

New Zealand Government

Government ICT Strategy and Action Plan to 2017
ICT Action Plan 2014

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Foreword from the GCIO

Welcome to the ICT Action Plan 2014 – the first annual update of the Actions in the *Government ICT Strategy and Action Plan to 2017*.

Eighteen months ago, Cabinet approved the *Strategy and Action Plan*, which set All-of-Government direction for the way information and technology can transform better public services for all New Zealanders.

Since then, we have celebrated some significant milestones. We launched the identity verification service RealMe and the www.govt.nz information source – both cornerstones of future citizen-centric service delivery. We established the role of Government Chief Privacy Officer to help agencies build trust and confidence in government.

We set up the system-wide ICT Assurance function and published ICT Assurance Frameworks to help agencies realise the benefits of their ICT investments. We issued cloud computing guidance for agencies and delivered new All-of-Government Common Capabilities to deliver system-wide cost savings and make it easier for agencies to work together.

Of the 107 Actions in the original Action Plan, 57 have been completed. Twenty actions are in progress and 12 actions are yet to start. Of the remaining 18 actions, nine Actions are now being delivered outside the Action Plan and so have been removed, and another nine Actions have been removed to reflect external progress or change.

The principle of a centrally led, collaboratively delivered approach drives everything we do and how we do it. We work closely with agencies to achieve the vision of a single, coherent, ICT ecosystem supporting radically transformed public services.

Our overarching ICT Strategy has not changed. That will be reviewed in 2015. The Actions, however – the roadmap to get us to where we all want to be – are updated each year.

To be successful, and meet the expectations of citizens and Government, our ICT Strategy and our ICT Action Plan must remain relevant in a fast-moving and dynamic environment.

This update is the outcome of extensive consultation with a wide range of agency stakeholders. Most importantly, it was focused on the business of agencies to help them deliver better public services. Information and technology are key enablers of system and agency business-led change, so we sought insight from agency service delivery leads and Better Public Services Result Leaders on the challenges they are faced with – and how information and technology can assist.

The pace of change is accelerating as the foundations for the new information and technology environment are established. I believe this updated Action Plan will equip us well to address the challenge.

Thank you to all our agency colleagues for your ongoing support, I look forward to continuing to work with you.

Colin MacDonald

Government Chief Information Officer

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Unlocking the value of government information and harnessing
technology to deliver better, trusted public services

Introduction

The *Government ICT Strategy and Action Plan to 2017 (Strategy and Action Plan)* set an All-of-Government (AoG) policy focused on how information and technology can enable better government services for New Zealanders.

The *Strategy and Action Plan* looks for collaboration across government and with external parties to ensure New Zealand has a 21st century public sector capable of responding to the public's increasing use of technology to communicate, interact, and transact with government.

Since the *Strategy and Action Plan* was published in June 2013, the environment has evolved. There has been an increasing focus on agency collaboration for the benefit of the whole of the system. Agency chief executives have committed to working together in a more connected way, even where the benefits of particular actions do not fall to their agency. We have also seen the maturing of Functional and Better Public Services (BPS) Result Leadership roles and a greater understanding of the challenges and opportunities that the system is faced with.

The Government Chief Information Officer (GCIO) is required to update the Action Plan annually to ensure it maintains currency, with the next two years' actions clearly articulated and accountabilities assigned. An annual update of the Action Plan provides an opportunity to take stock of progress and re-focus and re-prioritise initiatives.

Information and technology are integral to business decisions made by agencies. Agencies require the GCIO, as system-wide steward of information and technology, to work with them to achieve their goals and to bring greater coherence across the system.

The GCIO supports an agency business-led approach by facilitating a partnership between agency business and ICT leaders so that decisions can be made with full understanding of the information and technology opportunities available.

The GCIO will continue to support BPS Results and other AoG reform agenda priorities such as the Open Government Partnership, the Open Government Data and Information Programme, and responses to new initiatives such as the New Zealand Data Futures Forum final report.

Approach taken to the update

Our intent for this year's Action Plan update was to clearly position information and technology as an enabler of agency business-led transformation and AoG business strategies such as BPS Results and the Open Government Partnership. Our intent was also to give greater flexibility to the Action Plan so that it can respond to emerging and future opportunities.

The update was undertaken as a collaborative exercise. Agency buy-in and transparency of the update process were crucial criteria embedded in our engagement approach. The updated Action Plan was informed by, and developed in, consultation with agencies through multi-agency, cross-functional workshops and focus groups.

Through this agency business-led approach, we have used the experiences and lessons learned over the past year to ensure that this Action Plan is valuable to and valued by agencies. The updated Action Plan strengthens and clarifies the link between Action Areas and BPS Results, especially Result 9 and Result 10.

Our intent was to simplify and rationalise the Action Plan. Action Areas are now more 'programme-like' and more coherent, resulting in a more focused and manageable, but equally ambitious, portfolio of Actions. The updated Actions concentrate on supporting faster transformation and greater effectiveness of government services, and on addressing, more quickly, system-level challenges and exploiting system-level opportunities such as information-sharing and exchange.

