



TE TĀHŪ O TE TURE
MINISTRY OF JUSTICE
DIGITAL STRATEGIC PLAN

2021

Digital enabling the Ministry to work together for a fair and safe Aotearoa

- Vision for the Digital Strategic Plan



SECRETARY FOR JUSTICE AND CHIEF EXECUTIVE



ANDREW KIBBLEWHITE
Chief Executive and Secretary for Justice

KUA TAKOTO TE MANUKA

THE LEAVES OF THE
MANUKA TREE HAVE BEEN
LAID DOWN
*(WE HAVE A CHALLENGE
AHEAD OF US)*

Kia ora koutou,

Our overarching purpose at Te Tāhū o te Ture is to work together for a fair and safe Aotearoa.

We are a key part of the system, mandated to protect and strengthen accessibility, inclusivity and safety for everyone who touches the justice system in Aotearoa, for any reason, from anywhere, and at any time.

That we must do this is without question, so how we do this is extremely important. People are demanding change; they want easier, safer, more seamless and more inclusive access to justice.

The challenges before us as a sector are significant, as they are for many both here and internationally. We are being challenged to work in new ways, connect in new ways, be both safer and more open, and be more flexible and resilient.

Digital is more than just technology. It is about how we approach our mahi, how we connect and who we connect with, the skills we value, the safety we provide, and how we think about data and information.

This strategic plan lays out how we will utilise digital to bring about greater accessibility, inclusivity, fairness and safety for our Ministry people and the people who access the justice system in Aotearoa.

The plan compels us to fix what we have, to build what we need, and to keep moving forward so we keep getting better. It will help guide the digital direction of Te Tāhū o te Ture and focus our mahi in the Digital Office so we use digital services to help us rise to the challenges and opportunities.

Ngā mihi,

Andrew

CHIEF DIGITAL OFFICER



STEVE SIM
Chief Digital Officer

**KO TE PAE TAWHITI,
WHĀIA KIA TATA, KO TE
PAE TATA, WHAKAMAUA
KIA TINA**

**PURSUE DISTANT
HORIZONS SO THEY MAY
BE CLOSE, AND SECURE
NEAR HORIZONS SO THAT
THEY ARE FASTENED**

Kia ora koutou,

Fast moving digital technologies reflect our rapidly-changing world, where new possibilities and new expectations are emerging for how we can work better together for a fair and safe Aotearoa.

The role of the Digital Officer is to make sure that digital enables the access to justice people need. This requires us to re-think how our services are delivered so that they are more accessible, fair, safe and trustworthy, giving people what they need, when they need in and in ways that work for them.

This Digital Strategic Plan plan, particularly the vision it portrays, is the result of much kōrero with and, perhaps more importantly, whakarongo to many people across the different parts of Te Tāhū o te Ture. It speaks to a shared aspiration of digital being a bridge rather than a barrier, where partnerships can result in constructive collaboration and positive outcomes, and a strong and stable foundation being laid that can be built on with confidence.

It will take time, energy, commitment and heart, from all of Te Tāhū o te Ture, to achieve the outcomes laid out in this plan. Our ambition is to, over time and with commitment and dedication, bring about a stronger, more functional and more effective digital landscape.

No doubt there are some challenging times ahead for us to navigate, particularly in the first three years where our focus is on laying the groundwork. We've charted the course; now it is time to set sail with clear eyes and strong whanaungatanga.

Ngā mihi,

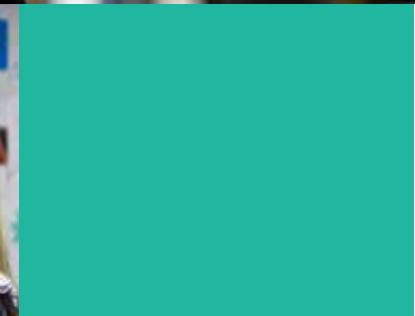
Steve

“Digital is about more than new technologies and improving IT systems. It also means doing things differently, using new mindsets, skills, data and technologies to overcome barriers and better meet New Zealand’s needs.”

- Strategy for a Digital Public Service

CONTENTS

Foreword	3
Secretary for Justice and Chief Executive.....	3
Chief Digital Officer	4
Introduction	7
Purpose and Context	10
Purpose of this Plan.....	11
Key Elements of our Digital Strategic Plan	12
Our Development Approach.....	13
Strategic Context.....	14
Three Phases of Digital Strategic Planning.....	15
Te Tāhū o te Ture Today	16
Our Digital Landscape Today	18
Our Digital Response	19
The Digital Office Purpose.....	20
Digital Office Principles.....	21
Five Strategic Themes.....	22
Safe and Secure Services that Operate with Integrity	23
Te Ao Māori at the Heart of our People and Services.....	24
Integrated People-centric Experiences.....	25
Timely Access to Trusted Information.....	26
A Responsive Workforce Enabled in their Roles	27
Digital Foundations	28
Taking Action	30
Our Delivery Horizons.....	31
Our Delivery Strategic Roadmap	32
Horizon 1 Delivery Plan.....	33
Next steps.....	35
Glossary	36



INTRODUCTION



INTRODUCTION

This Digital Strategic Plan sets out how digital services, different mindsets and new ways of working come together to enable Tūmatakahuki (Our Ministry Strategy).

The plan includes the vision and strategy for technology and adoption of digital services over three horizons, covering the short, medium and long-term.

The scope of this strategic plan is the mahi of Te Tāhū o te Ture as an enabler of the judiciary and justice system, and host to Te Arawhiti and the Joint Venture Business Unit. It represents the first of three phases of digital strategic planning.

The plan, themes and initiatives provide strategic direction for the Digital Office and clarity on the journey ahead. Further detailed implementation planning is an important next step, as is the review of the Digital Office operating model. This plan will not stand still. It will be developed and refined as environmental factors change both internally in Te Tāhū o te Ture and externally.

STRATEGIC CONTEXT

The Strategic Leadership Team have set an ambitious strategy, calling for Te Tāhū o te Ture to work in partnership with the judiciary, justice system participants, partners, iwi and communities to create change and embed system improvements.

This is our call to action and there is a clear demand to place people at the centre of all mahi at Te Tāhū o te Ture.

The Digital Office will need to make a fundamental shift away from managing technology to implementing digital services. This will mean taking a holistic approach by bringing together technology, different ways of working and putting people's needs first to meet this strategic mandate and deliver the change ahead.

PRINCIPLES

Underpinning the mahi outlined in this strategic plan are principles to guide how the Digital Office will plan and deliver digital services. The principles focus on sustainability, planning and continuous improvement, as well as keeping things simple and looking at the complete lifecycle for a service.

The most important principle drives a people-centred approach, placing the needs of people at the heart of our mahi. Our choices will enable the change needed to meet the strategic mandate.



**THERE IS A CLEAR DEMAND TO PLACE
PEOPLE AT THE CENTRE OF THE
MINISTRY'S MAHI**

VISION AND THEMES

Our Digital Strategic Plan vision is *Digital enabling the Ministry to work together for a fair and safe Aotearoa*. This recognises it is one of several enabling strategies to Tūmatakahuki. The vision will be achieved by delivering on five themes and the foundations outlined in this strategic plan.

Our five strategic themes are:



The line of sight created through the themes to Digital Office mahi is critical. It ensures we are strategically driven and will show how we are contributing to the delivery of the Ministry's aspirations.

THE THREE HORIZONS OF MAHI

The strategic plan translates themes and foundations into actionable mahi and has been designed to extend over three horizons. This approach ensures the plan is realistic by considering the factors such as current state, the pace at which we can move forward, lack of available investment, and the need to develop new capabilities and new ways of working to be successful.

- **Horizon 1** – Short Term: Operational Excellence

We continue to make our technology reliable and secure. We introduce new enterprise technology capabilities. We build the skills and ways of working needed to deliver digital services.
- **Horizon 2** – Medium Term: Innovation and Agility

Strong foundations enable us to shift gears and focus on implementing digital services across the Ministry. We will work with kaimahi to get the best use and value from our investments.
- **Horizon 3** – Long Term: Aspirational

We are responsive to changing drivers and demands, using agility and digital smarts to mahi tahi across the Ministry. Our technology is up to date, we can adopt emerging technologies to drive strategic delivery and operational improvements.

