This group comprises the Chief Executive's of the core justice sector agencies - the Secretary of Justice, the Commissioner of Police, the Solicitor-General, and the Chief Executives of the Department of Corrections, the Ministry of Social Development and the Serious Fraud Office. Collectively, Chief Executives will manage the strategy to:

- Improve ownership of and engagement with the strategy
- Ensure that business plans support the achievement of the strategy's vision
- Ensure the justice sector engages with relevant parties

The Secretary for Justice will delegate day-to-day responsibility for co-ordinating this strategy to the Ministry of Justice's Deputy Secretary Strategy and Corporate.

The Justice Sector Information Committee will have delegated authority from Chief Executives to implement the strategy and monitor its effectiveness.

Committee membership will comprise one manager representing each of the following agencies: the Ministry of Justice, the New Zealand Police, the Department of Corrections and the Ministry of Social Development. This will usually be a second tier manager, nominated by the Chief Executive of each agency.

The Justice Sector Information Committee will be responsible for:

- Setting the strategic direction for information management and technology in the sector
- Overseeing the collective interests of the sector
- Approving an annual business plan arising from the strategy, including collective funding bids
- Ensuring that the business plan contributes to the strategy's vision
- Facilitating formal engagement between justice sector agencies, stakeholders and interested parties

The overall governance structure of the strategy is shown in **Figure 4**

The Ministry of Justice's Deputy Secretary Strategy and Corporate will convene the Committee which will meet quarterly. The Committee will be supported by the Justice Sector Information Strategy team.

The Committee will host an annual information forum for a wider group of agencies and other stakeholders. These will include: the Crown Law Office, Statistics New Zealand, Archives New Zealand, the Legal Services Agency, Land Transport New Zealand, the Ministry of Transport, Te Puni Kōkiri, and the Ministry of Pacific Island Affairs, together with representatives from the judiciary, the social sector, and central agencies including the Information and Communications Technology Branch of the State Services Commission.

The **Justice Sector Information Strategy Management Committee** has responsibility for:

• Ensuring that information management and technology developments in justice sector agencies take into account any impact on the sector as a whole

• Ensuring there is sector-wide cooperation and collaboration on information management and technology issues

• Developing business plans to implement the strategy and monitoring achievement of the deliverables under those plans

• Integrating agreed initiatives and projects into agency work plans and internal processes

• Establishing groups and teams as required in order to deliver to the business plan

• Advisory groups will be formed for the sole purpose of providing expert specialist advice to the Committee. These advisory groups will not be part of the delivery of work programmes under business plans.

Each of the following agencies will have a voting representative on the Committee: the Ministry of Justice, the New Zealand Police, the Department of Corrections, the Ministry of Social Development, Land Transport New Zealand, the Legal Services Agency, and the Crown Law Office. The Chief Executive of each of these agencies shall nominate their representative on the Committee. This may be the Chief Information Officer or a senior operational manager. The representative must have sufficient seniority within the agency to commit agency support and/or resources to projects and initiatives.

The Committee will be chaired by the Ministry of Justice's General Manager Sector Information Strategy, supported by the Justice Sector Information Strategy team.
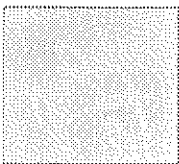
The Justice Sector Information Strategy team will:

- Act as principal advisors to the Justice Sector Information Committee and the Justice Sector Information Strategy Management Committee

- Provide Programme Office Services, monitoring and reporting on progress with ongoing service delivery and projects

- Lead the development of the strategy and associated business plans

- Support the programme of work and deliver on the strategy through working groups and project teams

