26 June 2024   File Ref: OIA 48935

Tēnā koe

Official Information Act request

Thank you for your information request dated 6 June 2024. Your request has been considered in accordance with the Official Information Act 1982 (the Act). Your questions and our responses are set out below:

> *"I am currently researching digital leadership competencies in the public sector. As part of my research, I intend to analyse the digital strategies of government agencies and their connection to digital leadership development. Are you able to please provide the following information?*
>
> 1. *Your agency's digital (IT or ICT) strategy."*

A copy of our Digital Strategy 2019-2022 is provided as Attachment One. Certain information is withheld under section 9(2)(k) of the Act – to prevent the disclosure of official information for improper gain or advantage.

A refreshed strategy will be developed this calendar year.

> 2. *"Your agency's technology strategy (if separate from your digital strategy)."*

Please refer to our response to Question One. Te Puni Kōkiri does not have a separate technology strategy.

> 3. *"Your agency's data or information strategy (if separate from your digital strategy)."*

The following two documents have been identified as in scope of this part of your request:

- *Te Puni Kōkiri's Data and Analytics Strategy – January 2021*, which is being released to you in full (Attachment Two refers).

- *Information Management Strategy 2023 – 2026 – Protecting the past and paving the road ahead* (Attachment Three refers). Certain information is withheld under section 9(2)(i) – to enable the Crown to carry out commercial activities without disadvantages or prejudice.

4. *A documented report that demonstrates progress on your digital/technology/data strategy implementation."*

This part of your request is refused under section 18(e) of the Act as the document alleged to contain the information requested does not exist.

In making the decision to withhold information, I have considered the public interest considerations in section 9(1) of the Act.

I trust my response satisfies your request.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that Te Puni Kōkiri publishes some of its OIA responses on its website, after the response is sent to the requester. The responses published are those that are considered to have a high level of public interest. We will not publish your name, address or contact details.

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact us at oia@tpk.govt.nz.

Ngā mihi

Manaia King
Hautū, Te Puni Tautoko Whakahaere | Deputy Secretary, Organisational Support

Information Services Strategic Plan 2019 - 2022

Hereturikōkā 2019

Section 1. Foreword

This Information Services Strategic Plan (ISSP) refreshes and repositions how Te Puni Kōkiri will approach and enhance its Information Technology services, systems, capabilities and technologies. Our first was in 2016 and established a view from 2016 to 2020. Information Services have chosen to review our plan moving into 2019/20 to make sure we remain aligned and on track.

The ISSP is the Information Technology component of the Te Puni Kōkiri business strategy and the guiding plan for our Four Year IT Work Programme. The ISSP is not about technical components, programming languages, servers, printers or software but rather about how Information Services guides and develops our information systems capabilities and capacity to enable Te Puni Kōkiri to improve wellbeing outcomes for Māori whanau, hapū and iwi. These considerations have a central focus of supporting our organisation to work effectively and inclusively with everyone as they provide service and advice, especially as all Te Puni Kōkiri kaimahi, reach out into Aotearoa to engage with whānau, hapū and iwi.

We look forward to bringing the intent and guidance provided in this document to life and using it to support and enable Te Puni Kōkiri with the right information systems and services for its journey to uplift wellbeing outcomes.

He aha te mea nui o te ao? He tangata, he tangata, he tangata.
What is the most important thing in the world? It is people, it is people, it is people.

Fiona McBeath
Deputy Chief Executive
Organisational Support

Greg Duncum
Chief Information Officer, Information Services
Organisational Support

Section 2. Executive Summary

This Information Services Strategic Plan [ISSP] sets the foundation and direction on how Te Puni Kōkiri will take advantage of enabling information services, capabilities and technology opportunities to support its plans and aspirations for Māori.

It builds on the work completed in our previous ISSP covering 2016 - 2020. It refines and progresses principles gathered from National and Regional Office ISSP workshops, and kanohi ki te kanohi discussions, in 2016.

As part of this refresh a set of key internal stakeholders were engaged to provide input and offer their perspectives. This engagement was open and encouraged our stakeholders to share their feedback and experiences when creating, consuming, or supporting information services in Te Puni Kōkiri.

The Te Puni Kōkiri approach to Information Services are guided by four core principles that are aligned to our Te Puni Kōkiri "Way of Working". These principles are to:

Building a learning Culture	• Ensure that staff who enable and provide Information Services have the skills required to do their jobs, and stay current in these skills • Ensure the capabilities, services, processes and tools contribute to a positive identity with Government, whānau, hapū and iwi of Te Puni Kōkiri
Pooling our Talent	• Provide information services and capabilities that empower national and regional staff to strengthen whānau, hapū and the iwi • Provide multi-channel capability to enable the broad relationship communication needs of Te Puni Kōkiri and its engagement with whānau, hapū and iwi
Working proactively with others	• Facilitate access to knowledge, information, and relevant resources from anywhere, anyhow, using any device • Enable Te Puni Kōkiri to create and build enduring relationships taking advantage of traditional, current and evolving communications methods and capabilities • Make it easier for whānau, hapū and iwi to engage with Te Puni Kōkiri • Make it easier for Te Puni Kōkiri staff to be mobile in their work

Being Results Focused	• Ensure value and benefit from the taonga of knowledge and information we have and have access to, can be realised for whānau, hapū and iwi • Enhance our delivery channels, ease access to and increase the value obtained from content, information and knowledge that we make available • Strengthen decision-making processes and the capabilities we use to manage, monitor and measure our delivery of services

To ensure that these strategies and themes are embedded in the way Information Services works this plan will be enhanced by the following:

- Information Services Operational Plan
- Information Services Investment Model
- Information Services Risk Assessment and Management Plan
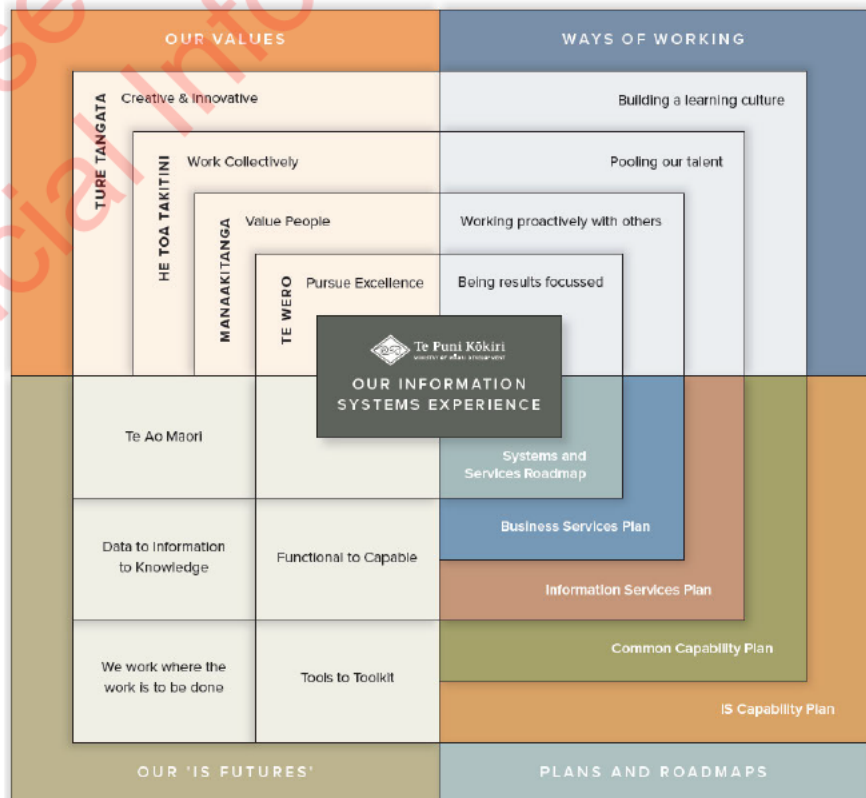- Information Services Stakeholder Engagement Plans

These subsequent plans are to be action oriented and will drive and facilitate current and future decisions about our information systems and services in Te Puni Kōkiri. Information Services will play our part in enabling our Te Puni to achieve for our stakeholders, from internal staff through Government and non-Government organisations stakeholders, to whānau, hapū and iwi.

These strategies and subsequent plans are underpinned by our values:
- Te Wero (excellence)
- Manaakitanga (valuing people and relationship)
- He Toa Takitini (working collectively)
- Ture Tangata (being creative and innovative).

It is through our values and Te Ao Māori that the strategies can be realised.

The adjacent diagram shows how the future areas of focus and plans come together to support our ways of working and values:

Contents

Section 3. Purpose of this ISSP

The purpose of the Te Puni Kōkiri ISSP for 2019 - 2022 is to:

- Present the overall strategic intent for the development and implementation of Te Puni Kōkiri Information Services

- Supports the functions required to deliver on the Te Puni Kōkiri Strategic Intentions areas of focus

- Present the principles and guidance that Te Puni Kōkiri will use to guide the development and enhancement of its information systems and services.

- Be a guiding document for Information Services team and to help inform investment and decision making

- Identify the steps that Te Puni Kōkiri will take to bring the strategies and intent of the ISSP alive in support of its stakeholders, from internal staff, to whānau, hapū and iwi, Government and Non-Government

- To guide development toward meeting our business systems goals as outlined in the Te Puni Kōkiri Strategic Intentions:
  - Our business operations are effective, efficient and responsive to our changing needs
  - Our systems enable and support engagement and telling our Te Puni Kōkiri story
  - We engage with partners and communities to understand their needs, expectations, and aspirations

Section 4. How we developed the ISSP

This refresh of the ISSP was developed through discussion and interview with key stakeholders within Te Puni Kōkiri using the 2016 – 2020 ISSP as a baseline. Current external and internal strategies and plans, risk, business and organisational capabilities were considered for their influence and impact on the information services and capabilities provided, as well as those that may impact on the organisation moving forward. This refresh work has also considered the influence of the external environment and the dynamic, fast moving pace of technology and technology change.

Additional consideration was made for the following:
- Investment and Procurement Contract Management System (ICMS) Programme
- Whenua Māori Programme
- Increased focus of delivering to the aspirations of Māori, the opportunities that arise and the role of Te Puni Kōkiri regional service and capability

Input was reviewed for currency and alignment. Much of the information gathered from the workshops held with National and Regional Office staff, and the kanohi ki te kanohi discussions, remained relevant in this refresh. The ISSP also recognises the funding, resource and work programme challenges and constraints that have limited delivery of enhancements over the preceding 12 months.

We have taken into consideration external influencers such as the direction of Government (Government ICT Strategy is expanded upon on in Section 13), other agencies, and industry good practice.

From the ISSP 2016 – 2020 to current, influencers on this strategy have not moved significantly against the services and capability that are currently provided.

Section 5. What will the future hold?

Our information systems and services are provided as an enabler for Te Puni Kōkiri to deliver against our directions and priorities. As time passes our systems and services will adapt and change based on the needs of Te Puni Kōkiri as well as key stakeholders. Flexibility and responsiveness will enable us to innovate in the delivery of our accountabilities. This flexibility and responsiveness will become our daily norm. It is the information systems leadership's role to ensure our systems and services support us and meet our strategic direction and priorities.

Our leadership sets the strategic direction and priorities for Te Puni Kōkiri. They help us deliver on those strategies and goals by allocating resources, monitoring the organisation's performance and accounting for the use of publicly funded resources. They also ensure that Te Puni Kōkiri as a whole has the capacity and capability to meet its objectives. This includes our mua (strategy), kaupapa (core drivers), rawa (services), tikanga (policies), whakapapa (our past), taonga (our assets) and mana (the platforms on which we stand with confidence, dignity and authority).