A future state for each horizon provides clarity over what will be achieved during that period and what success looks like. The transition from reaction and managing technology to people-centered ways of working and digital solutions is defined through the initiatives.

PURPOSE AND CONTEXT



PURPOSE OF THIS PLAN



DIGITAL ENABLING THE MINISTRY TO WORK TOGETHER FOR A FAIR AND SAFE AOTEAROA

Vision for the Digital Strategic Plan

The purpose of the Digital Strategic Plan is to:

- provide strategic direction for Digital Office mahi and design of digital services.
- form a basis for technology discussions across the Ministry.
- inform investment choices in the Ministry's technology and digital services.
- address strategic risks related to legacy technology.

This plan has been developed over 12 months, working with over 100 kaiwhakahaere and kaimahi across the Ministry to better understand the challenges today and opportunities ahead.

This mahi has enabled deeper understanding of the Ministry's aspirations and development of the core themes and foundations which form the backbone of this plan. This provides a focus for whakaaro and mahi to guide both the digital services needed, and the way the Digital Office will work.

The Digital Strategic Plan will be delivered across three phases to deliver strategic plans for Te Tāhū o te Ture; the judiciary; and the justice sector.

This phased approach ensures specific interests can be addressed. Each phase will inform and build on the previous phases, meaning this strategic plan will also evolve over time.

Now the Digital Strategic Plan for Te Tāhū o te Ture is complete, the Digital Office will shortly begin the important mahi to develop digital strategic plans for the judiciary and the justice sector.

KEY ELEMENTS OF OUR DIGITAL STRATEGIC PLAN

The Digital Strategic Plan is built upon te to Te Tāhū o te Ture's aspirations, represented as five strategic themes. Each theme was elaborated throughout the development process to understand aspirations and goals. Through this understanding, we were able to articulate key drivers and results, and identify the digital initiatives to help progress these.

DIGITAL ASPIRATIONS AND GOALS

OUR STRATEGIC THEMES

There are five significant areas, or strategic themes, which we must deliver against to ensure Digital enables the Ministry to *Work Together for a Fair and Safe Aotearoa*.

KEY DRIVERS AND RESULTS

For each theme, the drivers and results are articulated as:

- why this theme matters.
- alignment to Tūmatakahuki.

HOW THE DIGITAL OFFICE WILL SUPPORT AND ENABLE THESE

STRATEGIC INITIATIVES

There are five significant areas, or strategic themes, which we must deliver against to ensure Digital enables a modern, trusted and safe justice experience for the people in Aotearoa.

FOUNDATIONAL INITIATIVES

These are the internal areas of focus for the Digital Office that will enable Te Tāhū o te Ture to deliver on the Digital Initiatives. This is the work required to bring our core products and services up to standard as a result of carrying notable technical debt.

Collectively we refer to these as digital initiatives.

KEY DRIVERS AND RESULTS

The Digital and Foundational Initiatives have been phased across three delivery horizons, allowing us to prioritise the initiatives in the first horizon while balancing operational priorities and resource availability.

OUR DEVELOPMENT APPROACH

The development of the Digital Strategic Plan for Te Tāhū o te Ture began with forming a clear view of our leaders' opportunities and aspirations. From over 50 interviews, we gained an understanding of the priorities and motivations of our Ministry leaders. These findings were enriched by a review of existing strategic and planning information, covering multiple perspectives across the Ministry, the justice sector and All of Government. This material was used to develop our five strategic themes, the key elements in which the Digital Strategic Plan is grounded.

These themes serve as the building blocks of the Digital Strategic Plan and were elaborated and deepened with representatives from across the Ministry. The Digital Office then set about identifying the digital initiatives that sit across each theme, from the foundational to the aspirational. This gives us confidence that the work we plan and execute is relevant, important and of value to the Ministry.

WE ENGAGED THROUGH:

- 50+ Interviews
- Kōrero with over 100 Ministry people
- 12 Workshops
- Involvement by all Ministry Business Groups
- Summarising over 886 notes

STRATEGY AND LITERATURE REVIEW

Reviewed Tūmatakahuki and other related strategies, research papers, reviews, Statement of Intent, articles and other existing material.

INTERVIEWS

Conducted over 50 interviews with leaders across the Ministry to understand their key drivers, priorities and motivations.

STRATEGIC THEMES

Synthesised information and outputs to develop draft themes that articulate our Ministry aspirations.

WORKSHOPS

Facilitated workshops to validate what the strategic themes mean for our people, as well as the digital response to these.

DIGITAL STRATEGIC PLAN

Drafted the document and iterated versions that incorporated feedback from across the Ministry.

STRATEGIC CONTEXT

The Digital Strategic Plan for Te Tāhū o te Ture is designed to enable Tūmatakahuki and to implement the Strategy for a Digital Public Service in our Ministry context. As we plan our digital work and identify our priorities, we reflect on these aspirations to ensure we are heading in the right direction, and focus on work that we know will deliver the greatest value to the Ministry, the sector and the people in Aotearoa.



The Digital Strategic Plan for Te Tāhū o te Ture is designed to enable Tūmatakahuki and implement the Strategy for a Digital Public Service in our Ministry context.

Te Tāhū o te Ture's purpose is to work together for a fair and safe Aotearoa. Our efforts and priorities will continue to be guided by our purpose. Tūmatakahuki sets out the vision and 11 strategic priorities. These help us deliver on our purpose and move towards our long-term aspirations.

The Digital Strategic Plan complements our Information Strategy, Te Haerenga (our Māori Strategy), Customer Charter, People Strategy and Property Strategy. It is a peer of these enabling strategies and speaks to the changes we must make in how we lead, govern, collaborate, co-design, and implement digital services.

THREE PHASES OF DIGITAL STRATEGIC PLANNING

We have taken a phased and iterative approach to developing digital strategy that allows for the complexities of our stakeholder landscape which reflects how te to Te Tāhū o te Ture works across all three branches of government: Legislature (Parliament); the Executive (Cabinet and Ministers outside Cabinet, plus government departments); and the Judiciary. In addition, Te Tāhū o te Ture is the Justice sector ICT lead.

In this context, we are developing a Digital Strategic Plan (this document) for Te Tāhū o te Ture. We will then build on the foundations laid out in this document to work with the Judiciary and Heads of Tribunals to develop a Digital Strategic Plan for the Judiciary. We then will work with Sector agencies to further develop our strategic approach to encompass the Justice Sector.

Each phase of work will build on the previous, building a wide view of stakeholder needs and the digital responses required to deliver to them (at the completion of each phase of work we will build and refresh on the previous phase(s) to ensure the strategies and digital responses are aligned).

DIGITAL STRATEGIC PLAN FOR THE MINISTRY OF JUSTICE

This document focuses on the interests of Te Tāhū o te Ture and lays the digital foundations to support the judiciary and justice sector. The strategic plan supports the Ministry in becoming a digital organisation and also supports the interests of Te Arawhiti, the Joint Venture and other future departmental agencies or inter-agency ventures.

DIGITAL STRATEGIC PLAN FOR THE JUDICIARY

As an independent branch of government, the judiciary and Heads of Tribunals Digital Strategic Plan will reflect their long term goals, context, challenges and opportunities. The Memorandum of Understanding agreed between the Ministry and the judiciary outlines the judiciary's responsibility for the control and supervision of the use of information technology for the business of the court. This strategic plan will address the digital services needed to support the judiciary and Heads of Tribunals in achieving their goals. The Digital Strategic Plan for the Ministry will be revisited and updated upon completion of this strategic plan to ensure alignment.

DIGITAL STRATEGIC PLAN FOR THE JUSTICE SECTOR

To achieve the outcomes we seek for Aotearoa we must be aligned as a justice sector. We will co-design a Digital Strategic Plan with our sector partners and stakeholders that is focused on establishing digital outcomes, policy, frameworks and standards that enable us to build together as a sector.

