

Public Record Office Victoria Report

Information Management Maturity Assessment Program 2023-24

Report Part One A: Executive Summary

Version 2: Deidentified

IMMAP Report 2023-24 Part 1 A Executive Summary Version 2: Dedentified

Document Information	
Version	<i>V1.0 FINAL</i>
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Date	06 June 2025
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Classification	<i>OFFICIAL</i>

1 Executive Summary: IMMAP 2023-24

1.1 Introduction and acknowledgements

This is the fifth round of the Information Management Maturity Assessment Program (IMMAP) since its commencement in 2015.¹

Overall, maturity levels² were at a level of 2 Aware, and were lower in comparison with previous years for multiple questions. For example, the maturity rating for information management meeting business and user needs was 2.36 which was the lowest recorded during an IMMAP assessment. Other areas of low maturity were architecture and strategic alignment. The three highest maturity areas were privacy and security, accessibility, and data sharing.

Results for information management and data management have been separated out into two streams this round, allowing for comparison and acknowledging the differences between the two disciplines. For example, comparison of the results for meeting business and user needs shows that data management recorded a higher maturity level than information management in this area, but otherwise maturity levels were lower for data management.

Public Record Office Victoria (PROV) would like to acknowledge the continuing support and engagement of the participating organisations. Without their willingness to bring honest evaluations of their information and data management maturity to the table, the IMMAP reports would not be the valuable resource and planning tools they are.

1.2 Overview

This report looks at the findings of the IMMAP conducted during 2023-24. In this version of the report, the IMMAP participants are **deidentified**.

Comparing results with those from previous rounds, the overall maturity across dimensions remains static at 2 Aware. While there was improvement in the previous round with dimension two Organisation achieving a rating of 3 Formative, results have returned to 2 Aware.

¹ The previous four were undertaken during the 2015-16, 2017-18, 2019-20 and 2021-22 financial years.

² Information management and data management maturity was recorded separately, and the results were combined to provide a single maturity level rating.

Dimension	2015-16		2017-18		2019-20		2021-22		2023-24
1. PEOPLE	AWARE	=	AWARE	=	AWARE	=	AWARE	=	AWARE
2. ORGANISATION	AWARE	=	AWARE	=	AWARE	↑	FORMATIVE	↓	AWARE
3. LIFECYCLE AND QUALITY	AWARE	=	AWARE	=	AWARE	=	AWARE	=	AWARE
4. BUSINESS SYSTEMS AND PROCESSES	AWARE	=	AWARE	=	AWARE	=	AWARE	=	AWARE
5. DATA INTEGRITY	NA		NA		NA		NA		AWARE

Table 1 Dimension ratings, comparison between 2015-16, 2017-18, 2019-20, 2021-22, and 2023-24



Factors that led to improvement in maturity		Factors that led to a decrease in maturity	
	<ul style="list-style-type: none"> • Appropriate resourcing • Effective Information and data management programs in place and operational • Opportunities such as new product implementations or service arrangements being leveraged to improve practices • Specific needs of both information and data were understood • Maximise use of existing products, tools and resources 		<ul style="list-style-type: none"> • Impact of machinery of government change • Inconsistent and ad hoc practices • Key tools and products were not in place • Systems had limited functionality • Information management and data management were not sufficiently valued or understood