All groups established to support this strategy will be further defined in approved terms of reference. The teams of reference will also describe the scope of the groups, the relationship between groups and how agreement on issues will be reached.
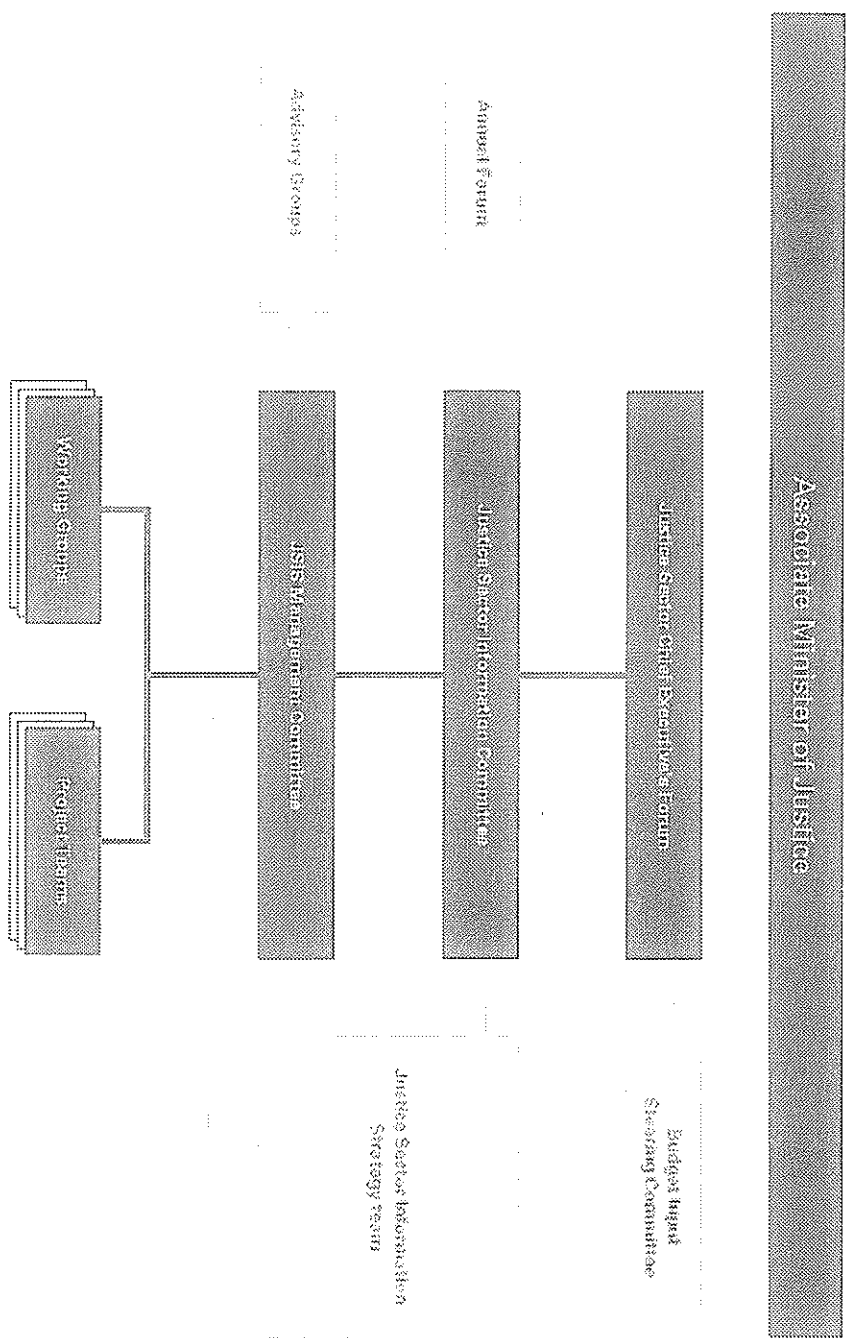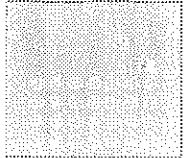
Figure 4 – Governance structure