Historically it has been difficult to bring together technology and digital whakaaro across the sector. Each agency has been responding to a different current state and set of priorities. Now, the Justice Sector Leadership Board (JSLB) has a clear vision and is driven to make further change in the justice system. The government's budget 22 justice cluster approach looks at how priorities can be funded and implemented. This, together with the cross-sector initiatives already underway, means the time is right to re-establish the kōrero about how digital services can enable sector change.

TE TĀHŪ O TE TURE TODAY

The challenges faced by the global justice community are varied but not dissimilar to those faced by Te Tāhū o te Ture. These challenges include:

- coping with technical debt.
- a legacy of outdated systems which lack proper integration.
- the natural complexity of the law and legal process.
- overrepresentation of indigenous people in the system.
- data sovereignty requirements.
- digital literacy and access challenges.
- barriers to collaboration between sector partners.

Adding to this is the major financial impact of COVID-19 that translates into spending constraints and significant financial pressure that Te Tāhū o te Ture is facing.

In Aotearoa we see these challenges reflected in our own sector and at the Ministry. For example, our Ministry and Court services are largely manual, paper-based, focused around the process (not the person) and difficult for people to navigate. The administrative burden on our people has increased, driving inefficiencies. Our legacy systems require remediation and often replacement.

The Ministry, judiciary and sector have made significant progress in adapting to these challenges in a rapidly evolving digital world. Key initiatives launched and underway, that are supported by digital services, include Adoption Law Reform, Te Ao Mārama, Alcohol and Other Drug Treatment Court, and addressing family violence and sexual violence. These and other initiatives aim to reduce crime, improve access to justice, keep people safe, reduce demand for sector services and modernise the justice system, and provide a call to action to how digital services can support these initiatives.

THE MINISTRY OF JUSTICE

We work with the judiciary to deliver court services for the Supreme Court, Court of Appeal, High Court, 58 District Courts, Māori Land Court, Coroners Court, Environment Court and Employment Court.

450,000
criminal conviction history checks each year



Manage
150
pieces of legislation

277,000
cases went through the courts in 2020



We spend
\$130m
on legal Aid

Collected
\$212m
in court fines – making us NZ's largest debt collection agency

We support
29
tribunals, authorities and committees that help New Zealanders resolve disputes

RANGE OF JUSTICE SERVICES AROUND NEW ZEALAND

- We work with the judiciary to deliver court services for the Supreme Court, Court of Appeal, High Court, 58 District Courts, Coroners Court, Environment Court, Employment Court and Māori Land Court.
- We support 29 tribunals, authorities and committees that help New Zealanders resolve disputes.
- We negotiate historical Treaty of Waitangi claims, building positive and durable settlements between the Crown and Māori.
- Te Arawhiti fosters strong, ongoing and effective relationships with Māori across Government.
- We administer the Marine and Coastal Area (Takutai Moana) Act.
- We provide legal help to people charged with criminal offences through the Public Defence Service, the largest criminal law practice in New Zealand.
- We administer the Legal Aid system which pays for legal help for people who can't afford a lawyer.
- We work with others to reduce crime and re-offending.
- We develop justice policy and provide advice to Ministers and Cabinet, which helps address a range of issues such as supporting victims, holding offenders to account and supporting human rights.
- We lead the justice sector (which is made up of the Ministry of Justice, New Zealand Police, the Department of Corrections, the Crown Law Office, the Serious Fraud Office, and the Ministry for Children), who work together to reduce crime and re-offending.
- We collect court-ordered fines.
- We provide 450,000 criminal conviction history checks each year, helping employers make informed decisions.
- We manage more than 150 pieces of legislation, including the Official Information Act.

OUR MINISTRY STAKEHOLDERS AROUND NEW ZEALAND



OUR DIGITAL LANDSCAPE TODAY

The mahi undertaken to develop this plan has brought into sharp focus the challenges ahead. Our technology and the way we currently work does not always provide reliable or fit-for-purpose solutions or make it easy to get things done.

LEGACY TECHNOLOGY

There has been significant under-investment in the technology we use to support the mahi of Te Tāhū o te Ture and that of the Justice system. We have not been able to make incremental change to keep pace with what's needed and are left with significant technical debt.

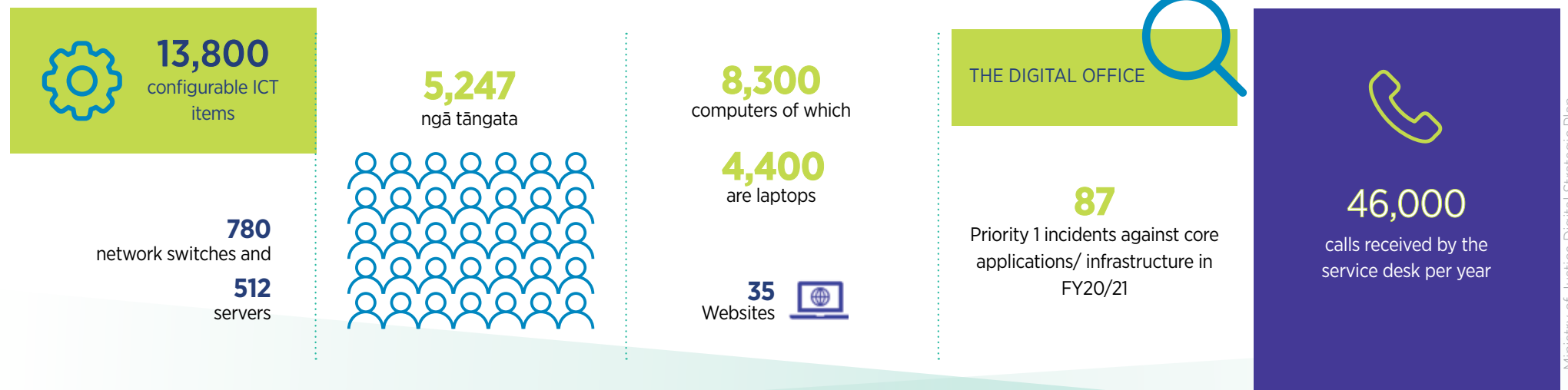
We are, however, moving forward. We have been working on our technology foundations to make them more reliable and secure. We have also achieved a significant change to our workspace through the roll-out of laptops and digital tools and resources. Enabling kaimahi to do their important mahi and connect no matter where they are has been met with overwhelmingly positive feedback, and we will continue to build on this by embracing new technology where we can.

As we continue moving forward, we know that our decisions and investments need to be driven by strategy, aligned across our technology portfolio, and keeping in mind the digital services we need to meet future state requirements.

THE WAY WE WORK

We have operating issues such as weaknesses in our system of asset management, lack of short, medium and long-term planning, and lack of clarity in roles and governance.

The expertise of our Digital Office kaimahi is critical to success and building the capability of the Digital Office is included the plan. We will need to shift from reactive mahi to proactive and digital ways of working, something that will take time given the scale, complexity and inherent risk of our legacy technology.



OUR DIGITAL RESPONSE



THE DIGITAL OFFICE PURPOSE

The Ministry plays an important role in delivering justice services to the people in Aotearoa.

As the Ministry shifts to people-centred services, the Digital Office must support and enable these shifts.

We must look not only to improve our current model and ways of working but to extend ourselves beyond the status quo. We must think differently, identify and adopt new technologies, explore and embrace shifts.

The Digital Office is responsible for the design, delivery, maintenance and support of digital products and services across Te Tāhū o te Ture and the judiciary.

The COVID-19 pandemic has enabled us to take a significant leap forward in this digital journey. Like many other private and public sector organisations, the Ministry implemented flexible working arrangements and collaborative capabilities for remote working and participation in court events.

Under the guidance of the ICT Strategy and Forward Plan approved by SLT in 2018, the Digital Office started to shift away from legacy ICT systems and practices and towards a more agile and digital service model.

The Digital Strategic Plan is a step change from this previous strategy. It points to a digitally enabled Ministry that puts people at the centre of our work. It provides a roadmap for the Ministry to take advantage of current and future digital opportunities as well transitioning from our legacy technology estate to modern, up to date, digital platforms.