What might this mean for Te Puni Kōkiri kaimahi in the future?

Te Ao Māori

Information Services will incorporate Te Ao Māori into our service and systems where fit and purpose align. We will help create immersive cultural engagement for those that engage with our systems and services.

"When we use Te Puni Kōkiri information systems and services they help us engage in the context of Te Ao Māori"

We work where the work is to be done

Kaimahi will be focused on collaboration and engagement rather than how we get access to our systems and services. We will have transitioned our systems to enable us to work where the work needs to be done, whether this is with the Minister in the Government setting, whānau in their whare or iwi at a marae.

"When we use Te Puni Kōkiri information systems and services we will not be concerned about how they work but will be confident they enable us to collaborate where the work needs to be done"

Functional to Capable

Kaimahi will not be concerned with what functions our systems have but will know that they are capable of working in the way Te Puni Kōkiri works, enabling kaimahi and can change with the challenges we face.

"When we use Te Puni Kōkiri information systems and services we will feel assured they help us achieve. As challenges and opportunities arise our systems will enable us to continue to achieve"

Data to Information to Knowledge

Kaimahi will be more focused on the knowledge gained and how they can use it to support whānau, hapū and iwi. Getting to knowledge will be easier as we understand more about how we can derive it in the context of the environment we operate.

"When we use our systems and services at Te Puni Kōkiri they help us apply the knowledge we have built not work on data and documents"

Tools to Toolkit

Kaimahi will not be concerned about what tools they use to get work done but will have a set of tools that can work together to support us to achieve. The toolkit will be made up of complementary systems and services that are enabled to work together

"When we use Te Puni Kōkiri information systems and services we will have the tools to help us achieve. As challenges and opportunities arise our toolkit of systems will enable us to continue to achieve"

Section 6. Our Te Puni Kōkiri Whānau asked Information Services to be…

When Information Services take action we will draw on the needs of our staff. From National and Regional Office ISSP workshops, kanohi ki te kanohi discussions, and reinforced as part of the process of refreshing our plan, they told us their expectations. Following are the key expectations and the guidance Information Services have developed from them:

Te Ao Māori	**Talented People**
	We will aspire to excellence in all we do. We will focus on our staff providing information services to ensure they are able and capable to take Te Puni Kōkiri forward.
	Trustworthy
	We will be trustworthy both in the way we provide services and how we protect our data, information, knowledge and systems for Te Puni Kōkiri, our wider stakeholders, whānau, hapū and iwi.

We work where the work is to be done	**Agile**
	We will be smart in the way we deliver our services and capabilities. We will move to technologies and ways of working that make us more agile and responsive and that are sized for us. We will look to the future when making our decisions.
	Connected and Mobile
	We will enable staff to engage with whānau, hapū and iwi using the right devices and connectivity to achieve the best outcome. We should be able to work anywhere anyhow, and from any device.

Functional to Capable	**Embracive of Experimentation and Innovation**
	We will assemble our tools, services and solutions in innovative ways for Te Puni Kōkiri. We will not be backward in our approach to moving forward. We will be confident in trying new methods to achieve our goals.
	Focused
	We will do what we are best placed to do. We will engage the support of others where we do not have skill or capability. We will empower others through tools and knowledge to allow them to focus on their roles not the technology.

	Integrators of Systems and Information
Data to Information to Knowledge	We will ensure our systems are not isolated, but work together. We will enable the flow of information and knowledge, and ensure that data is an enabling asset. We will provide capabilities to enable and enhance decision-making.

	Be Digitally Efficient
Tools to Toolkit	We will look to modern delivery channels to engage with whānau, hapū and iwi, make it easy to get things done, reduce complexity of process and historical dependency on paper-based engagement and interaction.

Section 7. Information systems principles - te mau parau tumu ratonga mōhio

Our information systems principles are presented from the perspective of the "Te Puni Kōkiri Way of Working".

Building a Learning Culture
- Ensure that staff who enable and provide Information Services have the skills required to do their jobs, and stay current in these skills
- Ensure the capabilities, services, processes and tools contribute to a positive identity with Government, whānau, hapū and iwi of Te Puni Kōkiri

Pooling our Talent
- Provide information services and capabilities that empower regions to strengthen whānau, hapū and the iwi
- Provide multi-channel capability to enab e the broad relationship communication needs of Te Puni Kōkiri and its engagement with whānau, hapū and iwi

Working proactively with others
- Facilitate access to knowledge, information, and relevant resources from anywhere, anyhow, using any device
- Enable Te Puni Kōkiri to create and build enduring relationships taking advantage of traditional, current and evolving communications methods and capabilities
- Make it easier for whānau, hapū and iwi to engage with Te Puni Kōkiri
- Make it easier for Te Puni Kōkiri staff to be mobile in their work

Being Results Focused
- Ensure value and benefit from the taonga of knowledge and information we have and have access to, can be realised for whānau, hapū and iwi
- Enhance our delivery channels, ease access to and increase the value obtained from content, information and knowledge that we make available
- Strengthen decision-making processes and the capabilities we use to manage, monitor and measure our delivery of services

Section 8. What will it feel like to work in this future?

As we look to our future we will be able to work in a bilingually supported environment and in new and different ways. Location, time and technology will not be barriers or challenges in achieving. We will as kaimahi be able to choose and combine ways of working that best fit where and how we work. The following give māramatanga to changes in our mahi.

Regional Advisor

I work where I can make the greatest impact. What I need is accessible to me whether I am in a Te Puni Kōkiri office, at a partner agency, on a marae, or a remote whare.

When I need to work with others I have the tools to engage and collaborate. I can use tools to provide guidance and support, co-author or create. I can bring people together using audio and video.