Actions are targeted on how the GCIO will:

- support and accelerate agency business-led transformation through BPS Results;
- drive greater collaboration and information-sharing and exchange across government, and with non-government organisations (NGOs) and industry, in support of better service;
- help agencies work together to exploit opportunities, share capabilities and services, and overcome common challenges;
- strengthen the system of assurance; and
- support New Zealand ICT industry development and innovation.

Learnings from the consultation

Customer-focused throughout

Focusing on the needs of the customer was a strong and common theme. Whether that customer is another government agency or an external party – citizens, businesses, or industry – the actions in the Action Plan need to ensure involvement of the customer throughout.

Open collaboration and partnership

Agency business leaders and Result Leads stressed the need to work in an integrated way across Government and with NGOs. Co-design and co-delivery is a foundation principle that will be embedded in the delivery of all actions.

Information access, sharing, exchange, and data analytics

Information access, sharing, exchange, and data analytics in support of joined-up, customer-focused services emerged as a common theme. Agencies expressed the view that the GCIO should help agencies to access, share, exchange, and integrate the information and services they need to enhance public services.

System-wide change

The GCIO role is evolving, with more expected as ICT Functional Leadership matures and becomes pervasive.

Understanding what industry and NGOs can provide and support, and at what rate the system can finance and absorb change will be critical – capacity and capability across the system will need to be enhanced if transformational change is to be achieved faster.

System-wide change presents challenges as well as opportunities. Actions in this Action Plan that seek to implement changes to the way government works need to be treated differently from those Actions which have clear and uncontested leadership. The GCIO cannot drive these system-wide change Actions alone. These Actions require collaboration and active participation from Ministers, central agencies, and agency and ICT business leaders on the journey the public service has embarked on to transform government services.

The updated Action Plan identifies the system-wide change Actions and calls out the need for a partnership approach. In order to be successful, Ministers and agencies will need to work together to manage the tensions across the system and between agencies. Trade-offs will need to be considered regularly, and the risk appetite of Ministers and the system will be tested. Ministers and agencies will be required to support initiatives which may not benefit their agency directly but which will have wider system benefits.

Relationship of the ICT Action Plan to Results 9 and 10

Agencies highlighted the importance of clarity between the Actions in this Action Plan and the actions in the Result 9 Roadmap and Result 10 Blueprint. To remove duplication and provide greater clarity to agencies and stakeholders about this work, Actions contained in the Result 9 Roadmap and Result 10 Blueprint are no longer in this Action Plan.

Ministers have approved the Result 9 Roadmap and Result 10 Blueprint which put citizens and businesses at the centre of the design of government services. The GCIO will support this approach by ensuring that Ministers and agency business leaders are aware of the possibilities offered by information and new technologies.

Going forward

The GCIO will build on the strategic conversations held as part of this update to inform a full update of the *Strategy and Action Plan* in 2015.

It is important that we continue to work together to better understand the challenges and exploit the opportunities that are presented as we seek to accelerate ICT-enabled transformation of government services.

Government ICT Strategy and Action Plan to 2017

This year, we only updated the Action Plan component of the *Strategy and Action Plan*.

- The updated Action Plan delivers to the Strategy's intent, strategic outcomes, and strategic objectives.
- The four Strategic Focus Areas and system assurance remain.



Action Plan

The updated Action Plan contains twelve Action Areas focused on how information and technology can support AoG business direction and strategy; in particular, BPS Results and agency business transformation.

Most of the Actions and Action Areas are a consolidation and refinement of actions associated with concepts described in the previous iteration of the *Strategy and Action Plan*.

However, the updated Action Plan contains new Action Areas to allow agencies to more widely and safely share information and services. The wider sharing of information and services is necessary in order to provide customers with easier access to more joined-up government services.

Greater information exchange to support joined-up services

To deliver customer-centric services requires an understanding of the needs and expectations of customers – recognising that their needs and expectations change depending on the customer's particular circumstances at the time – as well as keeping pace with advancements in technology and evolving approaches to service delivery.

Clearly, putting the customer at the centre of service design is crucial, and is at the heart of what is expressed in BPS Results 9 and 10.

This Action Plan focuses on creating a new and secure information exchange and service integration environment as the means of transforming service delivery and information sharing.

The approach to creating the environment involves viewing information and services as 'products' able to be grouped (integrated) to fulfil a customer's needs given their particular circumstance at the time.

Viewing services and information as products supports innovation. Industry and other NGOs can access and augment products to provide more valuable products to the public and businesses.

A scenario in which *service products* could be integrated to deliver a *joined-up, customer-centric service* is where parents of new-born children (through a single interaction) could request an Inland Revenue number, apply for parental support, enrol their child in pre-school, plan for immunisations, and organise medical visits. Importantly, the delivery of such joined-up services may involve parties within and external to government such as NGOs and other third parties.

An example of an *information product* that could be integrated to enable better *service planning and delivery* is location-based information such as geological information, sub-surface information (for example, soil condition), property boundaries, school boundaries, water pipes, and telegraph poles.

