



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Kāwanatanga o Aotearoa

Attachment 3

Information Management Strategy 2023-2026

Protecting the Past and Paving the Road Ahead

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Final Draft

Introduction and Overview

Definitions, scope and methodology

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What is Information Management?

Information management is about the way we create, collect, collate, access, share and dispose of our information.

We need to manage our information in a way that supports the work of Te Puni Kōkiri and meets our legislative obligations. We can consider the information we gather and store as the harakeke which we cultivate and from which we create.

This Strategy covers all information created and received by Te Puni Kōkiri in all formats.

It has a high-level roadmap for four years, and a more detailed workplan for 12 months and an acknowledgement that the process for managing information is intergenerational.



The Importance of Good Information Management



Unuhia te rito o te pū harakeke, kei hea te korimako tangi ai?

If you pluck out the heart of the flax bush, where will the bellbird sing?

Having good information management will:

- ✓ Support decision making and allow tracking of strategic policy initiatives and KPIs
- ✓ Allow us to find, understand, trust and work with the information we need when we need to
- ✓ Ensure we can retrieve and make relevant information available to deliver our services
- ✓ Make it easier to meet our legislative obligations for managing our information
- ✓ Help manage and mitigate risk
- ✓ Drive business interoperability and efficiency

Image Source: Mangawhai Natives.



What are we aiming to achieve?

Te Puni Kokiri's information maturity is currently low and we face significant challenges. The Strategy will help us improve our information management practices by

- informing and driving our decisions and setting out challenges for continually improving and maturing our information practices.
- giving us a clear understanding of our current state, what our next stage of IM maturity will look like and the mahi we need to do to get there.
- ensuring our information management practices align and support our values and strategic initiatives across the organisation.



Image Source: Otago Daily Times, Alyth Grant.



The Processes We Used to Develop the Strategy

- We reviewed reports and audits on information management practices in Te Puni Kōkiri incorporated the recommendations
- We sought guidance and advice from the Culture, Capability and Systems Governance Board
- We held workshops with representatives from all Puni to understand their current and future information management needs and discuss how we could reflect the values of Te Puni Kōkiri in the way in which we manage information
- We worked closely with kaimahi who have developed strategies for data and ICT to ensure alignment
- We analysed the findings of the Data and Information Survey completed by kaimahi in June 2023