WHAT WE ACHIEVED UNDER THE 2018 ICT STRATEGY AND FORWARD PLAN

Digital Services

We have adopted a consistent approach to make our digital services more accessible and responsive to business needs, while ensuring they remain supported, secure and current. We have invested in an ongoing service lifecycle asset management programme to remediate some of our legacy technology challenges.

ICT as a Service

We have progressed the shift from owning and operating ICT infrastructure to consuming ICT as a service. This allows us to be more agile, get more value for money and focus on the business needs in delivering Ministry and judicial services.

Data as an Asset

We are more open to share and harness the value of data and have put better management practices in place as part of the Information Strategy implementation.

Cyber Security

We have established and continue to improve our cyber security practices to help keep our people and information safe through the ICT Security Improvement Programme.

Modernised Workplace

We have rolled out thousands of laptops, deployed Microsoft Teams collaboration tools and upgraded our fleet to Windows10 under the Modern Workplace Programme.

DIGITAL OFFICE PRINCIPLES

Our delivery principles will guide the work that comes out of the Digital Strategic Plan.

In line with the Treasury living standards, everything we do must be sustainable. We will focus on meeting the needs of the present while building our ability to respond to future demand. This concept of sustainability and our delivery principles are described as three pillars: economic, environmental and social.

ECONOMIC

Adopt a learning and iterative approach

We will pursue continuous improvement and tackle work in small batches, rather than large capital projects. Everyone is responsible and accountable for delivery success. Computers will perform repetitive tasks, and our people will use their skills and experience to solve problems.

Prioritise savings and reduce our cost pressures

If we want to move forward and see a modern and people-centric digital experience, we have to let go of a few things which no longer serve the Ministry as a whole.

Plan and Manage for great results

We will identify what we need, then plan how to get there, from whole-of-life costs to people's time, by choosing value for money over size of investment.

ENVIRONMENTAL

Reuse what we already have

We will invest in, and consolidate our, products and platforms that reduce complication, duplication and can be used across multiple services.

Keep things simple and consistent

People should find all our products and services familiar, easy to use and quick to produce the intended results.

Adopt a whole-of-life approach

Our work doesn't stop when a service is delivered or a product goes live. We care about the running of our products, from their inception and deployment through to maintenance while they are operational.

SOCIAL

Place the needs of people at the heart of our choices

The services we deliver are driven by the needs of the people who use them. We care about every aspect of our products and services, not just the technology.

Be open and share work

We share what we are doing as often and as freely as possible because feedback makes us a more effective team and improves our digital services.

We will build our internal capability

We will provide our people with opportunities to be part of the work informed by this strategy. Our first point of call for resources will be from within the Ministry and wider public service. If we develop new approaches and methods, we will share and make them visible past the project end.

FIVE STRATEGIC THEMES

The Digital Strategic Plan 2021 sets out the digital vision and strategy for Te Tāhū o te Ture. The document is grounded in a set of strategic themes against which the Digital Office will deliver. Initiatives within these themes support Tūmatakahuki.

	1	2	3	4	5
Five Strategic Themes	SAFE AND SECURE SERVICES THAT OPERATE WITH INTEGRITY	TE AO MĀORI AT THE HEART OF OUR PEOPLE AND OUR SERVICES	INTEGRATED, PEOPLE-CENTRIC EXPERIENCES	TIMELY ACCESS TO TRUSTED INFORMATION	A RESPONSIVE WORKFORCE ENABLED IN THEIR ROLES
Strategic Alignment	<ul style="list-style-type: none"> Maintaining the integrity of the courts and tribunals Improving access to Justice Making the Ministry a great place to be 	<ul style="list-style-type: none"> Honouring our responsibilities to Māori Building capability to engage and partner with Māori Engaging with and listening to communities 	<ul style="list-style-type: none"> Leading the transformation of the criminal justice system Improving access to justice Engaging with and listening to communities 	<ul style="list-style-type: none"> Using evidence and insights to deliver better services and outcomes Improving access to justice Enabling our people to succeed 	<ul style="list-style-type: none"> Making the Ministry a great place to be Enabling our people to succeed
Digital Response	<p>As an organisation, we work with legacy systems and technical debt which mean our services are unreliable and unsecure.</p> <p>Our services need to be fit for purpose to ensure they allow people to be heard, treated fairly and respected. This removes some of the negative impacts and harm experienced as they move through the justice system.</p>	<p>When building digital services Māori representation is lacking which causes disparity in access to justice for the community.</p> <p>Our services, and the way we work, must embed Te Ao Māori frameworks and mātauranga. We must ensure our services are built in partnership with Māori to enable accessibility and understanding.</p>	<p>Many participants in the justice system find the processes difficult and confusing - and they often do not have the information they need to understand, manage and navigate the system. Online information is increasingly available, but participants are repeatedly required to provide their information multiple times.</p>	<p>As an organisation we must invest in the data that we hold and value. To achieve this our underlying technology systems and platforms must easily create, exchange and consume data with clear, shared expectations and languages regarding its content, context and meaning.</p>	<p>Our current ways of working do not fully realise the value and strengths of our people, as they allocate much of their time to lower-value activities, such as scanning, invoice matching and relaying information.</p>
Digital Foundations	UNDERPINNED BY DIGITAL FOUNDATIONS				

1 SAFE AND SECURE SERVICES THAT OPERATE WITH INTEGRITY

MINISTRY ASPIRATIONS

When services are fit for purpose and people are heard, treated fairly and respected, it removes some of the negative impacts and harm experienced.

- People in Aotearoa have confidence in our services.
- Our information and systems are secure, reliable and accessible.
- Everyone who accesses Ministry services is treated with respect, supported and understands their journey and options.
- We have minimised the bias in our services and processes so that everyone gets a fair and equitable experience.
- Our people can effectively manage their wellbeing and focus on higher-value activities that directly contribute to a fair and safe Aotearoa.
- We work smarter with our limited resources to deliver services throughout their lifecycle.
- Information is shared with the right parties, at the right time and stored in the right place.

DIGITAL RESPONSE

1.1 DIGITAL CASE MANAGEMENT

We will provide digital case management technology so that files are current, and quickly and easily accessible, enabling swift and safe decision-making.

The technology that underpins our justice system does not meet the needs of a fair and safe Aotearoa. The current case management systems drive a paper-based, location centric and reactive way of working. In addition the official record in most jurisdictions is paper based and cannot be re-created if lost or destroyed. This way of working increases the potential for harm caused by mistakes created by manually intensive processes.

For the Ministry, digital case management technology will enable us to manage, store, and track cases and court records quickly. This will mean we can better support the judiciary by providing complete and accurate files.

1.2 WORKFLOW MANAGEMENT

We will leverage enterprise workflow management services so that work can be allocated to those that have capacity and capability.

The high workloads experienced by our people can lead to a poor-service experience, mistakes and undue stress. In the case of our front-line people, there is often an opportunity to get support from other teams through the distribution of work where there is capacity.

When combined with Digital Case Management it means we have the right skills working on the right work (or cases) at the right time.

4.1 LINE OF BUSINESS DIGITAL SERVICES

We will work with the wider Ministry to co-design digital services so that Ministry business groups have fit for purpose systems.

Each business group within the Ministry faces different business challenges, some of which require customised digital services to meet their unique needs.

The Digital Office will work with business groups to understand their strategies and plans and then co-design the roadmap to deliver on the digital services that will enable their business.

2 TE AO MĀORI AT THE HEART OF OUR PEOPLE AND SERVICES

MINISTRY ASPIRATIONS

Our services, and the way we work, must embed Te Ao Māori frameworks and mātauranga. We must ensure our services are built in partnership with Māori to enable accessibility and understanding. For this to occur, our people work proficiently across Te Ao Māori.

- Te Tāhū o te Ture is committed through action to honouring Te Tiriti o Waitangi recognising the status of Māori as tangata whenua and the need for the Ministry to work with Māori in partnership to ensure equitable outcomes
- We acknowledge the interconnectedness and interrelationship of all living and non-living things. This holistic approach means understanding the whole system, not just parts of it.
- We embed whakaaro Māori in our Ministry's DNA because we are Aotearoa.
- We support the roadmap and plans in Te Haerenga.