Action Areas



Services are digital by default

Action Area 1 Improve online information quality and accessibility

Action Area Lead: GCIO

This Action Area addresses the effectiveness and efficiency of government's online information, aiming to improve its quality and make it easier to find, access, and use.

It covers the rationalisation and consolidation of web content and websites, the quality improvement of online information, and the continuing refinement of accessibility, usability and security standards and online good practice. This supports transparency of government information and processes, innovative use of information and technology, and civic participation.

Building on the progress of newzealand.govt.nz and business.govt.nz, government's information will increasingly become more customer-centric, meaning that when the customers access government websites, they will be able to get the information needed without having to visit other websites or seek additional assistance by calling a customer service centre. This will reduce their time and effort and result in an overall better experience in dealing with government.

This Action Area is closely related to and supports:

- BPS Results 9 and 10 for online information relevant to businesses and the public and BPS integrated service delivery work; and
- Other BPS Results with requirements for public online information delivery.

Action	Action Lead Action Partner	2014/15				2015/16				2016/17			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1 Make it easy for people to find, access, and use government information by designing it around user needs and removing duplication across the government online domain	GCIO R9 R10 Agencies	Underway											
1.2 Improve the overall quality of the government web domain by refining government web standards and good practices, and institute ongoing quality assurance activities to ensure websites adhere to those standards and practices	GCIO Agencies	Underway											
1.3 Increase public trust in the authenticity and security of online government information by improving use of the .govt.nz domain	GCIO												

Services are digital by default

Action Area 2 Deliver joined-up service 'Infrastructure'

Action Area Lead: GCIO

This Action Area will deliver the 'infrastructure' by which agencies and BPS Result Leads can accelerate the delivery of joined-up, customer-centric services in partnership with agencies, industry, and other non-government organisations.

The infrastructure is not just about the technology. It is the way in which opportunities for joined-up, customer-centric service delivery can be identified and implemented.

The infrastructure will be delivered as a set of frameworks and patterns covering various areas including leadership; policy; business, service, and operating models; governance and decision rights; funding; protocols; reference architectures; and standards.

Because joined-up services need to deliver to different customer needs and expectations, aspects of the infrastructure – for example, business, governance, and service models, will be tailored appropriate to the integrated services and the customer segment.

To deliver joined-up services requires the collaboration of many parties acting in various roles – for example, as providers, intermediaries, or consumers. Participation in joined-up service delivery is not necessarily restricted to government agencies – it is our intent to partner with industry and other NGOs to explore how they can access and augment government services to provide enriched and even more valuable services to the public and businesses, leveraging the secure digital identity provided by RealMe.

This Action Area is central as it is a critical enabler of transformation through BPS Results.

Action	Action Lead Action Partner	2014/15			2015/16			2016/17					
2.1	Develop 'infrastructure' to facilitate agencies to work together and with industry and other non-government organisations for joined-up service delivery	GCIO R9 R10 Agencies											
2.2	Deliver joined-up services to well-defined customer segments based on customer journeys (R10) and business customer requirements (R9)	R9 R10 GCIO	Underway										
2.3	Expose online transactional services as web services to enable other parties to directly connect for service integration and enrichment	Agencies GCIO R9 R10											

Information is managed as an asset

Action Area 3 Strengthen capability and use of data analytics

Action Area Lead: Statistics NZ

Government recognises the potential for advances in big data, data science, and analytics to:

- improve service delivery to New Zealanders;
- support evidence-based policy development and decision-making; and
- measure performance and effectiveness.

Public service goals rely on good information to inform policy development and to deliver more effectively targeted interventions.

Existing capability is largely based around traditional data warehousing techniques aimed at regular reporting and basic business intelligence. Greater capability in the use of advanced analytical methods and techniques is needed if the value of capturing, storing, and analysing data and information is to be maximised.

Capability, as used throughout this Action Plan, is not just concerned with technology; rather, it comprises all of the elements needed to deliver a valuable, effective, and efficient service. It includes leadership, people, processes, information, and technology. The people element is about having the right competencies (skills and experience) as well as the right number of people. Processes address how the capability is governed, how parties will work together to design and deliver the capability, how the services will be delivered and to what standard, who the customers are and what are their needs, and how the capability will be sustainably funded.

This Action Area is about enabling greater and more effective use of data and information in analysis, service design and planning, evaluation and performance measurement. It focuses on the analysis of large non-personal data sets – including non-government public data and information derived from text analytics – for improving outcomes.

Action	Action Lead Action Partner	2014/15				2015/16				2016/17			
3.1 Build capability in data analytics, big data, and data science, leveraging expertise across government, academia and more widely	Statistics GCIO Agencies												
3.2 Leverage greater information exchange to increase the use of advanced analytics	Agencies Statistics GCIO												

Information is managed as an asset

Action Area 4 Accelerate the release of public information and data for re-use

Action Area Lead: LINZ

This Action Area aligns with BPS Result 2 and builds on the results of the Open Government Information and Data Programme.