I can build and grow relationships in traditional and modern ways. I can use technologies that bring people together and that they are familiar with. I can choose the best way to work for the best outcome.

I can focus on what we want to achieve not filling in forms or gathering information we have asked before. We are more effective with the people we engage with. I spend my time on the kaupapa, not administration.

Information is gathered in one place, used multiple times enabling us to contribute to policy and the decisions to be made. This means our working is visible and transparent and I can trust in the information and knowledge we have to use.

National Analyst / Advisor

Our systems and tools allow me to work more collaboratively with stakeholders and other kaimahi, internal and external. We can develop, test and refine policy and initiatives wherever we are located.

Often we work under tight and pressured deadlines. Our systems allow us to work in parallel giving us more time overall to do a great job. Editing, peer review, authorisation, information, briefings, policies and their release are supported by system workflow. This ensures things don't get missed.

I can build and grow relationships in traditional and modern ways. I can use technologies that bring people together and that they are familiar to I can choose the best way to work for the best outcome.

The information and knowledge we need is accessible and consumable for what we do. Everything is repeatable giving us additional confidence in the guidance we provide.

Te Puni Kōkiri Leaders

Our systems let us make choices in how we work, how we communicate and provide information, advice and support. I can be sure that they do this in a secure, safe and effective way.

The integrated way our systems work enables us to build on and enhance the way we work. My teams are able to respond in a more effective and timely way to requests from our executive and the minister. I have the tools to support making great decisions and providing timely advice.

I can work with my staff, peers and stakeholders wherever they are, and at times that are most appropriate.
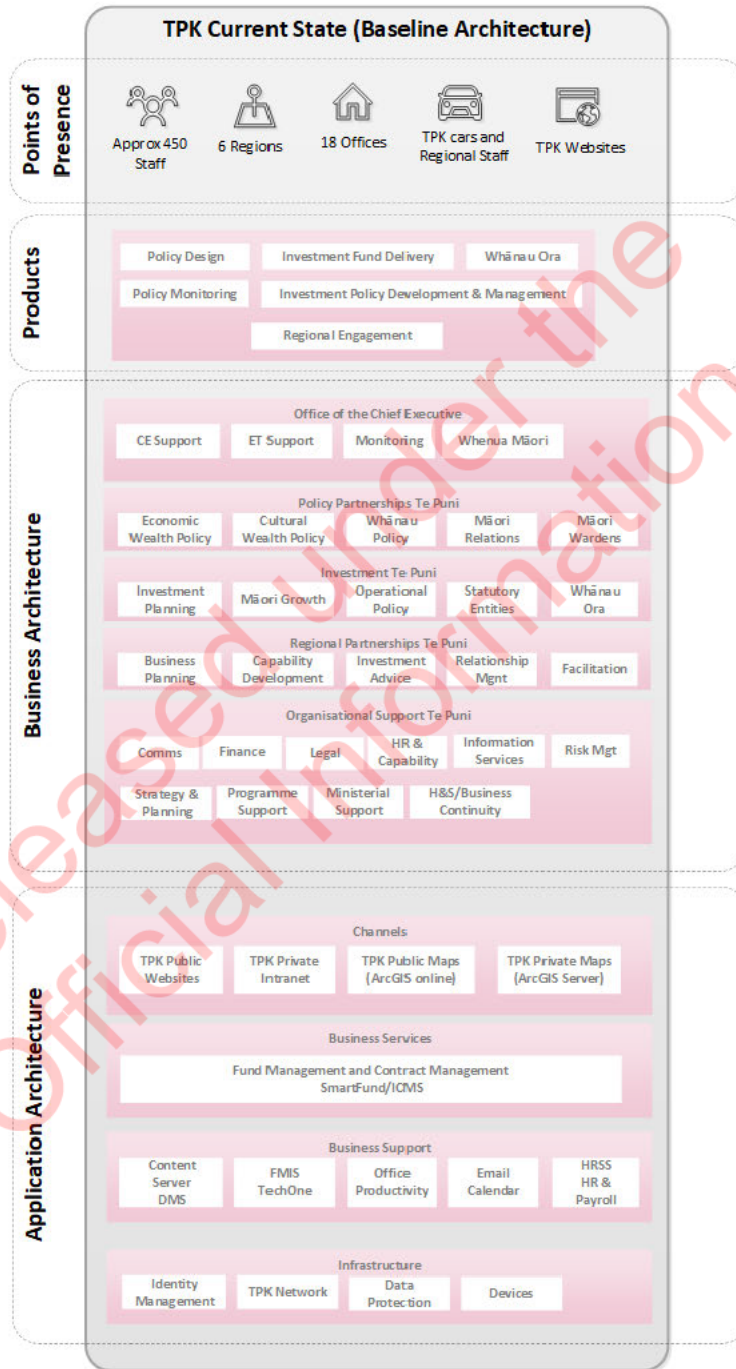
Our systems enable me as a leader to be mobile with secure authorisations and approvals on my device.

Using our collaboration technologies with other leaders I can build communities of interest (internal and external) for greater reach or enhanced outcomes. These technologies are always predictable and available.

Section 9. Today to Tomorrow

12

Te Puni Kōkiri systems today can be characterised as being function focused and have evolved over time with the organisation. Data integration between systems is minimal. A summary business perspective is represented by the following diagram, with more detail available about our applications and core service in Appendix 1.