DIGITAL RESPONSE

2.1 TE AO MĀORI CAPABILITY

We will work to grow the Digital Office capability to understand and engage with Te Ao Māori so that we can develop bi-cultural digital services.

The Māori world view (Te Ao Māori) acknowledges the interconnectedness and interrelationship of all living and non-living things. Embedding this world view into our people and leadership will help to bring the experience and culture of Māori into the way we develop and deliver digital services. Central to this is the focus on deepening our collective understanding, acknowledging our cultural interdependencies, and embodying our long-term intergenerational perspectives.

We must aim to develop meaningful, respectful, and enduring partnerships with iwi, hapu and local whānau.

2.2 MULTILINGUAL TECHNOLOGIES

We will support and enable multilingual technologies so that it is easy to make our digital services accessible to people in their native language.

By employing workplace tools and applications that accommodate te reo Māori, such as speech and typing elements to correctly allocate macrons and check spelling, translation tools and engagement platforms, we can facilitate te reo's inclusion in our everyday communications and documentation.

While we can start with te reo Māori we can work to better understand the people who use Ministry services and work to provide services in their native languages. These multilingual technologies can also play a vital role in supporting the growing diversity of Aotearoa.

2.4 CO-DESIGN

We will embed a co-design framework so that we can partner with Māori to deliver meaningful digital services.

With our commitment to centre Te Ao Māori in the work of the Digital Office, it is vital to explore ways we can create impactful and meaningful digital services together with Māori. Our co-design framework will be built on a set of human-centred design tools that will enable a flexible approach to the shared design and decision-making process.

This initiative is envisaged to be woven through our ways of working in the Digital Office with some capability developed in Horizon 1.

3 INTEGRATED PEOPLE-CENTRIC EXPERIENCES

MINISTRY ASPIRATIONS

When we design services for people, not for processes or events, our people and participants will have the best experience possible.

- Participants understand their journey and choices.
- Participants won't need to know how the justice system is organised to receive services, comply with their obligations or find information.
- It is easy for all people to interact with the justice system.
- Services are designed for the end user and supported by joined-up back-office systems and platforms.
- There will be an up-to-date, single view of data and information, designed to meet people's needs.
- People only provide their information once.
- We build integrated systems and services that share and re-use data and information appropriately.
- We provide customised experiences through front-end tools, but centralise the back-office tools.

DIGITAL RESPONSE

3.1 PEOPLE-CENTERED SERVICES

We will design to meet the needs of the people who use our services so that they are intuitive and easy to use.

We will use insights generated through user research and an iterative approach to testing and development. We will make our digital services straightforward to understand, easy to access and simple to navigate.

The use of human-centred design methodologies will support end-to-end experiences that enable people to reach their goals across multiple channels.

This initiative is envisaged to be woven through our ways of working in the Digital Office with some capability developed in Horizon 1.

3.2 DIGITAL CHANNELS

We will provide digital channels so that the people in Aotearoa can engage online with justice services.

We will provide a variety of channels such as a public portal, mobile applications and websites to offer a seamless service with 24/7 access to relevant, up-to-date information. For example, members of the public could easily lodge a document, track progress, and undertake activities they need to complete at a time that is convenient to them.

3.3 CUSTOMER RELATIONSHIP MANAGEMENT

We will implement a Customer Relationship Management System so that we can better understand the people who the Ministry interacts with and meet their needs.

Customer Relationship Management (CRM) Systems allows us to track the interactions that everyone across the Ministry has with our stakeholders. It enables us to provide consistent messaging and ensure that individuals are not contacted by multiple people about similar events.

In addition, CRM systems can automate routine processes such as following up on overdue payments or reminding our people to make contact.

4 TIMELY ACCESS TO TRUSTED INFORMATION

MINISTRY ASPIRATIONS

We collect, use, store and share data to meet our obligations in a manner that ensures trust and confidence in our Kaitiakitanga.

We are able to work collaboratively across the Ministry and sector to make it easier for our people, participants and partners to engage with our services.

- Information-driven insights are reshaping services and policies; and adding value.
- Our data is managed in a way that respects ownership and sovereignty, both now and in the future.
- Services and information are shared via simple APIs, open by default and protected as needed.
- Data from different systems is standardised.
- Our approach is people-centric not event-centric.
- Security and privacy underpin our information and we are compliant with the Public Records Act.
- We can use information to maximise opportunities, uncovering insights and turning them into action.
- We support the information strategy:
 - Information is a core strategic asset
 - Information is authoritative and trusted
 - Information is open, protected as needed
- Information is digital by design, paper by exception

DIGITAL RESPONSE

4.1 DATA MANAGEMENT

We will improve our Data Management so that our information is consistent, comparable and trusted.

Good data governance and management brings control and order across all our databases and applications.

It starts with common definitions and syntaxes for data entities that are used across not only the Ministry, but potentially the entire sector. With a common data 'language' in place, we will be able to improve our practice of cleansing, rationalising and integrating data into an enterprise-wide system of record for core business activities.

Once in place, it addresses issues such as fragmentation when data is stored in multiple disparate systems, data duplication, data gaps and poor data quality overall.

4.2 INTEROPERABILITY

We will improve the access to Ministry data, transactions and business rules so that they can be easily consumed by services and people.

Effective digital service interoperability between sector agencies enables Ministry digital services to provide a more tailored, seamless, digital experience. It reduces the manual data entry workload on our people enabling them to focus on higher value people focused activities.

Interoperability enables, where desired and agreed, the wider public of New Zealand to gain access to Ministry information, supporting NGOs and companies to innovate and provide better services.

4.3 TRANSITION TO FULLY DIGITAL

We will digitise or archive paper records so that we remove the physical barriers to timely access, reduce the risk of loss of records and remove the need for significant physical storage.

The Ministry's processes are still largely paper based and require manual handling to move through the system. The Ministry currently stores and manages hundreds of thousands of paper files, with significant cost and barriers to timely access.

Not all processes, documents and artefacts will suit digitisation but by reducing the need for people to print, sign-by-hand, physically stamp, photocopy, store and then locate paper artefacts, we can reduce an enormous administrative burden and ramp up the dual potential of business intelligence and analytics.

4.4 SHARING AND COLLABORATION

We will enable sharing of information digitally so that people can work collaboratively and in real-time, regardless of where they are located.

Enterprise productivity and collaboration tools, which enable richer communications, document sharing and co-creation, have a significant role to play in enabling a responsive workforce.

When combined with the right culture, sharing and collaboration tools lead to an environment where innovation and information sharing is easily achieved.

5 A RESPONSIVE WORKFORCE ENABLED IN THEIR ROLES

MINISTRY ASPIRATIONS

Our workforce is enabled to deliver high quality and effective services.

Technology will support ways of working, both now and in the future, including increased worker mobility. We will be mindful of the change impact on our people.

- Our people perform tasks they are trained to do. Repetitive tasks are automated.
- Experimentation, learning and continuous improvement are at the heart of how we work.
- Our people have a simplified, tailored digital experience with modern and current tools.
- We foster a learning environment and a commitment to growing the wellbeing of our people.
- We have a culture of trust that values outcomes and learns from failure.
- Our people are comfortable using a simple suite of modern tools.
- Our people's time is valued, enabling them to focus on higher value work.
- We acknowledge that paper will still be around in 10 years, but we will work to minimise our dependency on it.
- We support public service ways of working such as flexibility by default.

DIGITAL RESPONSE

5.1 FLEXIBLE AND MOBILE WORKING

We will support flexible and mobile working so that our people are supported to work in the way that suits them and their role.

We will offer digital services that enable flexible and mobile working styles that will empower our people, however and wherever they work. Working remotely will be a secure and effective experience, with the right tools, support and knowledge to work with confidence and ease from alternate locations, meeting the requirements of their role.

This flexibility coupled with more modern systems and tools will allow the Ministry to better serve the community and focus on making meaningful change.

5.2 MEETING ROOM TECHNOLOGY

We will implement meeting room technology so that teams can collaborate digitally regardless of location.