Associate Minister of Justice

Justice Sector Chief Executives Forum

Justice Sector Information Committee

JSIS Management Committee

Working Groups

Project Teams

Advisory Groups

Annual Forum

Justice Sector Information Strategy Team

Business Input Steering Committee

Strategy

Vision and Foundation Values

Themes and Enabling Principles
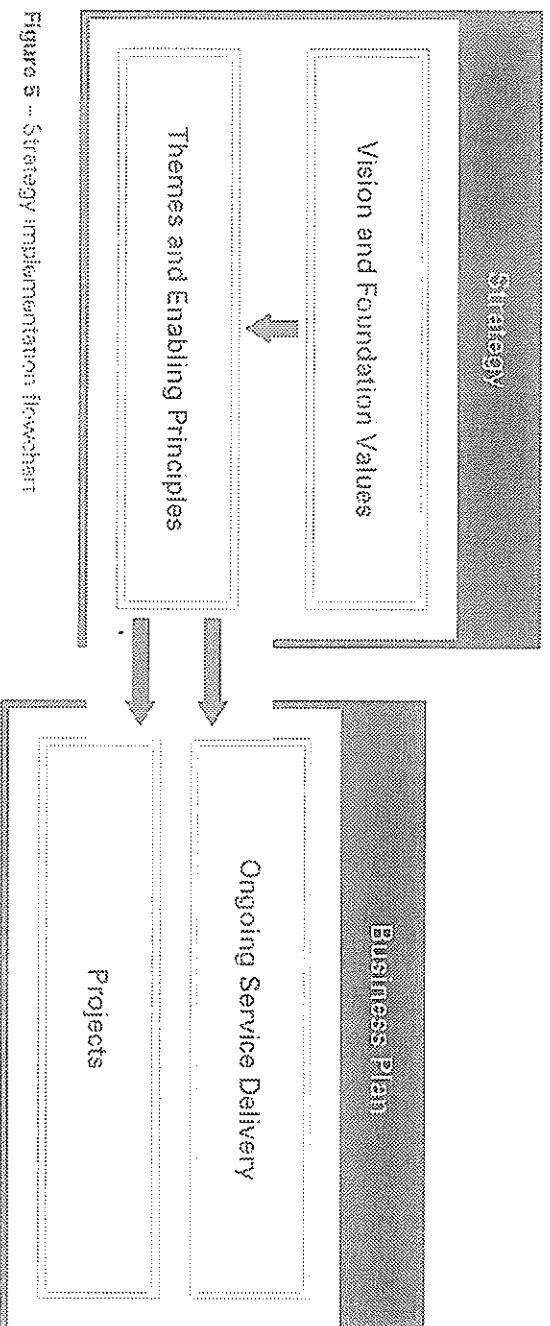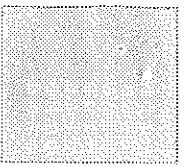
Business Plan

Ongoing Service Delivery

Projects

Figure 5 – Strategy implementation flowchart

While collaboration between agencies will be required for effective delivery of the strategy, individual agencies will continue to be responsible for key deliverables within their areas of accountability. This will include significant activities around information management and technology.

The sector will work annually to develop a collective two-year business plan to implement this strategy. The Justice Sector Information Strategy team will oversee the development of these business plans.

Business plan – components

Ongoing service delivery

These are the activities the sector collectively needs to continue, such as multi-year initiatives developed under earlier strategies and the maintenance of agreed sector standards. They will be resourced primarily through the Justice Sector Information Strategy team and agencies operational budgets. The business plan will include an overview of significant related projects undertaken by justice sector agencies. This overview will focus on initiatives which may contribute to the themes of the strategy while not expressly driven by it.

Projects

The sector will continuously scope proposed projects to assess their feasibility and level of priority. Resourcing for successful proposals will be secured from agency budgets, the Justice Sector Information Strategy team operational budget, or through additional funding bids.