TPK Current State (Baseline Architecture)

Points of Presence
- Approx 450 Staff
- 6 Regions
- 18 Offices
- TPK cars and Regional Staff
- TPK Websites

Products
- Policy Design
- Investment Fund Delivery
- Whānau Ora
- Policy Monitoring
- Investment Policy Development & Management
- Regional Engagement

Business Architecture

Office of the Chief Executive
- CE Support
- ET Support
- Monitoring
- Whenua Māori

Policy Partnerships Te Puni
- Economic Wealth Policy
- Cultural Wealth Policy
- Whānau Policy
- Māori Relations
- Māori Wardens

Investment Te Puni
- Investment Planning
- Māori Growth
- Operational Policy
- Statutory Entities
- Whānau Ora

Regional Partnerships Te Puni
- Business Planning
- Capability Development
- Investment Advice
- Relationship Mgnt
- Facilitation

Organisational Support Te Puni
- Comms
- Finance
- Legal
- HR & Capability
- Information Services
- Risk Mgt
- Strategy & Planning
- Programme Support
- Ministerial Support
- H&S/Business Continuity

Application Architecture

Channels
- TPK Public Websites
- TPK Private Intranet
- TPK Public Maps (ArcGIS online)
- TPK Private Maps (ArcGIS Server)

Business Services
- Fund Management and Contract Management SmartFund/ICMS

Business Support
- Content Server DMS
- FMIS TechOne
- Office Productivity
- Email Calendar
- HRSS HR & Payroll

Infrastructure
- Identity Management
- TPK Network
- Data Protection
- Devices

Released under the Official Information Act

Moving forward, in line with our strategies to support Te Puni Kōkiri maximise its reach and investment, all areas of our application architecture and service delivery will be visited.

Areas where significant work is underway or those that will be impacted in the near term include:

- **TechOne Financials**

  - Following up on the recent move to Cloud based, enable new features and support change.

- **Identity and Access**

  - Provision of support for Cloud integration with Te Puni Kōkiri and Government Identity and access capabilities.

- **Digital Channels and Te Puni Kōkiri Portal**

  - The development and provision of multi-channel delivery capability along with rich content. Specific consideration to be made for the acquisition and dissemination of knowledge and skills of the Te Puni, whānau, hapū and iwi that will be using them. We must be able to guide those that need help and facilitate those who only need access.

- **Investment and Procurement Contract Management System (ICMS)**

  - A significant project is in the implementation phase. The purpose is to modernise and give flexibility to the way we manage our investments and procurement. It will give a centralised solution, enable a "one door approach" for kaitono we engage with to give a feeling of "one application", provide near real-time outcome report and dashboards, and gain efficiencies through smarter processing.

- **Services for Māori Landowners**

  - The Whenua Māori Programme has potential for a high level of integration into the systems and services that Te Puni Kōkiri provides. While specific systems capability will be developed within the programme, corporate capabilities, communications and office productivity services are likely to be required from the Information Services Team. Potential exists in supporting this groups needs fo Te Puni Kōkiri to effect changes in its services earlier than planned.

- **Whanau Ora Data Analytics Workstream**

  - This s part of the wider Whanau Ora programme of work and is looking at how we use data and in ormation to tell the Whanau Ora story. The workstream's roadmap will be signed off by end of 2019 and implemented over a 4-year period. While it is envisaged there will be a technology component to support this, the majority of the work will be situated around data sovereignty controls and sharing with other agencies.

- **Telecommunications**

  - Our current unsupported PABX system will be decommissioned. In its place we will utilise modern unified communications services that will allow us to use our devices, messaging, voice and video with greater flexibility and mobility.

- **Unstructured Information Services – Documents and Records**

  - Projects are underway to address taxonomy, search and retention of information and records.

- **Information and Knowledge**

  - We will build a pathway for developing and managing our information and knowledge. This will look at capabilities that are spread across the organisation and address how we source, manage, provide information and data.

- **Information Systems Patterns and Practices**

  - We will be implementing refreshed good practice in the way we develop, manage, and support systems and services within the Information Systems team. Not only will this help us in performing our day-to-day role, but enhances our ability to work with partner agencies and providers. These will include:

    - Incident (including Major Incident), Problem, Change, Capacity Management (including Demand)
    - Security Response
    - Architecture
    - Project Management
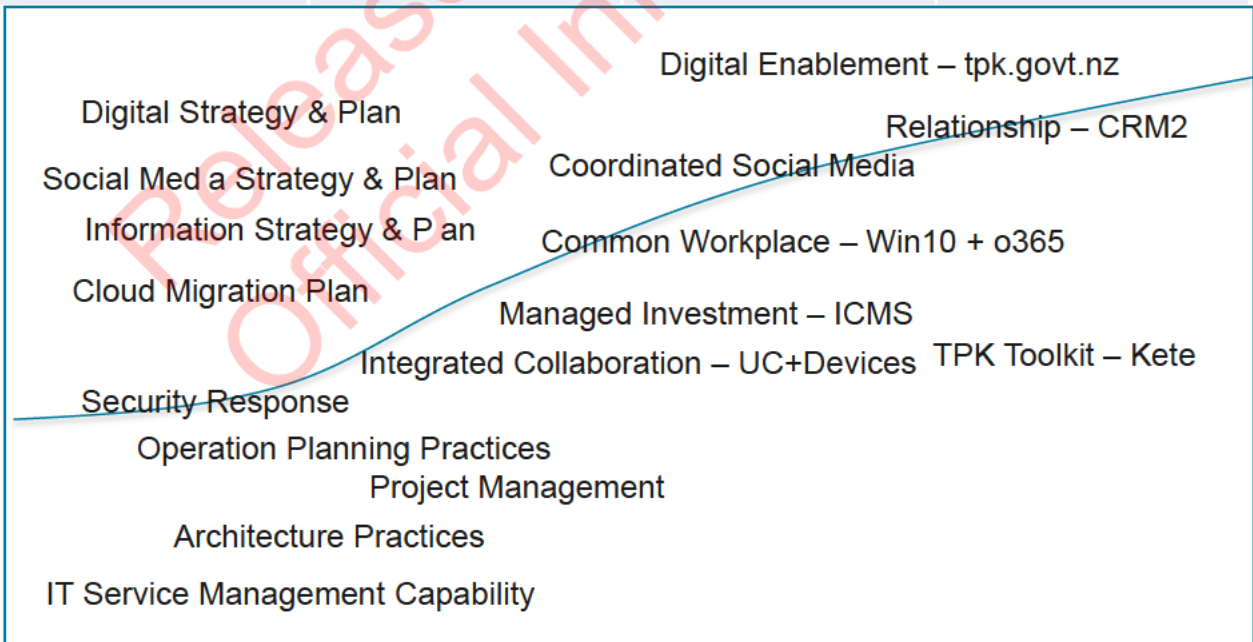   - Risk Management
    - Operations Planning