The way we work is changing constantly. Many of our people work from home and teams are spread across multiple locations. In order to maximise efficiency and create a seamless connection between all parties, it is vital that meeting rooms have the appropriate technology to not just enable but encourage relationship building and get the most out of collaborative efforts.

5.3 AUTOMATION

We will focus on automation, supporting the standardisation of business processes so that our people can focus on high value activities.

Automation is effective in freeing up our people's time and therefore reducing the amount of effort they spend on high volume, repetitive, rule-based tasks. It increases efficiency and resource optimisation.

5.4 DIGITAL SKILLS FRAMEWORK

We will work with the wider Ministry to develop a digital skills framework so that our people understand and can learn the digital skills required for their role.

We want to create a workforce that is skilled and motivated to complete their mahi with ease and efficiency. Digital tools are of no value if we do not ensure our people have the skills to use them. Particularly key is not assuming a base level of digital knowledge for our people.

Understanding the digital skills required of our people to do their mahi enables our leaders to seek out training and build the right capabilities.

F DIGITAL FOUNDATIONS

CURRENT STATE

To lift our digital capabilities and create digital change, we first need to get the basics right.

Concerns about privacy and security of Ministry information need to be mitigated, while ensuring that our data and information is available to those who need it.

Our infrastructure and network needs to be enhanced and optimised so that it can cope with future demands. This needs to be supported by efficient processes so that services can be delivered effectively.

A critical successful factor to our foundations is the simplification of our digital ecosystem. Consolidation of our current suite of products will make it easier and cheaper to manage, maintain and plan; ultimately making our digital services adaptable and more resilient.

DIGITAL OFFICE GOALS

- A 5-year digital workplan that is continually updated.
- No Ministry services are disrupted by digital related issues.
- A simplified catalogue of digital services, underpinned by shared products and platforms.
- Our data and information flows securely and safely across systems.
- Digital services are prioritised based on Business Service need.
- A robust and fit for purpose Digital operating model.

DIGITAL RESPONSE

F.1 OPERATING MODEL

We will embed new ways of working so that the Digital Office can support new technologies and this strategy.

As we transition to modern digital technologies we will need to evolve how we deliver our services. We will move to service lifecycle management and adopt iterative ways of working that allow for frequent small scale changes that lead to larger outcomes. This will require the adoption of new approaches to planning, governing, and measuring digital service delivery value.

The Digital Office will be operationally excellent and provide better advice to the Ministry, becoming a trusted advisor.

F.2 CLOUD SERVICES

We will transition our digital products and platforms to the cloud so that they remain modern, safe and secure.

Cloud services enable increased collaboration, innovation, security and digital evolution, underpinning strategic initiatives like interoperability, automation and flexible and mobile working. Cloud services provide the ability for us to scale up or down quickly, for example during disruptive events such as earthquakes and pandemics.

Continued over page...

F DIGITAL FOUNDATIONS

DIGITAL RESPONSE

F.3 SECURITY

We will improve the security of our systems so that they are protected against threats and vulnerabilities that impact on data confidentiality, integrity and service availability.

Safe, secure and functional information systems are vital for the successful operation of all government organisations that underpin the justice system. Public trust is dependent on the security of our information systems and maintaining the privacy of our data. This is fundamental to effective and efficient operation of public and government business.

We will drive a more practical and effective approach to risk management for digital capabilities.

F.4 DIGITAL SERVICE MANAGEMENT

We will improve our core digital processes and capabilities so that we can effectively deliver and manage digital services.

From the Service Desk to testing software, the delivery of digital services is underpinned by numerous processes before it is used by our people. Unless these processes operate effectively, our people will not have a good experience.

With good digital service management in place, the Digital Office will be able to take a proactive, process-orientated approach to the services that we offer.

F.5 IDENTITY AND ACCESS MANAGEMENT

We will mature and embed identity and access management services so that the people are given the right access to the right information at the right time.

This service provides the Ministry confidence in who we are dealing with and ensures that appropriate access is given to the services we use, and the data and information of which we are custodians.

Strong identity and access management enables seamless trusted access to all digital services.

We are supporting the government's digital identity mission to create a digital identity ecosystem that enhances privacy, trust and improves access for all people in New Zealand.

F.6 NETWORK CONNECTIVITY

We will optimise our network so that all people can easily access justice services.

The Ministry relies on the data network to deliver services. The network requirements change rapidly with more remote working and cloud-based services being consumed. All of these services rely on the security, performance and reliability of the network.

We will move to a 'network as a service' model in line with All of Government direction.

TAKING ACTION



OUR DELIVERY HORIZONS

Digitally enabled change takes time to embed and deliver value. This is why we have developed a three horizons approach to implement our Digital Strategic Plan that will move and flex with broader sector and government priorities.

This approach to planning works within the constraints we have of limited investment funds and notable technical debt. It gives us flexibility in how we manage delivery across each of the horizons. For example, the first horizon is focused on laying the foundations and creating space to choose what we implement in Horizon 2 and 3. At times, some initiatives may be started earlier if prioritised accordingly. We may also realise benefit in some initiatives early, enabling the acceleration of others. At other times we may not be able to make an investment due to dependencies or capability constraints.

We anticipate an annual review of these delivery Horizons against the Digital Strategic Plan.

HORIZON 1 - SHORT TERM OPERATIONAL EXCELLENCE

Horizon 1 is focused on putting in place the necessary foundations upon which we can build strong, modern digital services. Much of the work to lay these foundations involves investing in the “invisible” digital services: cloud transition, identity, security, network connection and service management. The choice around our foundation initiatives is not *if* we will do them, but rather *how well* we do them.

Key Characteristics

- Prioritise the foundational initiatives that provide the greatest value to the Ministry, this may result in dialling-down some services and slowing or stopping other initiatives.
- Define our digital environment and audit our products and services, creating a Digital Service Catalogue and Product/Service Roadmaps.
- We transition to a simplified and modern suite of products that are used across multiple services.
- Enhance the way we plan, prioritise and deliver digital products and services.
- Re-shape the Digital Office team so it is positioned to deliver against our operational and strategic priorities.
- The Digital Office builds credibility with the wider Ministry through the rapid delivery of value.

HORIZON 2 - MEDIUM TERM INNOVATION AND AGILITY

Horizon 2 will focus on ensuring our digital services enhance the goals and aspirations of the Ministry. Modern digital services have the capability to fundamentally evolve how the Ministry works.

With our foundation capabilities we can choose where to focus our efforts and use digital to fast track our Ministry aspirations and goals.

Key Characteristics

- Prioritise the implementation or enhancement of the Ministry’s line of business services
- Establishing clear roles within the business to guide service prioritisation.
- Digital services are aligned to Business Services and the value and cost is understood.
- With strong digital capabilities and processes in place, we shift to an open ecosystem with partners and interested parties, both digital and business focused.

HORIZON 3 - LONG TERM ASPIRATIONAL

Horizon 3 sets out aspirational goals for how digital services might support the justice sector in its digital efforts.

These aspirations plant a flag on the hill for how we want the Ministry of the future to operate. Truly flexible working on a global scale would now be possible, enabling our people to collaborate with partners around the world. A sector platform where individuals, NGOs and companies can innovate becomes possible. What will be possible in this horizon, depend on what has gone before.