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Vision and Goals

Where we want to head to

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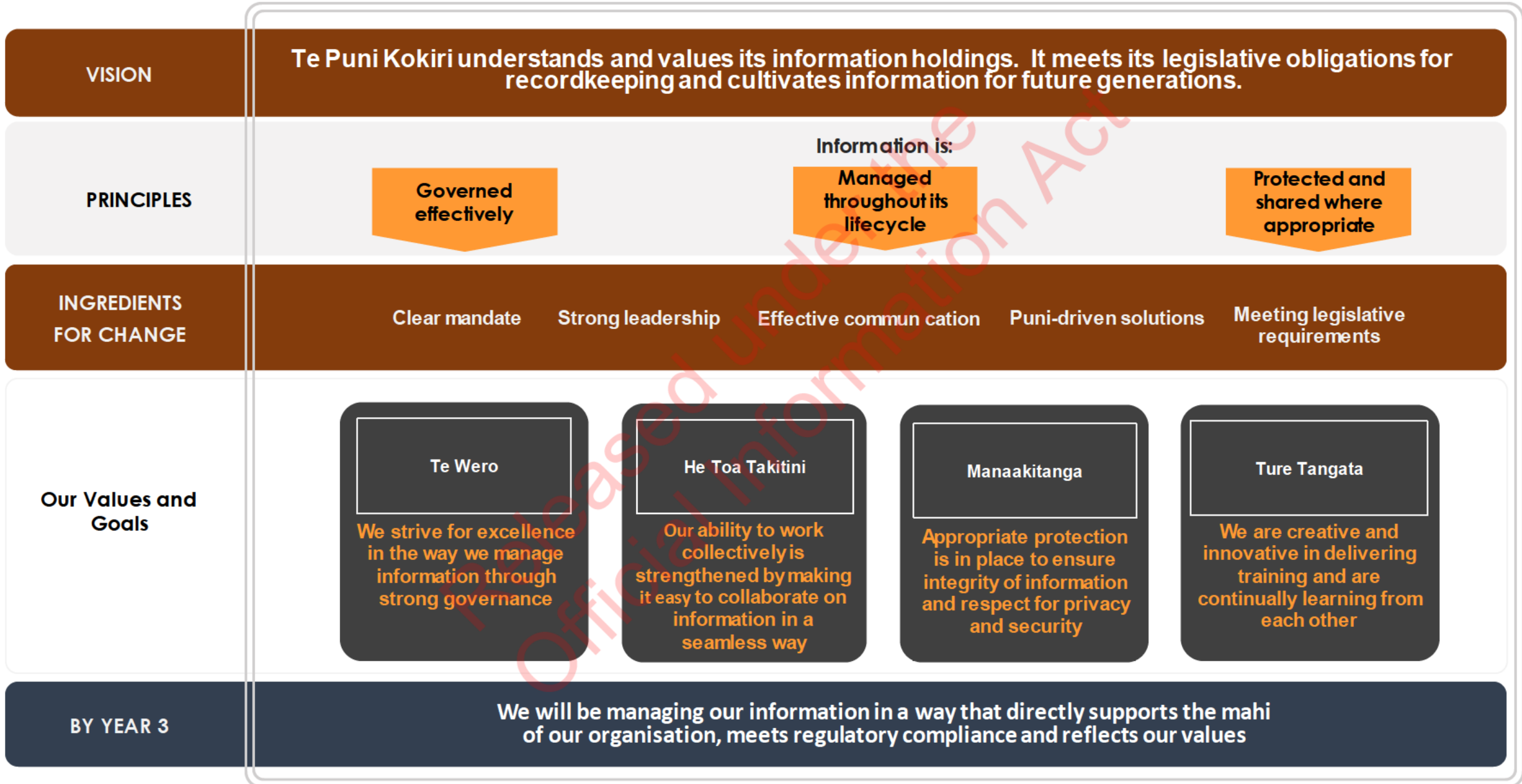
Information Management Principles

The table below sets out the key Information Management Principles. The importance of managing information under a Te Ao Māori view is recognised and we are working together as an organisation to define this principle in further detail.