Business plan—timeline

Step	Who	Time line for each Quarter			
		Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
Prepare draft business plan	Justice Sector Information Strategy team				
Agree to draft in principle	Justice Sector Information Strategy Management Committee	✓			
Prepare scoping documents	Justice Sector Information Strategy team	✓			
Completed business cases	Justice Sector Information Strategy team	✓	✓		
Agree business plan	Justice Sector Information Strategy team		✓		
Agree business plan	Justice Sector Information Strategy Management Committee				
Business cases put forward	Justice Sector Information Committee			✓	
Business case approval	Budget Input Steering Committee			✓	✓

Figure 6 – Business planning process and timetable
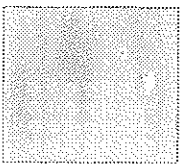
Tracking progress

Tracking progress will occur on three levels.

Strategic

The overall health of the strategy will be considered and whether the strategic vision is being achieved by business plans. The Associate Minister of Justice, Chief Executives, and the Justice Sector Information Committee are the primary audience.

The Justice Sector Information Committee will ensure congruence between the annual business plans and the strategy's vision. They will also oversee the sector's collective interests

The Secretary for Justice will provide quarterly progress updates to the Associate Minister of Justice.

There will be an annual review of the strategy for the Associate Minister of Justice and Chief Executives. This will gauge effectiveness and propose amendments where appropriate.

The Committee will host an annual information forum, attended by a wide range of stakeholders and interested parties. The forum will ensure broad views and interests are communicated to the Justice Sector Information Strategy Management Committee as an input into the development of the annual business plan.

The Justice Sector Information Committee will conduct a formal review of the effectiveness of the strategy at the half-way mark of the life of this strategy (i.e. mid-2009) The Committee will also have the authority to request a review of the strategy at any other time
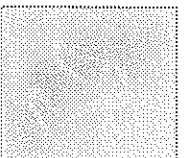
Programme

This is the coordination and facilitation level. Work programmes, projects and initiatives will be prioritised and deliverables monitored. Agencies commitment to the strategy will be assessed, along with resourcing and scheduling issues. The Justice Sector Information Strategy Management Committee will be closely involved at this level.

The Justice Sector Information Strategy Management Committee, via the Ministry of Justice's General Manager Sector Strategy, will report regularly to the Justice Sector Information Committee on progress implementing the strategy. Reporting will include monitoring the effectiveness of work programmes, and assessing the achievements and contributions to achieving the strategy's vision.

The Justice Sector Information Strategy team will lead, coordinate work-streams and programmes as well as monitor their effectiveness.
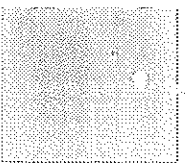
Delivery

This strategy will be put into practice by working groups and project teams undertaking work according to the annual business plan. Activities will be regularly monitored and the status of outputs reported to the Justice Sector Information Strategy Management Committee.