Key Characteristics

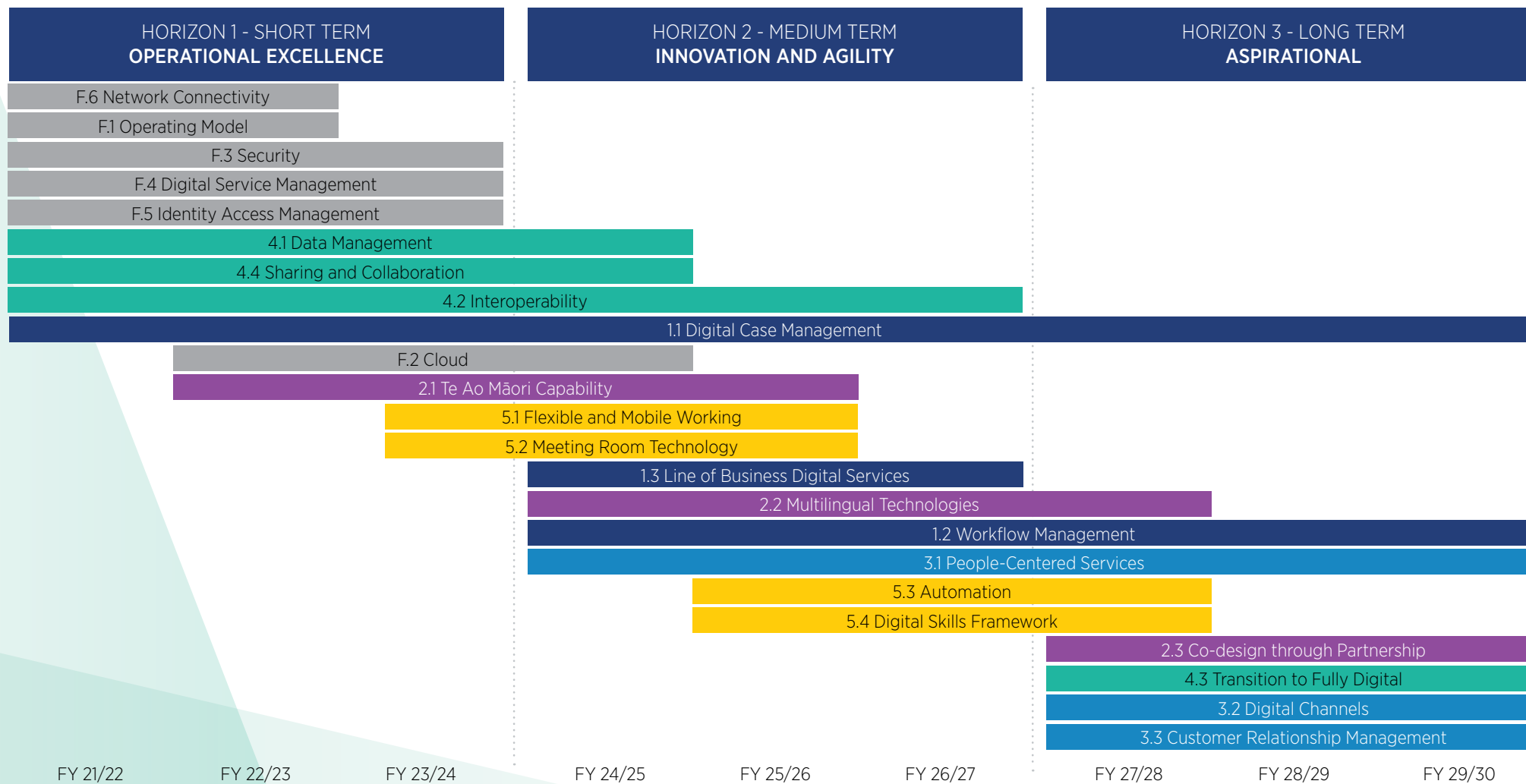
- The Ministry can pivot to meet changing demands and understands the impact of change.
- The Digital Office works closely with our sector partners to manage demand and plan long term.
- We aspire to offer a seamless public sector experience.

OUR DELIVERY STRATEGIC ROADMAP

Our Strategic Roadmap has been organised into the three Horizons: short, medium and long term. We expect placement of the initiatives across these horizons will move and flex with Ministry priorities.

KEY (Colour representative of theme)

- Safe and Secure Services that Operate with Integrity
- Te Ao Māori at the Heart of our People and Services
- Integrated People-centric Experiences
- Timely Access to Information
- A Responsive Workforce Enabled in their Roles
- Digital Foundations



HORIZON 1 DELIVERY PLAN

OUR DIGITAL STRATEGIC ROADMAP | HORIZON 1

Theme Project Name	Project Description	Project Stage	Horizon 1 - Operational Excellence											
			now-Dec 2021	Jan-Mar 2022	Apr-Jun 2022	Jul-Sep 2022	Oct-Dec 2022	Jan-Mar 2023	Apr-Jun 2023	Jul-Sep 2023	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	
			Q2 FY21/22	Q3 FY21/22	Q4 FY21/22	Q1 FY22/23	Q2 FY22/23	Q3 FY22/23	Q4 FY22/23	Q1 FY23/24	Q2 FY23/24	Q3 FY23/24	Q4 FY23/24	
6.6 Network Connectivity			We will optimise our network so that all people can easily access justice services.											
Enterprise Network Connectivity	Network capability for the Ministry that is sustainable, secure and managed in line with best practice. This network capability, including wifi, will also support the Ministry (and Courts and Judiciary) to work in a digital world.	Delivery	Project Closure 30/6/2021											
Network Connectivity Optimisation	Decoupling some of our services from the datacentre will reduce the overall network load; increasing performance for users while de-risking the Ministry from a full network outage.	Yet to Commence	Design											
6.1 Operating Model			We will embed new ways of working so that the Digital Office can support new technologies and this strategy.											
Ways of Working	We will adopt new ways of working to enable and empower a more effective, flexible and efficient digital delivery.	Initiate	Design Implement & Change Management Embed and Ongoing Change Management											
Intergated Planning	Connecting into Ministry integrated planning...		Embed into BAU											
6.3 Security			We will improve the security of our systems so that they are protected against threats and vulnerabilities that impact on data confidentiality, integrity and service availability.											
ICT Security Programme	Managing our data & cyber security risks underpins our digital future. By implementing ICT Security Programme initiatives & BAU work, the Ministry will have taken reasonable & practical steps to address the risks & will have the capability to survive & thrive.	Delivery	Remediation ES Implementation Project Closure 30/6/2023											
IT Disaster Recovery - Technology Capability Uplift	Replication of all Ministry data and ICT processing that can be accessed and made functional after disastrous events such as a cyber attack or natural disaster.	Initiate	Strategic Business Case											
PSR Compliance Uplift	Utilisation of pre-existing tools to improve our security across our personnel, technology and information, e.g. Defender, Sentinel (SIEM server)	Initiate	Implementation											
ICT Security Strategy	Implementation of a Security Strategy to guide the development of security practices across architecture, ICT operations and ICT products/platforms.	Yet to Commence												
Security Capability Uplift	Using the NIST framework, assess our ability to manage and address our cybersecurity risk. Where applicable, remediate.	Yet to Commence	Audit Implement Recommendations											
6.4 Digital Service Management			We will improve our core digital processes and capabilities so that we can effectively deliver and manage digital services.											
ITMS Transition	Disengagement of current ITMS service and implementation of a new IT Service Management (ITSM) model to meet the Ministry's current and future needs. This includes replacing the ITSC tool.		Business Case 4/11/2021 Vendor Selection New Service Delivery in Place 30/11/2022 Project Closure 30/4/2023											
On/Offboarding Improvements	Centralise the on/off boarding workflow to reduce risk and improve the experience of the parties engaging in the process.	Yet to Commence	Transition to New Service Provider											
Enterprise Modelling	Implement a tool set that will provide the Ministry the capability to capture their digital assets and allows the Ministry to make evidence based decisions around technology.	Delivery	Continuous Improvement under BAU											
6.5 Identity and Access Management			We will mature and embed identity and access management services so that the people are given the right access to the right information at the right time.											
Project Tuakiri (820) - Phase 2	Project Tuakiri will improve our ability to manage & authenticate the identity of individuals & organisations in a digital environment. It will provide an identity service that gives people hassle-free access to Justice services. Phase 2 focuses on identity and access for our Ministry people. Phase 3 brings in scope our external and sector partners.	Delivery	Project Closure 30/06/21											
Project Tuakiri (820) - Phase 3		Yet to Start												
4.1 Data Management			We will improve our Data Management so that our information is consistent, comparable and trusted.											
Enterprise Data Model	The development of an integrated view of the data produced and consumed across the Ministry.	Initiate	People data											
Enterprise Projects for Information Compliance (EPIC)	This project will prove an approach to automated/assisted legal destruction of info stored across shared/home drives & email. Support business continuity, reduce costs legally & comply with Public Records Act (PRA).	Initiate	Business Case Retentional and Compliance Rules Implementation											
4.4 Sharing and Collaboration			We will enable sharing of information digitally so that people can work collaboratively and in real-time, regardless of where they are located.											
Sharing and Manage Ministry Information (SAMMI)	Implement Sharepoint to enable digital collaboration and information management for Ministry information.	Delivery	Implement Sharepoint for Ministry Data											
Business Analytics	Uplift of business intelligence capabilities (reporting tools) that allow for information across multi sources to be pulled together to give business relevant information and insights.	Yet to Commence	Business Intelligence Roadmap Technology Implementation Report Development (Iterative)											
4.2 Interoperability			We will improve the access to Ministry data, transactions and business rules so that they can be easily consumed by services and people.											
Service Interoperability Capability Uplift	Establishing the capability to easily integrate and share data and information across a variety of services - a managed API platform; reducing risk of data loss or corruption & poor user experience.	Initiate	Business Case 30/9/2021 Implement Managed API Platform Project Closure 30/6/2023											
Service Interoperability - Phase 2	The transitioning of existing data sharing arrangements to the new managed API platform.	Yet to Commence	Service Transition											
1.1 Digital Case Management			We will provide digital case management technology so that up to date files are quickly and easily accessible, enabling swift and safe decision-making.											
Caseflow Management	Refer to the Caseflow Business Case	Initiate	Detailed Business Case 2021 Refer to Caseflow Business Case Implementation Business Case 2021 Refer to Caseflow Business Case											
6.2 Cloud			We will transition our digital products and platforms to the cloud so that they remain modern, safe and secure.											
M365 Lifecycle Management	Collaboration and Productivity enables people to connect digitally and work in modern, flexible and efficient ways. The service supports the Ministry to manage information in a way that is compliant.	Delivery	Hybrid Exchange Teams Voice (Desk Phone Replacement)											
Cloud Adoption	Investigation and consideration of product/platforms, including our datacentre, that could move to the cloud, and then implement.	Initiate												
2.1 Te Ao Maori Capability			We will work to grow the Digital Office capability to understand and engage with te ao Māori so that we can develop bi-cultural digital services.											
Digital Office - Te Ao Māori Capability Uplift		Initiate	Capability Uplift as part of Operating Model - Ways of Working											
5.1 Flexible and Mobile Working			We will support flexible and mobile working so that our people are supported to work in the way that suits their role.											
Desktops/Laptop Computers	Uplift of devices to ensure that all MoI employees have a mobile device, e.g. laptop, that is supported and secure. Implementation of an IT policy that allows approved people to access Ministry information from their personal computers.	Delivery												
Mobile Phones	Implementation of an IT policy that allows approved people to access Ministry information from their (non-justice) mobile devices. E.g. Calendar, Email.	Delivery												
Desktop Applications	Review and refresh of our standard desktop applications/environment, including how we deploy and manage application and devices.	Initiate	Design											
5.2 Meeting Room Technology			We will implement meeting room technology so that teams can collaborate digitally regardless of location.											
Corporate Meeting Room Technology	Implementation of meeting room technologies to enable interactive engagement across multi-locations resulting in increased productivity and engagement.	Yet to Commence												