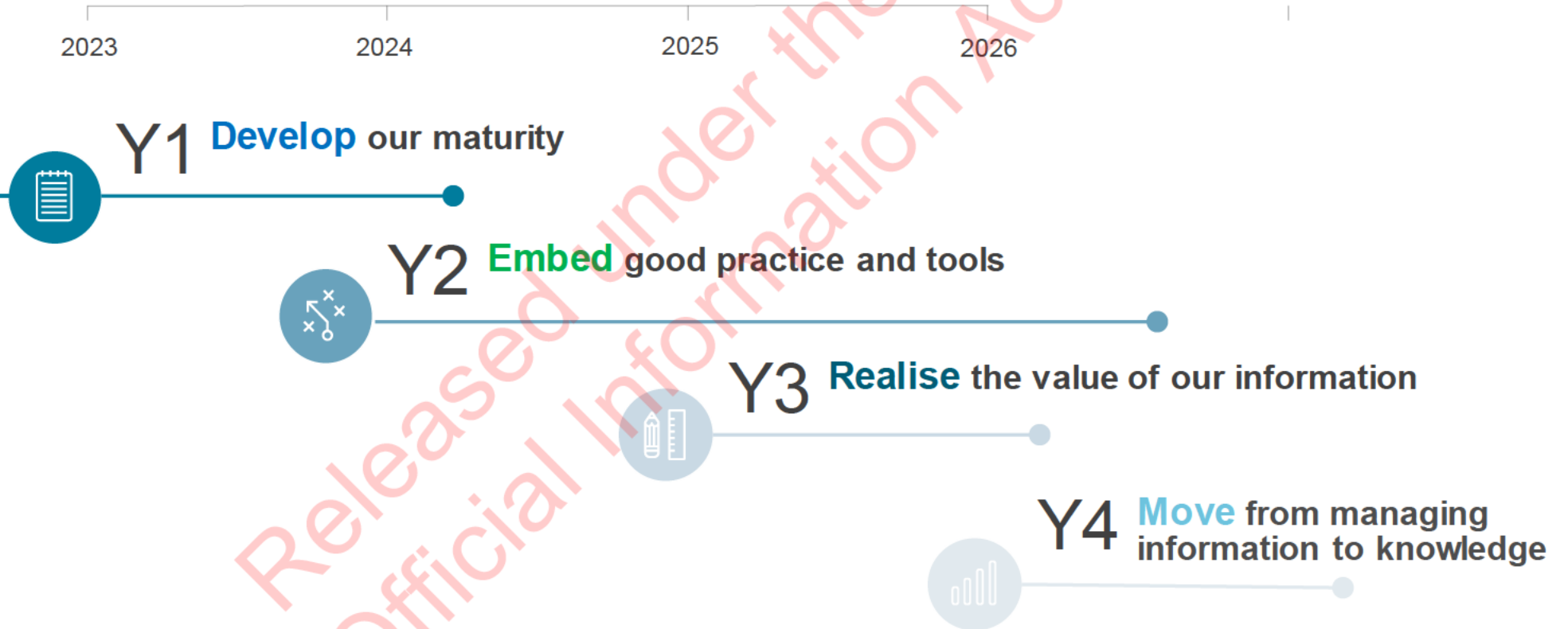
Information is...	Why it is important?
<p>...governed effectively Information strategies, frameworks and policies are implemented to guide how information is created, captured, managed, protected, and used. Roles and responsibilities are identified, assigned, and monitored. Kaimahi are supported in their role as information stewards and provided with education and guidance.</p>	<p>In our engagement process we heard that kaimahi are looking for guidance on how to manage information. This guidance must be clearly and continuously communicated so kaimahi are confident in knowing what it is they need to do to manage information.</p>
<p>...managed throughout its lifecycle Information is managed from point of creation/receipt through to its disposal. Managing information through its lifecycle is underpinned by good practice. Disposal must only occur under the terms of a current and approved disposal authority.</p>	<p>The first phase of our IM Strategy focuses on laying strong foundations for managing information. In the next 12 months we will focus on identifying and addressing gaps in management of the information from the time it is created through to when it is laid to rest.</p>
<p>...protected and shared where appropriate Information is readily available and easily accessible except where legislation or business risk, such as privacy, legal privilege or confidentiality issues, specifically preclude this.</p>	<p>Sharing information is fundamental to collaboration by preventing silos of work and reducing duplication and re-work. Sharing of information is done within the boundaries set by key information management legislation.</p>