Table 2 Factors that led to an improvement or a decrease in maturity

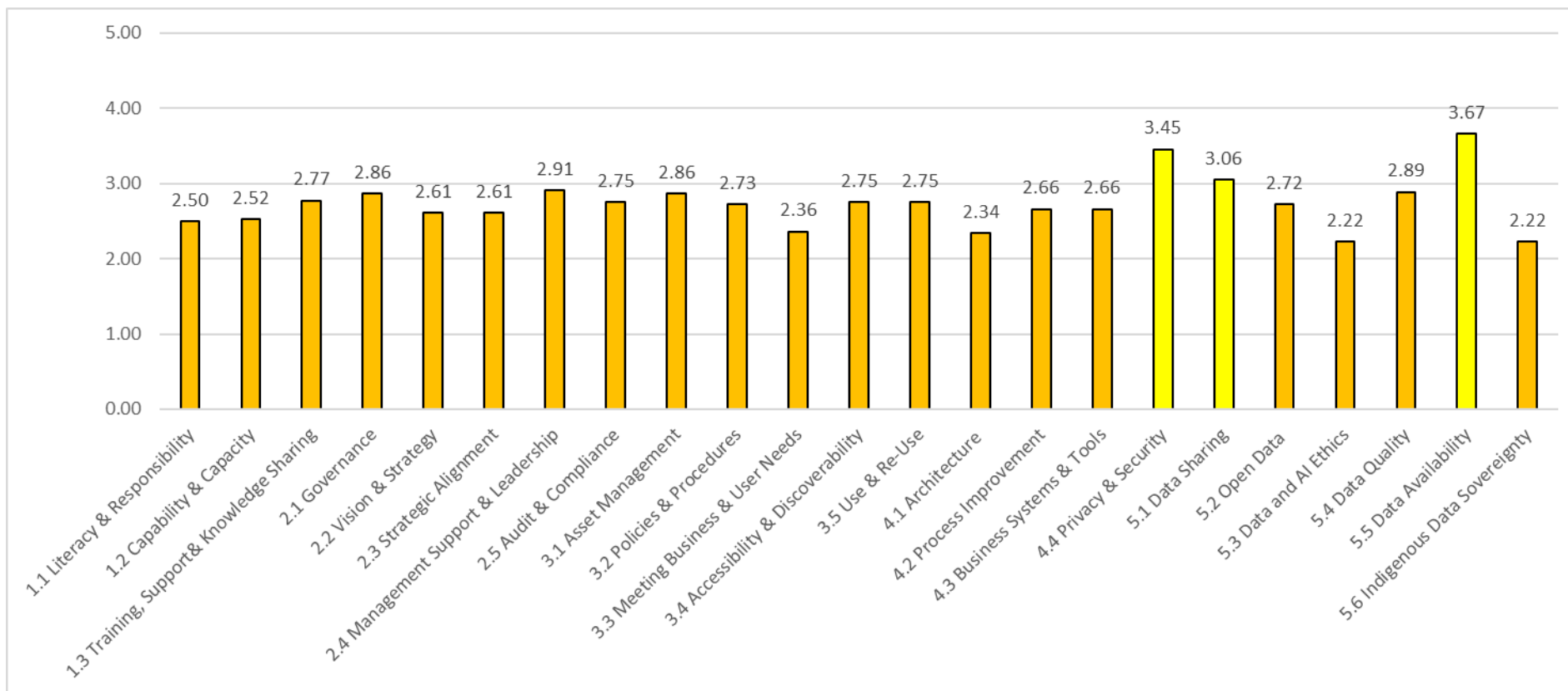


Figure 1 Overall Maturity Level by Question

Figure 1 shows the overall maturity³ level by question, revealing that Data Availability rates the highest at 3.67 closely followed by Privacy and Security at 3.45 and then Data Sharing at 3.06. Results, including supporting comments for other questions, highlight the three areas as areas of priority and focus. As such, the areas had access to resources and executive level support.

³ Please note that overall maturity results are the combined information management and data management result for each question. Table 4, below, provides results for information management and data management separately.

The 2023-24 IMMAP Report is divided into the following parts:

- Part One: Consolidated Results: includes recommendations
 - **Part One A: Executive Summary (this part)**
 - Part One B: IMMAP Methodology
 - Part One C: Context
- Part Two: Information Management: by Question
 - Part Two A: Supporting Comments
 - Part Two B: Information Management Questionnaire
- Part Three: Data Management: by Question
 - Part Three A: Supporting Comments
 - Part Three B: Data Management Questionnaire

1.3 Recommendations

Five recommendations resulted from the report, which are:

- **Recommendation 1:** Information and data management staff levels and expertise should be sufficient for the size and complexity of the organisation
- **Recommendation 2:** Information and data management staff should be provided with sufficient tools and resources to implement and maintain information and data management programs in line with regulatory, business and stakeholder needs
- **Recommendation 3:** Organisational governance structures should include information and data management requirements as part of a program of continuous improvement towards addressing regulatory, business and stakeholder needs.
- **Recommendation 4:** Executive level management position responsibilities should include championing best practice information and data management across the organisation.
- **Recommendation 5:** Information and data management teams should note areas of increased complexity in audits and reviews, and address them as part of continuous improvement programs.

1.4 About the Summary Results Table

Maturity levels provided are in relation to the 2023-24 round of IMMAP only. Comparative information across the different rounds of IMMAP are covered in *Part Two: Information Management: individual questions*.

Maturity levels recorded are colour coded in line with the below table of Maturity Levels.

Level 5 - Proactive	The organisation has a dedicated commitment to achieving information and data management through innovation and/or learning based on ongoing monitoring and review
Level 4 - Operational	The organisation has completed implementation of planned initiatives regarding information and data management, and the initiatives are operating to a reasonable standard
Level 3 - Formative	The organisation is actively addressing information and data management. There will be evidence of a planned approach, even if it is not fully implemented in some areas
Level 2 - Aware	The organisation has an awareness of information and data management, but that there is little practical evidence of action
Level 1 - Unmanaged	The organisation is either unaware or has taken no steps to address information and data management
Unknown	The situation regarding information and data management is unknown in relation to the question. A level of 0.5 corresponds with a Maturity Level Rating of Unknown
Not Applicable	The question is not applicable. A level of NA corresponds with a Maturity Level Rating of Not Applicable