Government agencies will continue to release in open formats the public (non-personal and unrestricted) data that they create when delivering their services. They will work more actively with communities, people, and companies who wish to re-use this data to build new products and businesses to grow the economy and create better social outcomes for New Zealanders. They will create efficiencies through re-using other agencies' open data to deliver their own services. The public data will conform to open standards and release will be publicised on the government data directory, data.govt.nz.

Government's public information and data will be open by default and licensed for re-use using the Creative Commons suite of licences where possible to ensure that users have certainty that innovative re-use and adaptation of the data is legal. Government will be an exemplar in its information release.

An AoG shared capability (see Action 8.9) will be developed to provide a mechanism for government agencies to release their public data for legal re-use.

This Action Area is closely related to the:

- Open Government Partnership, including the release of public data to enable wider participation in the development of government policy, and reporting openly and transparently on government's performance;
- New Zealand Data Futures Forum Report and recommendations; and
- New Zealand Geospatial Strategy and key elements of its work programme focused on improving data accessibility, interoperability based on open standards and re-use.

Action	Action Lead Action Partner	2014/15				2015/16				2016/17			
4.1 Drive the proactive release of high value public data, and promote open data across all New Zealand in machine-readable formats, licenced for re-use, and conforming to open standards	LINZ Agencies												
4.2 Leverage the AoG shared capability (Action 8.9) for public data exchanges and release of open data for re-use	Agencies LINZ												

Information is managed as an asset

Action Area 5 Accelerate secure information exchange

Action Area Lead: GCIO

This Action Area reflects progress and learnings from the previous Action Plan about Information Hubs, enhancing access to public information and data for re-use, and Direct Connect, as well as progress made independently of the previous Action Plan by agencies and sectors to securely and privately exchange electronic information. It captures what we heard through the consultation process – that information access and sharing is a significant challenge being faced by Result Leads and Service Delivery leads, and one that we all need to focus our efforts on to overcome.

The acceleration of information exchange requires supporting 'infrastructure' similar to that required for joined-up service delivery. The 'infrastructure' will need to fully consider the purpose and value of the information exchange; capability of information providers and consumers; ethics, privacy, and security of information exchange; and rules and protocols. A 'custodian' of each information exchange environment will be required.

Subject to privacy and security, we are looking for greater information exchange across government and with external (local government, industry, NGOs, and international) parties. There are many information sets managed by external parties that would be of value to government for better planning and service delivery. Our intent is for far greater and more open information exchange with all parties for the benefit of citizens, businesses, and New Zealand.

This Action Area is well aligned to the collaborative catalyst projects recommended by the New Zealand Data Futures Forum. It is central to the updated Action Plan as it is a critical enabler of BPS Results, open data, the New Zealand Geospatial Strategy, and data analytics for improved operations, planning, and service delivery.

Action	Action Lead Action Partner	2014/15				2015/16				2016/17			
5.1 Leverage expertise across the sector and industry to develop a framework for accelerated information exchange	GCIO Statistics LINZ R9 R10												
5.2 Collaborate with other agencies and external parties to increase information exchange	Agencies GCIO Statistics LINZ R9 R10												
5.3 Deliver a national "Spatial Data Infrastructure" that provides fundamental spatial information assets upon which other information can be layered and interrelated	LINZ Statistics GCIO Agencies												

Information is managed as an asset

Action Area 6 Enhance data and information policy, legislation, and governance

Action Area Lead: GCIO

Information management policy is increasingly important with the accelerating use of digital channels, the need to safely share information between agencies and with external organisations for analytical or service delivery purposes, and a strong drive from Ministers to make data appropriately available for use and re-use by all New Zealanders.

This Action Area is about reviewing the information management policy and legislative framework in combination to enable appropriate information sharing, and use and re-use of data, to deliver customer-centric services in a modern, digital context. It is also about lifting maturity in data management and governance.

This Action Area also responds to recent recommendations from the New Zealand Data Futures Forum to “get the rules of the game right” for data use and re-use for the benefit of all New Zealanders.

This Action Area supports other Action Areas by resetting the overall information management framework in the medium to longer term. It will also identify what future actions are needed to improve information management governance and capability. This work is intended to complement work already underway by clearing away barriers and making initiatives sustainable in the longer term. Progress in Action Area 5 will inform this Action Area and in turn, this Action Area will support Action Area 5.

Action	Action Lead Action Partner	2014/15	2015/16	2016/17
6.1 Implement data governance as per the GCIO's Data Governance Maturity Model	Agencies GCIO	Underway		
6.2 Develop and promote enhanced standards, guidance and tools to build capability in privacy and information security, with appropriate mechanisms to provide assurance to Ministers and the public that the government is meeting its obligations	GCIO / GCPO Agencies	Underway		
6.3 Identify and address aspects of various pieces of existing legislation that constrain interoperability of information and data through an omnibus Bill	DIA Agencies	Underway		
6.4 Review the information management policy and legislative framework to ensure it is coherent and enables information and data to be appropriately collected, managed, shared, funded, used and disposed of	DIA Agencies	Underway		

Investment and capability are shared

Action Area 7 Enhance existing Common Capabilities

Action Area Lead: GCIO

The AoG Common Capabilities programme has delivered a significant and growing portfolio of ICT Capabilities, some of which are mandated for use by agencies.