INFORMATION MANAGEMENT STRATEGY



Where we are heading in the next four years



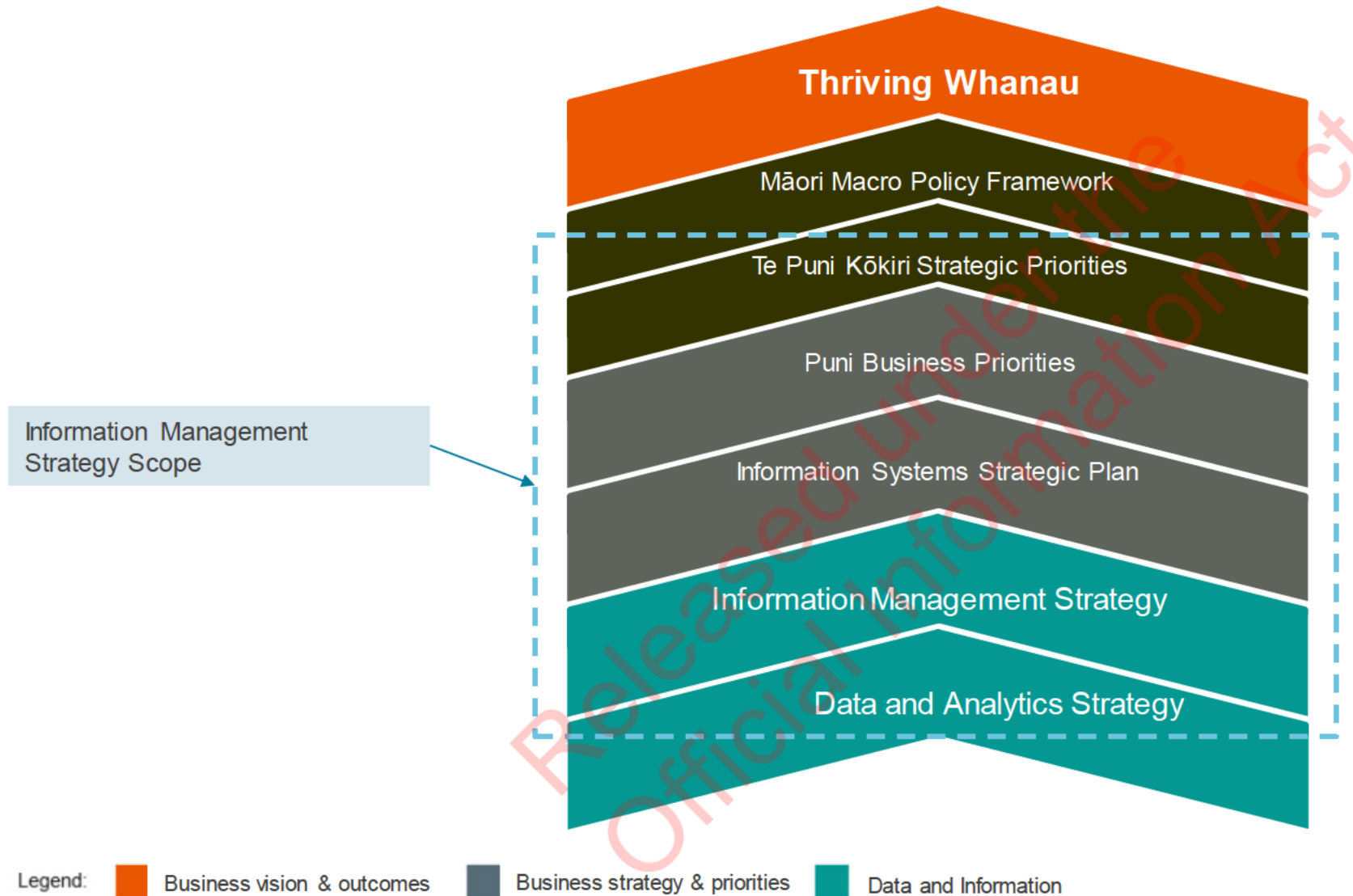
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Key Drivers and Strategic Alignment

Audits, reviews and business requirements driving the Strategy and alignment with wider strategic initiatives

Strategic Alignment



External Reports and Audits	Recommendations	How the Strategy Will Address These
<p>TPK Public Records Act Audit Report October 2021</p>	<p>TPK is only Managing 3 out of 20 topic areas of the maturity assessment</p> <ul style="list-style-type: none"> • Government agencies are expected to be at least 'Managing' in all topic areas • TPK needs to respond to Archives NZ with a plan to address at least 8 priority areas. • Archives NZ is our regulator, and we follow their framework to assess our maturity levels. 	<p>We will directly address the recommendations in our deliverables for the first 12 months. The emphasis will be on laying foundations for improving our practices so we are in a strong position to be “managing” our information in all topic areas.</p>
<p>Ombudsman Report “Ready or not?” September 2022</p>	<p>Good IM systems and practices support compliance with the OIA</p> <ul style="list-style-type: none"> • Importance of implementing comprehensive IM training and practices • Importance of implementing IM systems that improves findability of information • CEs and senior leaders must promote a culture in which IM and recordkeeping is seen as fundamental 	<p>Our strategy takes a systems and practices approach. Any changes introduced either as a result of new policy or tools will be supported by comprehensive training and support. This includes making Senior Leaders aware of good practice and how to support and encourage staff to adopt these practices.</p> <p>Requirements for managing digital information, including findability of information will be defined and assessed against current systems</p>
<p>ICT Review Tenzing Report - September 2022</p>	<ul style="list-style-type: none"> • Maturity assessments • Information asset management • Invest in new capabilities like M365 • Engagement, education and awareness 	<p>The High-Level Roadmap and detailed workplan incorporates suggested deliverables recommended in review reports as needs identified by the business</p>
<p>Performance Improvement Framework – State Services Commission 2020</p>	<ul style="list-style-type: none"> • Develop a Data & Information Management Strategy • Information Asset Management • Data and Information Architecture to support the accessibility of wellbeing data and analytics 	<p>Knowing where we want to head to, how we will get there, understanding what information we have and the best way to find and access this are all key components of the Strategy.</p>