Section 10. High Level Roadmap

The journey forward using the principles and guidance will be a programme of transition. As signalled elsewhere in this strategy the leadership will be working with the organisation to gain greater synergy and insight in planning information systems and services. Detailed planning will be undertaken through the work identified in <u>Section 11 – Living Strategy</u>.

The following presents how we see our progression over the next 3 years

Information Systems Capability Enablement 2019 – 2022

To Oct 2019	Oct 2019 – June 2020	July 2020 – June 2021	July 2021 – June 2022
Prepare	Position	Enrich	Evolve
Realign programme and projects to future focused operating model based on ISSP Principles	Enhance core services and collaboration capabilities. Prepare work. Commence core replacement and retirement. Build capability to deliver Te Puni Kōkiri toolkit.	Build new outcome focused core services. Enable core functions e.g. CRM as part of ICMS to enable evolve journey	Use Te Puni Kōkiri toolkit to drive business led service and engagement enhancement

Digital Strategy & Plan

Social Media Strategy & Plan

Information Strategy & Plan

Cloud Migration Plan

Digital Enablement – tpk.govt.nz

Relationship – CRM2

Coordinated Social Media

Common Workplace – Win10 + o365

Managed Investment – ICMS

Integrated Collaboration – UC+Devices   TPK Toolkit – Kete

Security Response

Operation Planning Practices

Project Management

Architecture Practices

IT Service Management Capability

Section 11. Living Strategy

The ISSP is a strategic document and gives guidance and direction. For Te Puni Kōkiri this guidance will come alive in the way we assess, design, plan, and prioritise our systems and services.

We will work with leadership to further embed the development and delivery of our information systems into our formal and informal leadership, management and operational practices.

The guidance and direction from this strategy will be further developed into deliverables through:

- **Information Systems Operational Plan**

  - To detail the near and midterm operational work plans, resource plans, projects and enhancements. This is the 'what we are doing by when'.

- **Information Systems Investment Model**

  - To detail service costs, options, and opportunities to allow leadership and executive to make informed and cohesive short and long-term investment decisions

- **Information Systems Risk Assessment and Management Plan**

  - To plan and integrate into the Te Puni Kōkiri R sk Management Framework ensuring that technical risk and organisational risk and opportunity are managed for all information systems and services.

- **Information Systems Stakeholder Engagement Plans**

  - For all Te Puni business units focused plans will be developed. These plans will align services that are consumed with strategic and operational importance. Engaging with an outcomes focus, kanohi ki te kanohi, and through organisational planning processes we will understand what matters most too individual Te Puni and the whole of Te Puni Kōkiri.

The development of these will be led by the Deputy Chief Executive Organisational Support and the Chief Information Officer, Info mation Services. They will work with the organisation to bring the business planning of information services to a new level in Te Puni Kōkiri.

Section 12. Te Puni Kōkiri Information Systems Architectural Principles

In support of our information systems principles those of the Government Chief Digital Officer (GCDO) and the expectations of our whānau we have an additional set that we apply to the creation, maintenance and retirement of our information services and systems.

Their purpose is to provide guidance and direction to the teams that focus on the acquisition and development of technologies and services for Te Puni Kōkiri.

As we move forward, Te Puni Kōkiri teams will utilise the following architectural guidance:

- **Business Features and Capabilities**
  - The ability to deliver business functionality across Te Puni Kōkiri is paramount. Solutions and services will be driven by business need not existing technical capability or preference.

- **Cloud First**
  - Te Puni Kōkiri will adopt a Cloud First strategy in line with Government direction and mandate. Te Puni Kōkiri will look to 'lease' rather than 'own' technology enablers.

- **SaaS before PaaS before IaaS**
  - Te Puni Kōkiri will look to service / solutions before platforms before Infrastructure. Our intent is to focus on solution value not technology support.

- **Compliance**
  - Solutions and services will be compliant with mandated service, security, and architectural patterns and practices. Te Puni Kōkiri will adopt and adapt (where appropriate) good practice in support of mandated requirements to assure delivery.

- **Secure by Design**
  - Security will be designed into our systems and services from initiation. Management to assure continued security will be delivered into operations. System and Services will not be operated in the Te Puni Kōkiri environment without being able to prove compliance to this principle.

- **Data, information and knowledge are a taonga**
  - We will treat them like it: We will manage our data to ensure consistency, accuracy and appropriateness. We will not hold data for the sake of holding it. We will treat the information and knowledge we gain from data as a treasure. We will share it and safeguard it with care and respect. We will not lock it away.

- **Economically Appropriate**
  - Our solutions and services will be designed and delivered with whole of life value and cost in mind. In developing new services and solutions we will always consider fully the wider service and economic impact on Te Puni Kōkiri, Government stakeholders, whānau, hapū and iwi.

- **Fit for Use and User**

  - Services will be developed to fit their audience. We serve a diverse demographic, business, technical and cultural. Full consideration and accommodation to each relevant audience is to be made.

- **Device Independence**

  - The systems, service, tools and methods we use to enable the organisation will support device independence. The independence is business focused using technology to enable it. This does not mean that a single presentation medium must be used to deliver a function to all devices.