NEXT STEPS



NEXT STEPS

Operating Strategies

Strategies for how the Digital Office will operate, enabling the delivery of the plan

EXPERIENCE STRATEGY

Development of a customer experience strategy.

This will guide the plans we put in place to ensure a positive experience across user touchpoints, including the ways we measure those experiences.

Dec 2022 ◆

ENTERPRISE ARCHITECTURE STRATEGY

Refresh of our cloud and development of our platform strategy.

This will ensure alignment between our technology investments and our business aspirations/Digital Strategic Plan.

Mar 2022 ◆

MARKET STRATEGY

Development of a Strategic Supply and Sourcing Strategy. A shift in placing the emphasis on the entire life-cycle of a product and the type of relationship we have with vendors. A process that continually improves and re-evaluates the purchasing activities to reduce cost, improve stability, etc.

Dec 2022 ◆

STRATEGIC ASSET MANAGEMENT

The Strategic Asset Management plan (SAMP) sets out a living framework for the Digital Office, covering asset management for products and services either owned or leased by the Ministry and provided via the Digital Office to our customers.

Completed: To be reviewed 2022 ◆

Digital Office Investment Planning

Planning across Business, Strategic and Operational Work

APPROACH

Develop an prioritisation and governance framework that enables business, strategic and operational work (required of the Digital Office) to be understood and traded-off against each other.

Mar 2022 ◆

BUSINESS PLANNING

SGF Lead Business Planning Process.

As part of the Ministry's Business Planning process, Digital Office will develop their Business Plan.

Mar - Apr 2022 ◆

ENTERPRISE INTEGRATED BUSINESS PLANNING AND INVESTMENT (IBPI)

Digital Office will work with SGF to advise on the prioritisation of digital initiatives. The basis for this will be the Digital Strategic Plan.

Mar - Apr 2022 ◆

Digital Service Plans

AGREED SERVICES LIST

We will agree a definitive list of digital/IT services, including the products/applications required by each service.

Dec 2021 ◆

SERVICE PLAN PRIORITISATION

Services will be prioritised and resources allocated to develop Digital Service Plans.

Dec 2021 ◆

SERVICE PLAN TEMPLATE

An initial Service Plan will be developed and shared across the Digital Office to ensure it meet the needs of the Products and Services Managers, Operations and Planning.

Dec 2021 ◆

SERVICE PLAN DEVELOPMENT

Service Plan development as per Service prioritisation. From these, we will be able to produce a 5 year infrastructure plan.

Jan 2022 Onwards ◆

GLOSSARY



GLOSSARY

TERM	DEFINITION
API	Application Programming Interface, or the connection between technology products that is used to share information.
Digital Initiatives	The collection of strategic and foundational initiatives.
Digital Office	A business unit within te Tāhū o te Ture that delivers Digital Services for the Ministry and Judiciary.
DSP	Digital Strategic Plan
Foundational Initiatives	These are the internal areas of focus for the Digital Office that will enable the Ministry to deliver on the Digital Initiatives. This is the work required to bring our core products and services up to standard as a result of carrying notable technical debt. (Refer page 12)
Government	The people collectively and individually responsible for the overall performance of the Justice portfolio. E.g. Parliament, Ministers.
Interested Parties	The people who have an interest in the services provided by the Ministry. E.g. judicial officers, judges, tribunal members.
Judiciary	The people who apply the law by hearing and deciding cases. E.g. judicial officers, judges, tribunal members.
Justice Sector	The justice sector is made up of: <ul style="list-style-type: none"> • Te Tāhū o te Ture, Ministry of Justice • Nga Pirihimana O Aotearoa, New Zealand Police • Ara Poutama Aotearoa, Department of Corrections • Oranga Tamariki, Ministry for Children • Te Tari Ture o te Karauna, Crown Law Office • Te Tari Ture o te Tāware, Serious Fraud Office.
Lifecycle	An approach to planning that considers the product from design to disposal.
Our People	Our Ministry Employees

TERM	DEFINITION
Participants	The people who participate in the Ministry's products and services. E.g. Victims, Witnesses, Defendants Family and Civil Court users, Debtors, Criminal record requesters, Legally aided people.
Partners	The people the Ministry support. E.g. third party service providers.
Platform	The infrastructure required to host products and services.
Process	How we do the work.
Product	The technology used to delivery a service.
Service	The collective capability of products, platforms, people and processes.
Strategic Initiatives	There are five significant areas, or strategic themes, which the we must deliver against to ensure Digital enables a modern, trusted and safe justice experience for the people in Aotearoa. (Refer page 12)
Strategy, Governance and Finance	A business unit within the Ministry of Justice is responsible for maintaining and strengthening the Ministry's system of governance, enabling effective decision making, and providing expert advice and support to the Ministry and the Strategic Leadership Team.
Technical Debt	The additional cost as a result of implementing a point in time solution. Technical debt results in systems not being maintained and/or consolidation of products for cost effective services.
Te Haerenga	Our Maori Strategy
Tūmatakahuki	The Ministry's vision and Strategic priorities.



MINISTRY OF
JUSTICE

Te Kaitiaki

Te Kaitiaki