Business Drivers	Key Actions Required	How the Strategy Will Address These
Building Move – December 2023	TPK's Wellington office move means that we will need to start a project to reduce and relocate our on-site physical file holdings.	Projects for reducing and relocating paper records are underway. Initiatives in the Strategy will support a "digital first" approach by improving usability and supporting kamahi to feel confident in understanding using information tools and processes

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Current and Future State

Key themes on current state identified by the business, surveys and reviews and direction for future state

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Key Themes of Current State

Tungia te ururoa, kia tupu whakaritorito te tupu a te harakeke

Burn the undergrowth so the flax will shoot up.

Culture and Behaviours

Induction and refresher training for IM is ad hoc

"We are never taught anything about Information Management, only how to use a system, and some of us never got that either"

There is a heavy reliance on the knowledge of individuals

"There are champions of best practise in many teams, at least what the team thinks is best"

Policies are not widely known or enforced by leadership

"TPK needs to be clearer on the policies and rules that we should be following, the senior leadership buy-in should be front and centre!"

Process

Puni have developed independent IM procedures that are not a ways known or understood by other parts of the organisation

"We know what our team does with our documents. Anyone outside of the team? No idea"

Security requirements are unclear and inconsistently applied

"There don't seem to be any controls on external sharing, like everyone just does whatever they want"

Requirements for entering metadata are cumbersome

Technology

There is a lack of trust in and/or difficulty using tools

"My team don't trust versioning; we save all our versions separately"

Multiple repositories are being used to store information

Current technology does not meet today's working needs

"People in the regions can't do what they need to do, they have to come up with workarounds all the time"

"Content server is a hassle, it's not accessible for neurodivergent people"

Themes for Future State

Kotahi te aho ka whati, ki te kāpuia e kore e whati

One strand of flax is easy to break, but many strands together will stand strong.



Regional Advisor

- I can access TPK information easily whenever I need to, wherever I am
- I understand and trust information security and permissions
- I know if the information I am looking at is the most up to date



National Office Manager

- My team and I team are continuously learning through multiple channels
- Information tools are seamless across my team and when working with others
- I can confidently make decisions regarding information access and governance



Administrative Support

- I have clear and consistent guides for managing information
- I understand what details on information need to be captured and can easily do this
- I save time by re-using valuable information than can be quickly found



Ministerial Advisor

- I know how to collaborate on documents both internally and externally
- I can aggregate information from many sources
- I am able to protect sensitive or high-value information appropriately