- **Reflect the aspirations of Te Puni Kōkiri**

  - Our systems and services will reflect the aspirations of the organisation. For example, wherever appropriate we will enable Te Reo to provide a coherent and engaging experience for users, both internally and externally.

Section 13. Government ICT Strategy

Te Puni Kōkiri as a Government agency recognises the approach to investment in information technology and service overseen by the Government Chief Digital Officer (GCDO).

Where appropriate and consistent with sound investment Te Puni Kōkiri looks to adopt opportunities enabled by the GCDO, and partner agencies.

The Government ICT Strategy 2015[1] identifies key Opportunities, Focus Areas and Outcomes to ensure that the aim of an ICT-enabled transformation of public services to New Zealanders is enabled. Te Puni Kōkiri will create advantage in delivery of advice and services through leveraging the GCDO offerings and services. This will be achieved by continually assessing opportunity and enabled services within the Focus Areas: Digital Services, Information, Technology, Investment and Leadership.

GCDO Strategy Focus Area	GCDO Focus items (Summarised)	Te Puni Kōkiri perspective
Digital Services	• Federated Services • Rationalised Channels • Common component reuse • Pilot focus on 'life events'	Te Puni Kōkiri will look to build on successes of partner agencies and third parties, taking advantage of wider sector engagement and opportunities as we evolve our digital capabilities.
Information	• Skills drive insight and decisions • Open data sharing supported by privacy and security • Public Trust support sharing and reuse • Systems support flow and reuse	Te Puni Kōkiri will openly share non personal information for economic and social benefit, especially in line with kaupapa Māori, for the benefit of whānau, hapū and iwi. We will seek opportunities to take advantage of the open and transparent actions of other agencies and stakeholders. We must continue to build trust and confidence in Te Puni Kōkiri ensuring accuracy, privacy and security of information through all our channels. All our stakeholders must be able to trust us.
Technology	• Common Capabilities and Shared Services • Access to IT industry innovations • IT units partner with business • Shared standards policies and models	We will adopt more common and shared capabilities, looking to the GCDO for greater access to capabilities and innovations appropriate to us. Te Puni Kōkiri has a culture of engagement and inclusion and we will continue to develop this as we enhance and develop our systems and services. We will adopt shared standards, policies and models as appropriate. We will adapt where necessary to ensure they are a good cultural and organisational fit,
Investment	• Realise benefits • Investment Value • I&T investments are targeted	Te Puni Kōkiri though this strategy and subsequent plans will be strengthening its focus on increased benefit return and maximising service capability both breadth and depth.

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[1] https://www.ict.govt.nz/strategy-and-action-plan/strategy/

	• Contribute to system benefits	Greater focus will be placed on cross function and capability gains from I&T (information and Technology) initiatives and the whole of life costs and value return.
Leadership	• Leaders re-balance agency and system priorities • Lead change to overcome system barriers • Build capability that encourages innovation • Agencies look to 3rd parties for innovation	Te Puni Kōkiri will, by the adoption of common and shared services, be developing its workforce and capability to deliver service and advice within a changing service environment. Our leadership will be charged with enabling this, and will where needed look to partner agencies, the GCDO and industry to enable support or path. We will look to the leadership success and knowledge of others to boost our own. We have a unique place within Government in enabling Te Ao Māori. We will support other leaders to learn from our successes and knowledge.

The GCDO has enabled opportunities in areas such as Cloud Computing, Office Productivity, and All of Government telecommunication services. Te Puni Kōkiri has to date conservatively approached these opportunities based on the systems, services, and practices we have in place As we now look to the future we expect to, based on good management and investment, increase our adoption of these capabilities.

Initiatives that have Te Puni Kōkiri working closely with large or external programmes will mean increasing our use of common frameworks and approaches to service creation and delivery many of these frameworks will come from the GCDO and recognised industry good practice. These will be adopted and adapted to the benefit of Te Puni Kōkiri.
Examples of these include:
- Whenua Māori Programme
- Department of Internal Affairs on a shared investment management programme.

There will be work that we need to do to smooth adoption of services, ensure transparency and obtain required support from various stakeholders. We will make special consideration of tikanga to ensure we proactively and appropr ately support whānau, hapū and iwi.

Service Delivery

The Information Services team are the central provider of Information Services within Te Puni Kōkiri providing universal access to systems and technology tools. They are complemented by specialists from both internal teams and external suppliers and partners. The support model is simplistic but enables Information Services staff to focus on their directed work. Their work also includes making the technology function to user needs. Information Services staff are responsible for managing the network, operating and management information systems, mobile devices, and where necessary, desktop applications.

Users find their technology platforms generally work very well. However, there is room for enhancements through greater integration. Core systems such as TechOne, HR Payroll and SmartFund are not able to seamlessly talk to one another. The current ICMS project is looking to identify and address a number of issues in this area.

In some areas such as the management and support of data and information products we operate are in isolation of each other.

The Service Delivery model is culturally aligned to the Te Puni Kōkiri "whānau-centred approach".

Core Information and Transaction Systems

TechOne Finance: was implemented in 2014 and s the Te Puni Kōkiri Financial Management Information System. In June 2019 the solution was transitioned to a cloud platform to enable more user friendly and efficient processes. It is browser based apable and accessible and all financial reports viewed via TechOne only. Some functionality expected in the areas of access from our range of devices has still to be realised. TechOne includes modules for Gene al Ledger, Purchasing, and Accounts Payable. The business owner is the Chief Financial Officer, Organisa ional Suppo t Te Puni.

Te Puni Kōkiri website: is a key information resource system to external stakeholders, whānau, hapū and iwi. Content updates are administered centrally by Information Services. The business owner is Communications Manager, Organisational Support Te Puni.