As technology evolves and new industry trends emerge, strong governance and a programme of investment are needed to ensure that Common Capabilities remain current and that they can be consumed effectively, efficiently, and consistently by agencies.

This Action Area focuses on enhancing the current portfolio to ensure Common Capabilities remain fit for purpose and beneficial to agencies and the system as a whole. There is an emphasis on simplifying integration with agency infrastructure to facilitate agency uptake.

Action	Action Lead Action Partner	2014/15	2015/16	2016/17
7.1 Implement strong agency engagement and advisory oversight of the funding and direction of the Common Capability programme to ensure Common Capabilities are, and remain, fit for purpose	GCIO Treasury Agencies			
7.2 Clarify guidance for cloud service procurement and adoption	GCIO			
7.3 Extend the service catalogue for IT Managed Services (ITMS) by adding a service management capability for small agencies and develop a strategy for its replacement	GCIO	Underway		
7.4 Extend the service catalogue for Infrastructure-as-a-Service (IaaS) by adding public cloud compute and storage services	GCIO	Underway		
7.5 Establish and document patterns for agencies to consume cloud services and Common Capabilities coherently, with an emphasis on identity and access management for agency users	GCIO			
7.6 Accelerate the uptake of Common Capabilities	Agencies GCIO DIA	Underway		

Investment and capability are shared

Action Area 8 Establish and leverage shared capabilities

Action Area Lead: GCIO

Whereas the previous Action Plan focused on AoG common technology capabilities (Common Capabilities), this Action Area takes a wider view of capabilities – as a continuum from common procurement, through panel contracts and multi-tenanted solutions, to the Common Capabilities.

For a capability to be shared, it needs to meet common business outcomes. To be successful and sustainable, it needs well-resolved business, governance, service delivery, funding, and operating models. Our intent is to support agencies to work together to identify and build more cluster capabilities, being those capabilities that are suitable for use by a group of like-minded agencies, but perhaps not across the complete public service system. The focus on more cluster capabilities reflects what we heard through the consultation process. Agencies expressed a desire to lead the way and partner with each other and industry to deliver more cluster capabilities.

Identification of opportunities for more shared (common or cluster) capabilities will surface through cross-agency collaboration and strategy and investment cycles, in particular capability planning. Shared capability opportunities, intentions, and initiatives, all based on aggregated demand, will be communicated via the Government Shared Capability Roadmap.

Through the consultation process as well as early analyses of draft agency Four Year Plans, additional candidates for future shared capabilities were identified. These included AoG Public Key Infrastructure; Identity and Access Management; mobility infrastructure; technology infrastructure to support joined-up service delivery and information-sharing, exchange, and re-use of public data; business intelligence support; enhanced collaboration; and public engagement services. These will be considered for inclusion in the Government Shared Capability Roadmap.

This Action Area is central to the updated Action Plan. It is a critical enabler of achieving efficiencies through reducing duplication and fragmentation. It is also a critical enabler of improved effectiveness through knowledge and resource-sharing.

	Action	Action Lead Action Partner	2014/15	2015/16	2016/17
8.1	Develop and periodically refresh the Government Shared Capability Roadmap	GCIO Agencies			
8.2	Develop and promote mechanisms supporting agencies to source, leverage and share capabilities	Treasury Functional Leads Agencies			
8.3	Promote and support Communities of Interest, Communities of Practice, and Centres of Expertise to enhance and share knowledge, skills, and practices	Agencies GCIO, SSC, Treasury	Underway		
8.4	Build on one.govt by establishing a comprehensive range of telecommunications and security services (Telecommunications as a Service)	GCIO MBIE	Underway		
8.5	Establish software licensing agreements with the largest global software vendors by spend across the public sector to drive consistent treatment of agencies, change commercial behaviour, and establish new pricing models	GCIO	Underway		
8.6	Establish a database-as-a-service for major database platforms that allows agencies to define, create, and manage databases on a subscription basis	GCIO			
8.7	Evaluate the potential opportunities and benefits to rationalise department Financial Management Information Systems (FMIS) solutions	Treasury GCIO			
8.8	Evaluate the potential opportunities and benefits of establishing a shared Human Resources Management Information System (HRMIS) that can be used across the public sector	MBIE MSD DPMC SSC Treasury			
8.9	Develop an AoG shared capability for data exchanges and release of open data for re-use, leveraging existing services (including the LINZ Data Service)	LINZ Agencies	Underway		

Leadership and culture deliver change

Action Area 9 Integrate strategy, architecture, and investment management

Action Area Lead: Treasury and GCIO

This Action Area is about continuing the integration of strategy, architecture, and investment management. There has been much progress to better integrate strategic planning, including the revised Four Year Planning guidance which sets clear expectations that agency Four Year Plans are the planning document and need to incorporate the expectations of Functional and Result Leads.

Strategy cannot be disconnected from investment. Similarly, agency business cannot be separated from ICT – the investment management system needs to be viewed holistically and be integrated.