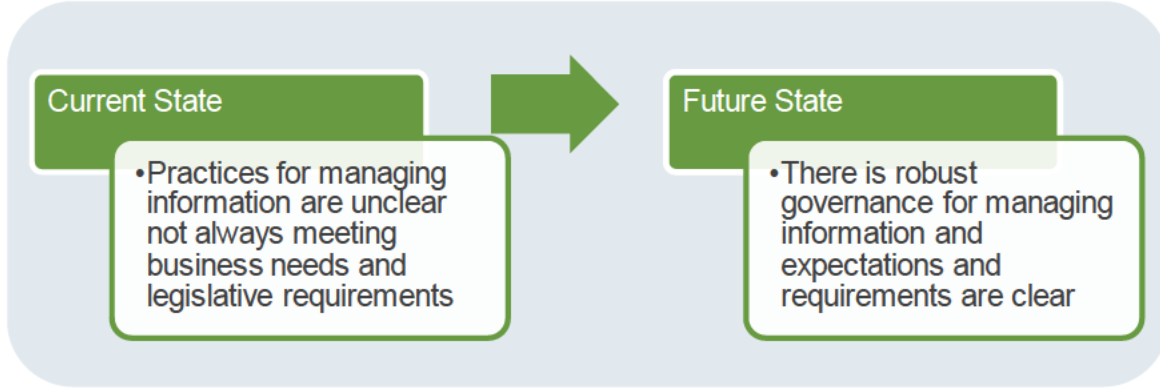


How we will deliver the Strategy

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Goal One: Te Wero Strong Governance



Key Outcomes

Requirements for managing information are known, agreed and enacted

We know our information assets and protect them accordingly

The whakapapa of our work is protected for future generations

What We Need To Do To Get There



People

- Communicate the importance of managing information and the role and responsibilities of individual kaimahi



Process

- Develop consistent policies and processes for managing information



Technology

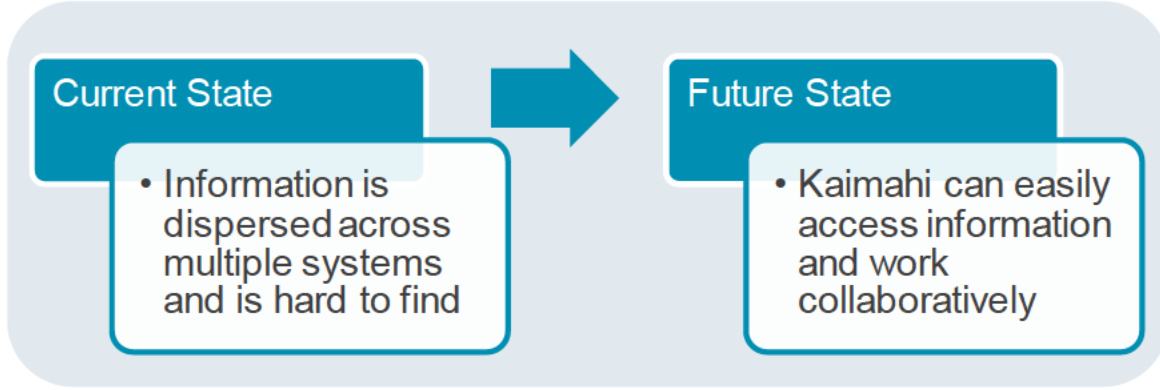
- Define and build information requirements into systems at the design stage

Key Focus Areas and Deliverables

- **Adopting** a digital first approach
- **Identify** what information assets we hold and focusing on how to protect high risk high value information of importance to Māori
- **Implementing** an active disposal programme that ensures we keep information for as long as needed



Goal Two: He Toa Takitini Working Collectively



Key Outcomes

We have the right information at the right time for the right reason

We are confident that we are looking at the most up to date and relevant information

We decrease re-work and increase efficiencies

What We Need To Do To Get There



People

- Assist people in understanding the importance of capturing and describing information consistently and make it easy for them to do this



Process

- Develop processes that ensure consistent and easy approaches for describing, storing and accessing information