Te Puni Kōkiri Intranet: is a key information resource system for internal Te Puni Kōkiri staff. In early 2019 this was refreshed with a new, user-driven intranet rolled out to staff. Content is administered by Information Services. The intranet has a number of sections with the front landing page presenting, Kōtuitui; a placeholder for Toihautū pānui and updates on what's happening within Te Puni Kōkiri. Wakarere is a placeholder for exte nal media releases on what's happening in Te Ao Māori. The business owner is Communications Manager, Organisational Support Te Puni.

PayGlobal/Human Resources: is a web based online Self Service Information System where staff are able to access their own personal and payroll records through a web browser, both inside and outside of the Te Puni Kōkiri network. User access is by Employee number as the username/id and an assigned password from Human Resources. The business owner is Manager Human Resources & Capability, Organisational Support Te Puni.

Content Server: is the central electronic document and records management database for all Te Puni Kōkiri staff. This is managed, enhanced, and administered by Information Services. This system has been in place for a number of years and will be reviewed during the term of this ISSP to consider fit for purpose given changing needs. The business owner is Information Services Manager, Organisational Support Te Puni.

SmartFund / ICMS: SmartFund is the contracts and investment management system for all Te Puni Kōkiri funded programmes of work. It is a legacy system developed in early 2002. It has transformed several times to support the business drivers of that day. Subsequently, Te Puni Kōkiri has acquired a number of funded programmes of work, such as Whānau Ora, driving the need to improve SmartFund capability. SmartFund provides a system to record engagement, assess and approve funding proposals, monitor programme deliverables, and generate payment requests for grants and contracts. No specific business owner identified.

A project, ICMS, is underway to replace this system and provide the organisation with enhanced tools and capability to manage investments and procurement. The first phase of roll out is expected in November 2019 at which time phase 2 will also be defined including consideration of Client Relationship Management modules / components.

STAR: A Ministerial Status and Tracking Register system used to log and track all ministerial communication between Te Puni Kōkiri and all our Ministers' offices. A number of statistical analysis user defined reports are run as and when required. The business owner is Ministerials and Business Support Manager, Organisational Support Te Puni.

ArcGIS: Provides stakeholder access to the most up to date Geospatial Information se vices of Māori owned land data.

Telecommunication Technology

The Te Puni Kōkiri PABX: is Lucent Definity Enterprise Communications techno ogy used to manage inward and outward calls. The system was installed in 2000 and while aged is providing the basic requirements of landline inward calls, and outward calling for a small number of users. It has been tagged for replacement with a modern and appropriately scaled Unified Communications solution.

Mobile phones: Spark have Te Puni Kōkiri placed on the All of Government "Smart-Share" plan, and provides users with excellent coverage, nationwide.

Data cards: Some Te Puni Kōkiri laptops use data cards to connect to the internet when roaming locally and or nationally, or use from home. Using data cards when roaming internationally is prohibited, unless authorised by approving Budget Manager.

Skype for Business: provides video and audio conferencing capability one-to-one and one-to-many user connectivity, as well as presence notification and instant messaging capability. There is a request from users to assess alternative products for video and audio conferencing.

Section 9(2)(k)

Appendix 2: Stakeholders consulted

The following stakeholders were consulted as part of the refresh process for the ISSP.

Stakeholder	Title
Fiona McBeath	Deputy Chief Executive, Organisational Support – Manahautū Tuarua
Lisa Davies	Deputy Chief Executive, Investment – Manahautū Tuarua
Rahera Ohia	Deputy Chief Executive, Policy Partnerships – Manahautū Tuarua
Di Grennell	Deputy Chief Executive, Regional Partnerships
Greg Duncum	Manager, Information Services – Tumu Whakahaere
Greg Hanlen	Chief Financial Officer – Āpiha Tumu Arumoni
Carra Hamon	Manager, Investment Planning and Performance
Shagen Ganason	Manager, Risk & Assurance (previous)
Mel King	Manager, Ministerials and Business Support – Tumu Whakahaere (previous)
Nicky Birch	Manager, Communications – Tumu Whakahaere (previous)
Todd Cleaver	Manager – Tumu Whakahaere
Ron Peake	WMP Programme Lead (previous)
Kobus Dippenaar	WMP Programme Manager
John Beasley	WMP – Technical Architect (previous)
Wayne Rossetto	Technical Architect Information Services
Colleen Hart	Information Architect – Kaihoahoaina Pārongo
Lave Mauga	Team Leader – Kaiārahi Kapa
Martin Taylor	Records Audit Project Manager
Simon Latif	ICMS - Business Analyst, Information Services
Humphrey Wikeepa	Project Manager / Business Analyst Statutory Entities
Brent Bainbridge	Manager Risk & Assurance
Tui Marsh	Regional Manager, Te Tai Tokerau
Rachel Jones	Regional Manager, Waikato Waiariki
Tamati Olsen	Manager, Cultural Wealth
Hiria Pointon	Manager, Insights & Research
Frances Dagg	Business Manager, Regional Partnerships
Ngatokorua Miratana	Business Manager, Organisational Support
Neralee Mahuika	Business Manager, Investment
Briane Smith	Business Manager, Policy Partnerships
Susan Shipley	Chief Advisor, Office of the Chief Executive

Appendix 3: How does our IS strategy fit in Te Puni Kōkiri?

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Our information systems strategy describes how Te Puni Kōkiri will approach and enhance its Information Technology services systems and capabilities.

It is developed to support the implementation of our strategic intentions and vision.

The ISSP sets the high level direction to which our implementation plans and roadmaps needs to remain agile and responsible to the changing environment and needs of our staff and stakeholders.

To support this we also embrace the organisations values Ture Tangata, He Toa Takitini, Manaakitanga, and Te Wero.

Our Values define and guide the way we work and operate together at all levels.

Our Ways of Working are a key component of our operating model and describe how we work

Our Five 'IS Futures" act as our future perspectives, helping us to focus forward in support of achieving outcomes for Māori.

The *Plans and Roadmap* drive how the streams of work, implementation pathways and timeframes.