Table 3: IM3 Maturity Levels

2 Summary of results by organisation and question for 2023-24

Question	Org 1	Org 2	Org 3	Org 4	Org 5	Org 6	Org 7	Org 8	Org 9	Org 10	Org 11	Question Average
1.1 Literacy & Responsibility-Information	3	3	3	2	3	3	3	3	3	2	2	2.73
1.1 Literacy & Responsibility-Data	3	1	2	1	3	3	3	3	3	1	2	2.27
1.2 Capability & Capacity-Information	3	3	3	2	2	3	3	3	3	3	3	2.82
1.2 Capability & Capacity-Data	3	1	0.5	2	3	4	3	3	2	1	2	2.23
1.3 Training, Support& Knowledge Sharing-Information	3	3	3	2	2	4	3	3	3	2	4	2.91
1.3 Training, Support& Knowledge Sharing-Data	3	1	5	1	3	3	3	3	3	1	3	2.64
2.1 Information Governance	3	2	3	2	2	4	4	4	3	2	4	3.00
2.1 Data Governance	4	1	3	1	3	3	4	4	3	1	3	2.73
2.2 Vision & Strategy-Information	3	2	3	1	2	4	4	4	3	2	3	2.82
2.2 Vision & Strategy-Data	3	1	NA	1	2	3	4	4	2	1	3	2.40
2.3 Strategic Alignment-Information	3	2	3	1	2	3	4	4	3	2	3	2.73
2.3 Strategic Alignment-Data	3	1	NA	1	2	3	4	4	3	1	3	2.50
2.4 Management Support & Leadership-Information	3	3	3	1	2	4	4	4	3	3	4	3.09
2.4 Management Support & Leadership-Data	4	2	2	1	2	4	4	4	2	2	3	2.73
2.5 Audit & Compliance-Information	3	3	2	3	2	4	3	3	3	3	4	3.00
2.5 Audit & Compliance-Data	3	1	NA	2	2	4	3	3	3	1	3	2.50
3.1 Information Asset Management	3	4	2	3	3	3	3	3	3	4	4	3.18
3.1 Data Asset Management	3	2	2	1	2	3	3	3	3	2	4	2.55
3.2 Policies & Procedures-Information	3	3	3	2	3	4	3	3	4	3	3	3.09
3.2 Policies & Procedures-Data	3	1	2	1	2	3	3	3	4	1	3	2.36
3.3 Meeting Business & User Needs-Information	3	0.5	3	0.5	3	3	3	3	2	0.5	3	2.23
3.3 Meeting Business & User Needs-Data	3	2	2	0.5	3	3	3	3	3	2	3	2.50
3.4 Accessibility & Discoverability-Information	3	3	2	2	3	4	3	3	3	2	3	2.82
3.4 Accessibility & Discoverability-Data	4	2	2	0.5	3	4	3	3	3	2	3	2.68
3.5 Information Use & Reuse	3	3	3	1	3	4	3	3	3	2	3	2.82
3.5 Data Use & Reuse	4	2	2	0.5	4	3	3	3	3	2	3	2.68
4.1 Information Architecture	3	2	4	2	2	3	3	3	2	2	3	2.64
4.1 Data Architecture	3	1	2	0.5	2	3	3	3	2	1	2	2.05
4.2 Process Improvement-Information	3	3	3	2	2	4	3	3	3	3	3	2.91
4.2 Process Improvement-Data	3	2	2	0.5	3	4	3	3	3	1	2	2.41
4.3 Business Systems & Tools-Information	3	2	4	2	3	3	3	3	3	2	3	2.82
4.3 Business Systems & Tools-Data	4	2	2	0.5	3	3	3	3	3	2	2	2.50
4.4 Information Privacy & Security	4	4	4	2	4	4	3	3	4	4	4	3.64
4.4 Data Privacy & Security	4	3	3	2	3	4	3	3	4	3	4	3.27
5.1 Data Sharing, Access, Integration and Interoperability	4	NA	3	0.5	3	4	4	4	2	NA	3	3.06
5.2 Open Data	3	NA	2	0.5	3	4	3	3	2	NA	4	2.72
5.3 Data and AI Ethics	2	NA	2	2	2	4	2	3	1	NA	2	2.22
5.4 Data Quality	4	NA	2	2	3	3	3	3	2	NA	4	2.89
5.5 Data Availability	3	NA	4	3	4	4	4	4	3	NA	4	3.67
5.6 Indigenous Data Sovereignty	3	NA	1	2	2	2	2	2	3	NA	3	2.22
5.1 Data Sharing, Access, Integration and Interoperability	4	NA	3	0.5	3	4	4	4	2	NA	3	3.06
Department/Agency average	3.20	2.10	2.41	1.44	2.62	3.47	3.20	3.23	2.83	1.96	3.10	

Table 4: 2023-24 IMMAP Results – Data and Information Summary Results