Our intent is that the future investment management system ensures that agency Four Year Plans are increasingly informed by Functional and Result Leadership priorities, AoG information and technology-related strategies (including, but not limited to the *Strategy and Action Plan*), agency ICT strategy and planning documents, and agency performance.

To support the delivery of strategies, a greater focus will be required on asset management, capability management, architecture (utilising the GEA-NZ framework), workforce planning, portfolio planning, and investment planning. The Government Shared Capability Roadmap is an important mechanism to communicate government's investment intentions to external parties, in particular industry.

Like other Action Areas in this strategic focus area, this Action Area is broader than information and technology; it is more a system-wide challenge and opportunity.

Action	Action Lead Action Partner	2014/15				2015/16				2016/17			
9.1 Continually evolve GEA-NZ, leveraging collaboration networks, to share maturity frameworks, architectures, patterns and standards	GCIO Agencies	Underway											
9.2 Adopt GEA-NZ as the framework for enterprise architecture and capability planning	Agencies GCIO	Underway											
9.3 Streamline and integrate strategy, architecture, and portfolio and investment management practices	Treasury GCIO Agencies	Underway											
9.4 Strengthen strategic relationships with the market and industry groups	GCIO Treasury	Underway											

Leadership and culture deliver change

Action Area 10 Develop leadership and workforce capability

Action Area Lead: SSC and GCIO

Leadership and workforce capability are critical success factors for achieving the transformational objectives of the AoG ICT Strategy, other AoG strategies and initiatives, and agency and sector business transformation programmes. A focus of all transformational initiatives is to embrace different operating models and approaches to delivery – to be successful requires new competencies and growing capacity in key areas. We also need to consider the workplace of the future which will require different styles of working, the changing concept of ‘career’, and the implications of a more transient and part-time workforce.

The intent of this Action Area is to plan for the government workforce of the future. This view cannot be formed by government in isolation – it needs to be formed in partnership with industry and other non-government organisations.

This Action Area is about insight-driven future workforce planning, pipeline and talent management, and cultural transformation to ensure that the right capabilities are in the right place, at the right time.

Like other Action Areas in this strategic focus area, this Action Area is broader than information and technology; it is more a system-wide challenge and opportunity.

Action	Action Lead Action Partner	2014/15		2015/16		2016/17	
10.1 Identify the key competencies required from the future government workforce, initially based on a subset of workforce segments	SSC Treasury R9 R10 Functional Leads						
10.2 Share insights and information for more coordinated workforce planning to enable comparable, system-analysis of future competency and capacity gaps	SSC GCIO Agencies						
10.3 Realign workforce information and planning practices to focus on priority workforce segments where the greatest shortages are forecast	SSC, GCIO Agencies						
10.4 Establish a virtual Information and Technology Leadership Academy to build agency business leadership of information and technology at all levels	GCIO SSC						

Leadership and culture deliver change

Action Area 11 Support Functional and Result Leadership

Action Area Lead: SSC

Functional Leadership is aimed at driving efficiencies across departments, improving services or service delivery, developing expertise and capability across the Public Service, and ensuring business continuity. Functional Leads have a stewardship role across the system in their particular functions and, like Result Leads, a focus on delivering in partnership with agencies collective impact for the benefit of all New Zealanders.

Functional and Result Leadership challenges the traditional ways of working – understanding those challenges and how addressing them might impact the public management system requires a continual and considered approach.

This Action Area reflects that Functional and Result Leadership are critical interventions contributing to the broader approach to State sector reform - the full implications of which are as yet still unknown. Ministers, central and line agencies, Functional and Result Leads, and sector leads need to work closely together to ensure that agencies continue to deliver services in the most effective and efficient manner to their customers, but that system-level priorities are also delivered.

The GCIO has developed the Accelerate for Better Services method as a means of injecting pace into the delivery of improved customer-centric services. The method focuses on agile co-design and co-delivery of projects employing cross-agency and multi-functional teams to deliver added value and ensure that issues that may impede delivery are identified and resolved at the earliest opportunity. The method provides a simplified approach to business casing, funding, and governance that complements existing investment practices.

Like other Action Areas in this strategic focus area, this Action Area is broader than information and technology; it is more a system-wide challenge and opportunity.

Action	Action Lead Action Partner	2014/15				2015/16				2016/17			
11.1 Continually evolve collaboration, governance, decision rights, and funding mechanisms to support Functional and Result Leadership	SSC Treasury Functional Leads R9 R10												
11.2 Promulgate the Accelerate for Better Services method	GCIO R10 Agencies												

System assurance

Action Area 12 Strengthen the system of assurance

Action Area Lead: GCIO

The outcome of this Action Area is a valued system of assurance that delivers high levels of confidence and trust in ICT-enabled public services for all New Zealanders.

This Action Area focuses on initiatives to lift risk management and assurance capability across the whole system of assurance including agencies, the ICT supply chain, and assurance providers. The actions within this Action Area focus on improving the quality and consistency of assurance information in order to enhance investment decision-making. An Assurance Services Panel will be established as a sub-panel under the AoG Consultancy Services Panel which will enable the GCIO to work closely with agencies and assurance providers to establish clear quality criteria, reporting standards, and capability oversight.