Technology

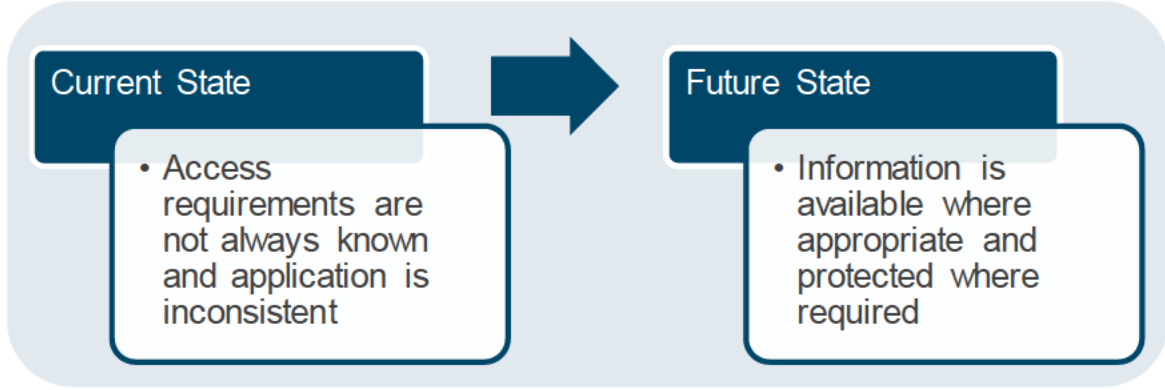
- Minimise the number of repositories for storing information and maximise the efficiencies of information management systems

Key Focus Areas and Deliverables

- **Understanding** requirements needed to improve practices to work collectively
- **Assessing** current tools and processes against these requirements
- **Creating** business cases to address gaps
- **Implementing** seamless, integrated processes and tools for managing information



Goal Three: Manaakitanga Protected and Trusted



Key Outcomes

Kaimahi are confident of what information can be shared and what should be protected

Our high risk high value records are known and managed

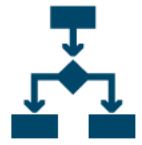
Decision regarding access can be easily applied

What We Need To Do To Get There



People

- Increase awareness of the different types of security and how these are best supplied



Process

- Embed processes across the organisation to ensure appropriate and consistent application of access and security



Technology

- Improve automated security processes, with a focus on high risk, high value information

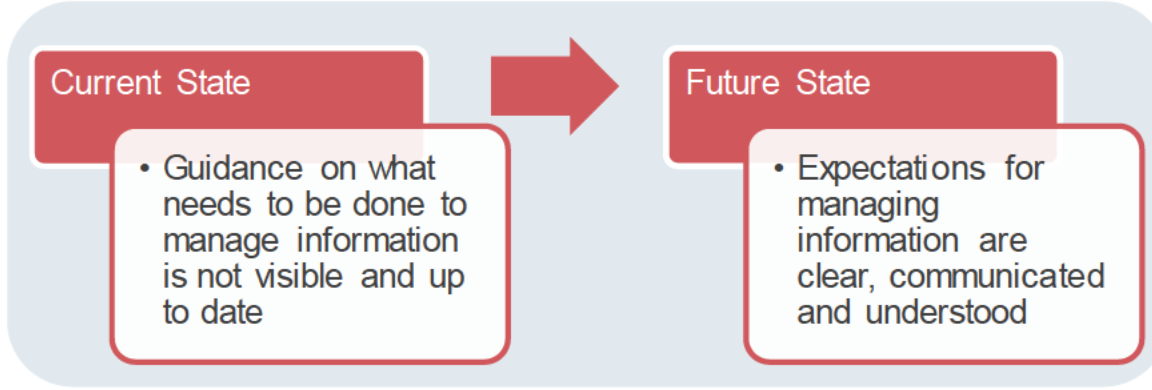
Key Focus Areas and Deliverables

- **Communicating** policies on sharing and protecting information
- **Identifying** our high risk, high value records **Applying** appropriate protection to our digital and hard copy records
- **Automating** security rules, where possible



Goal Four: Ture Tangata Confident and Supported Users




Governed effectively



Key Outcomes

- We know how and where to create, collect, collate and store our information
- Requirements for managing information our known, agreed and enacted
- Our channels for supporting staff reflect all needs and ways of working

What We Need To Do To Get There

-  **People**
 - Provide continuous learning packages that allow people to learn in a flexible way
-  **Process**
 - Develop training content that relates to the mahi of users and monitor uptake and effectiveness
-  **Technology**
 - Use a variety of channels to meet needs and keep content up to date