Communicating progress

The wider Government sector, stakeholders and interested parties will be kept informed of progress and achievements under the strategy through:
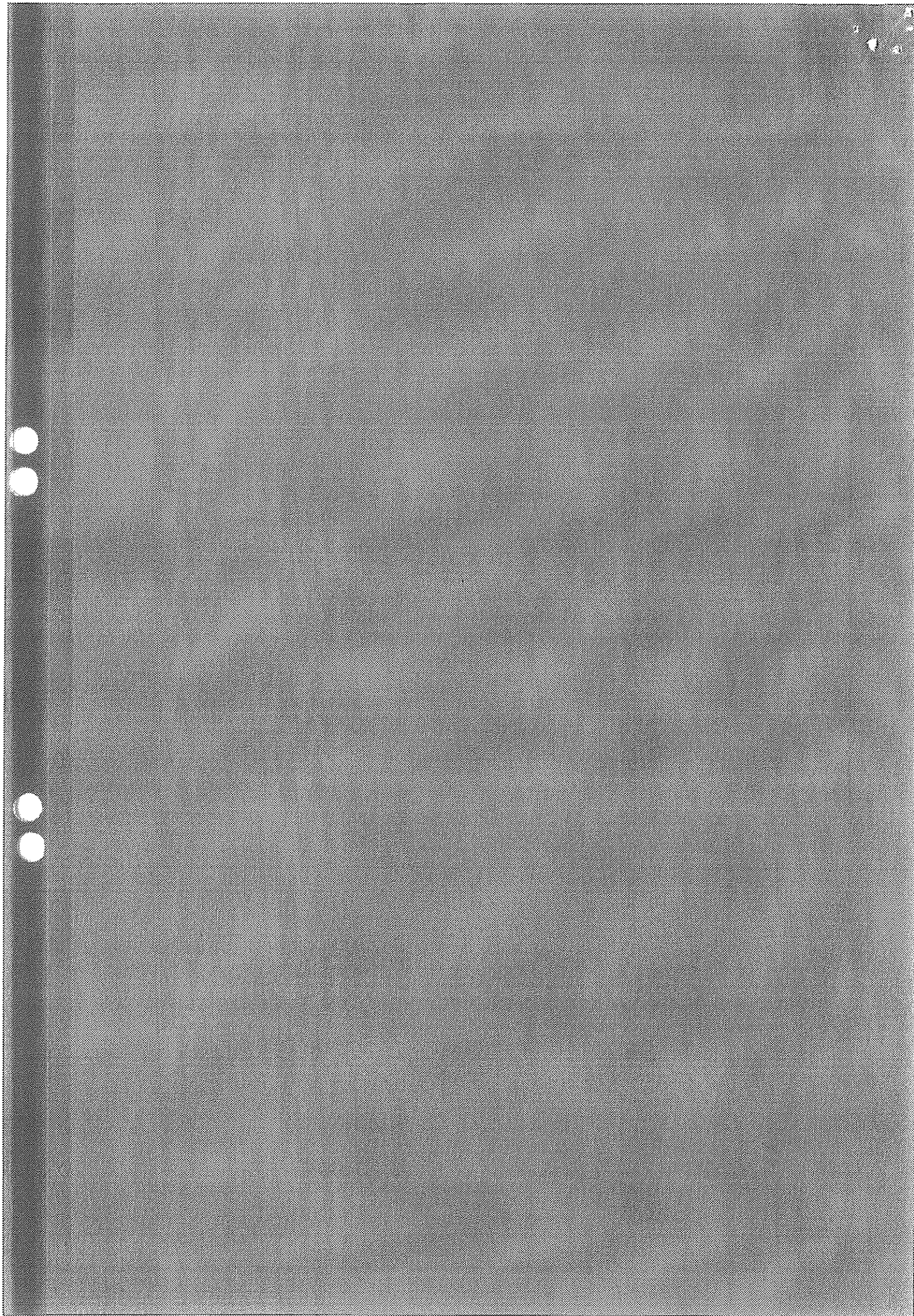
* Details on developments and achievements in the Ministry of Justice's Annual Report
* Widely available annual information forum presentations
* Information on progress under the strategy published regularly on the Justice Workspace and Justice Sector Information Strategy website

The three levels of reporting against progress are summarised in Figure 7.

Figure 7 – Tracking progress

Tracking progress

	Who	What	How
Strategic	AUDIENCE » Associate Minister of Justice » Chief Executives » Justice Sector Information Committee LEAD » Justice Sector Information Strategy team	» Overall health of strategy » Report key achievements	» Quarterly reports on progress against strategy » Annual information forum » Governance and arrangements and strategy reviewed annually » Approval of business plan and associated business cases » Major halfway review of strategy
Programme	AUDIENCE » Justice Sector Information Management Committee LEAD » Justice Sector Information Strategy team	» Co-ordination and tracking of workstreams, projects and initiatives	» Programmes, projects and initiatives reviewed » Business plans developed and reviewed » Associated business cases developed
Delivery	LEAD » Justice Sector Information Management Committee AUDIENCE » Strategy team » Working Groups » Project Teams	» Projects » Programmes » Initiatives	» Through operational business plan and individual project plans