The system of assurance is not clearly understood by stakeholders. In order to improve the effectiveness of the system of assurance, a clear baseline needs to be established. The baseline assessment will look at factors such as the cost of assurance, capability maturity, and assurance roles and responsibilities. To start, a number of opportunities have been identified to add value to the system and agency performance. These include assurance oversight of Common Capabilities and the ICT supply chain; assessing application portfolio risks and opportunities at the system level; and lifting risk management maturity across government.

Action	Action Lead Action Partner	2014/15		2015/16		2016/17	
		Q1	Q2	Q1	Q2	Q1	Q2
12.1 Establish an independent panel of qualified providers to deliver high quality assurance services for use by State sector agencies	GCIO MBIE	Underway					
12.2 Conduct a baseline assessment of the system of assurance	GCIO Agencies						
12.3 Develop Assurance Frameworks for Common Capabilities and ICT supply chain	GCIO						
12.4 Conduct an application portfolio management survey and identify key risks and opportunities at the system level	GCIO Agencies						
12.5 Develop an "Enterprise" Risk Management Maturity Model to support internal and external benchmarking of agency risk management capability	SSC GCIO Agencies						

Appendix A: Glossary

Accelerate for Better Services method	A DIA-produced method designed to inject pace into the delivery of improved citizen-centric services for New Zealanders. A key principle of the approach is that projects deliver to customer needs, and customers are involved at each stage throughout the planning and delivery of the project.	Common Capability	A capability leveraged across All-of-Government. Existing examples include Infrastructure-as-a-Service, Desktop as a Service, and many others. Refer www.ict.govt.nz .
AoG Public Key Infrastructure	A Public Key Infrastructure (PKI) comprises policies, procedures and technology components that help to protect and assure the integrity of information. Several agencies run independent PKIs. An AoG offering could reduce their operating costs and support new initiatives for information sharing.	Centre of Expertise (CoE)	Expertise-oriented services provided by one organisation to multiple customers under formal service agreements.
Better Public Services (BPS) programme	The BPS reform programme is aimed at delivering better public services within tight financial constraints. It includes ten specific result targets, including two relating to improving citizen and business interactions with government. BPS also introduced Functional Leadership (refer to separate listing).	Community of Practice (CoP)	A group of individuals who pool their competencies to provide a collective, yet distributed, capability. Communities of Practice are a form of collaborative network in which members work towards common goals.
Capability	A capability is what an organisation needs to deliver its business strategy and achieve its outcomes. Capabilities encompass people (competencies), processes, information, and technology.	Data Governance Maturity Model	A framework to measure and develop an organisation's level of maturity in managing data and information. The Government Enterprise Architecture (GEA-NZ) includes a Data Governance Maturity Model, as does the MIKE2.0 open enterprise information management framework.
Cluster Capability	A capability leveraged by a group of agencies, but not all agencies.	Digital channel	Digital mechanisms and pathways (for example websites, mobile applications) through which goods and services are delivered to customers. Fully self-service digital channels require no human intervention on the provider side to complete transactions. Some channels may be 'digital-assisted', combining the use of digital, personnel and physical assets – for example contact centres, or where customers are given in-person assistance to use digital channels.

Financial Management Information System (FMIS)	An FMIS is an accounting system that enables agencies to plan, execute, and monitor budgets through assisting with the prioritisation, execution and reporting of expenditure, the custodianship and reporting of revenues, and compliance with financial management standards and regulations.	Infrastructure-as-a-Service	A vendor-hosted and managed Common Capability that enables agencies to buy their computing infrastructure, on demand, from approved providers.
Four Year Plans	A Four Year Plan (4YP) provides an integrated view of an agency's (or sector's) medium term strategy. 4YPs support the Government's decision-making around priorities and allocation of resources.	Information and communications technology (ICT)	ICT spans information management, technology infrastructure, and technology-enabled business processes and services.
Functional Leadership	Leadership of key areas of expertise 'horizontally' across government, aimed at securing economies or efficiencies across departments, improving services or service delivery, developing expertise and capability across the Public Service, and ensuring business continuity. The GCIO is the functional leader of government ICT.	Information management	The way an organisation plans, identifies, creates, receives, collects, organises, governs, secures, uses, controls, disseminates, exchanges, maintains, preserves, and disposes of information.
Government Enterprise Architecture (GEA-NZ)	GEA-NZ is a unifying common language, classification framework, and standards base that agencies can use to describe and plan their business functions and supporting capabilities.	IT Managed Services (ITMS)	A Common Capability providing technology support, service delivery management, and service aggregation for an agency's ICT requirements, including the integration of third party ICT services within a common service delivery framework. ITMS is designed to align ICT services with business outcomes and introduce consistency in the way services are delivered, measured and managed.
Human Resources Information System (HRIS)	An HRIS is a business application for managing HR-related transactions, best practices, and reporting. Functions typically include core HR and payroll functions, and may include recruitment, competency management, training, time management, performance management and self-service functions.	New Zealand Data Futures Forum	A group set up by the Ministers of Finance and Statistics to look at the future use of data in New Zealand. Refer www.datafutures.org.nz .
Identity and Access Management	The tools and policies that manage identity information, authentication and authorisation of service users – for agency staff, members of the public and organisations.	New Zealand Geospatial Strategy	This strategy aims to better coordinate and manage the use of New Zealand's geospatial resources across all tiers of society.
		Open data	Open data is data that can be freely used, re-used and redistributed by anyone – subject only, at most, to the requirement to attribute and 'share alike'. Refer also to the separate listing for Public data.