Key Focus Areas and Deliverables

- **Setting out** expectations and requirements for managing information
- **Developing** flexible approaches for learning to meet needs
- **Monitoring and reporting** on learning development



High Level Roadmap

IM Work Programme Aug23-Aug24

Aug-23 Sep-23 Oct-23 Nov-23 Dec-23 Jan-24 Feb-24 Mar-24 Apr-24 May-24 Jun-24 Jul-24 Aug-24

		Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24
Te Wero Strong Governance	Information Management Governance Established													
	Information Management Strategy	█	█	█	█									
	- Information Management Strategy Signed off		█	█	█									
	- Work Programme Agreed		█	█	█									
	Policies and Procedures			█	█	█								
	- Review Policy against IM Strategy and associated policies			█	█	█								
	- Engagement with Key Stakeholders			█	█	█								
	- Finalise and Publish			█	█	█								
	- Update procedures to align with Policy			█	█	█								
	- Finalise and Publish			█	█	█								
	IM Awareness Campaign			█	█	█								
	- Develop Communications and Engagement Plan			█	█	█								
	- Undertake IM Strategy Roadshow			█	█	█								
	Monitoring and Reporting Framework				█	█								
- Identify and agree key areas for reporting & measurements				█	█									
Disposal Authority Update					█	█	█	█	█	█	█	█	█	
- Review work to date and identify potential gaps					█	█	█	█	█	█	█	█	█	
- Draft schedule and report							█	█	█	█	█	█	█	
- In-house review								█	█	█	█	█	█	
- External engagement									█	█	█	█	█	
- Review comments, confirm changes, finalise										█	█	█	█	
- In-house sign off and submission to Archives NZ											█	█	█	
He Toa Takitini Working Collectively	Business Case for EDRMS Upgrade/Replacement		█	█	█	█	█	█	█	█	█	█	█	
	- Develop functional and non functional requirements		█	█	█	█	█	█	█	█	█	█	█	
	- Gap analysis of current systems and review potential systems		█	█	█	█	█	█	█	█	█	█	█	
	- Prepare and Present Business Case			█	█	█	█	█	█	█	█	█	█	
- Prepare Plan to address Business Case Outcomes			█	█	█	█	█	█	█	█	█	█		
Mannakitanga Protected and Trusted	Information Asset Register					█	█	█	█	█	█	█	█	█
	- Determine purpose, scope and use					█	█	█	█	█	█	█	█	█
	- Develop template to reflect purpose					█	█	█	█	█	█	█	█	█
	- Populate draft template					█	█	█	█	█	█	█	█	█
	- Engagement with Users						█	█	█	█	█	█	█	█
	- Maintenance Guide							█	█	█	█	█	█	█
	IM Requirements for Business Systems									█	█	█	█	█
- Create checklist for IM Requirements									█	█	█	█	█	
- Assess existing business systems against list										█	█	█	█	
Ture Tangata Confident and Supported Users	Information Management Resourcing				█	█	█	█	█	█	█	█	█	
	- Identify required skills sets based on IM Strategy and Business Case outcome				█	█	█	█	█	█	█	█	█	
	- Identify resourcing options				█	█	█	█	█	█	█	█	█	
	- Secure appropriate resources					█	█	█	█	█	█	█	█	
	IM Training Programme													
	- Update current training content, including induction				█	█	█	█	█	█	█	█	█	
	- Develop new training materials										█	█	█	
- Identify learning channels and publish											█	█		
- On-going training														

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Monitoring and Reporting

How we will measure our success

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We will develop monitoring and reporting to:



- **Provide visibility** of information management activities to the rest of the organisation
- **Provide evidence** of where information management practices are bringing value to the business
- **Track progress** on information maturity as well as specific initiatives
- **Identify** where people are spending time managing information and ensuring we are getting value for effort
- **Assessing** the needs of users and ensuring these are being addressed
- **Inform** where any changes in policy or procedures may be required

Source: Department of Conservation, Damien Toman.