Open Government Information and Data Programme	A government programme working towards making non-personal information held by agencies more accessible to the public.	State sector organisations	State sector organisations span the Public Service, State services (including Crown Entities), and wider State sector. Refer www.ssc.govt.nz/state_sector_organisations
Open Government Partnership	An international forum where countries work together to ensure that member governments are more open, accountable and responsive to citizens. New Zealand is a member.	Shared Capabilities	Span common (AoG) and cluster capabilities. (refer to separate listings).
Public data	Government-held public data is non-personal, unclassified and non-confidential data that is collected, commissioned or created by an agency in carrying out its functions or statutory responsibilities; publicly funded; and for which there is no restriction – in the case of copyright works, to its release and re-use under any of the Creative Common NZ law licences or, in the case of non-copyright material, to its open release and re-use.	Telecommunications-as-a-Service (TaaS)	Communications functions delivered as a cloud-based service that may include data networking, telephony, messaging and conferencing.
RealMe	This Common Capability allows people to verify their identity to government and private sector service providers securely through the internet. RealMe comprises a logon service and a registration/identity verification service. Refer www.realme.govt.nz .		
BPS Result 9	Target: New Zealand businesses have a one-stop online shop for all government advice and support they need to run and grow their business.		
BPS Result 10	Target: New Zealanders can complete their transactions with government easily in a digital environment.		

Appendix B: Approach to delivery

Collaborative delivery

As steward of AoG information and technology, the GCIO works with agencies to improve services and service delivery, generate efficiencies across departments, develop expertise and capability across the Public Service, and ensure business continuity.

In the same way that a Chief Information Officer is responsible for their agency's ICT strategy and its delivery, the GCIO is responsible for the Government ICT Strategy and this Action Plan. This responsibility includes overall management of the portfolio, including its planning, delivery, assurance, and benefits realisation.

The approach to delivery of this Action Plan is highly collaborative. Each Action Area is assigned an agency as Action Area Lead, with responsibility for leading and coordinating activity across the whole Action Area. Similarly, each Action has an agency as Action Lead, responsible for the planning and delivery of their action in collaboration with the Action Area Lead, GCIO, and other stakeholders.

Action Partners will support Action Leads in planning and delivery. Note that delivery of an action is not limited to leads and partners – additional stakeholders will be identified and engaged during detailed planning.

Action Area Leads and Action Leads can expect the full support of the GCIO and central agencies. This support includes connecting Action Area Leads and Action Leads with leads of other AoG strategies, including the 10 BPS Results.

Actions Areas and their Actions will have an Assurance Plan in place in accordance with GCIO ICT Assurance Frameworks.

The GCIO's leadership of this Action Plan will be supported by the Head of State Services and central agencies.

Reporting

The updated Action Plan forms the basis of the AoG ICT portfolio of work. Progress on the delivery of actions will inform six-monthly reporting to Cabinet on ICT Functional Leadership. The GCIO will regularly report on progress to the Investment Ministers Group, chaired by the Minister of Finance.

The GCIO undertakes activities throughout the year to prioritise, align, and manage risks and benefits associated with the overall portfolio to maximise AoG ICT portfolio investment. Action Area Leads and Action Leads are expected to provide information to support these activities.

Appendix C: Consultation approach

The Action Plan update was undertaken as a collaborative exercise.

The approach to consultation was agency business-focused, in recognition that information and technology are critical enablers for transformation and must be in harmony with the system and agency (central and line) strategic direction.

The approach aimed to reposition the Action Plan to better link it to common agency business requirements and Result Area requirements.

The consultation focused on the following three areas

- the 'business' of agencies – how can information and technology be used to better enable agency business requirements, deliver BPS and enhance trust and confidence in government?
- system-wide change – what's needed to allow transformational change to be made?
- information and technology – what are the opportunities and challenges in regards to information and technology?

The consultation approach was targeted and conducted in three phases:

Phase 1 – Discovery and straw model (wide)

Consultation for the discovery and straw model phase included face-to-face meetings with service delivery Deputy Chief Executives (DCE), BPS Result Leads, Functional Leads, CIOs, Action Leads, leads of related strategies, central agencies, and key networks such as the Chief Architects Forum and Government Information Management Group.

A straw model was developed based on these meetings to serve as input into Phase 2. Importantly, we were very careful to ensure that the straw model accurately reflected what we heard.

The discovery and straw model phase involved individual and small group meetings with a wide selection of people from central and line agencies. A straw model was developed to capture emerging themes from this consultation process.

Phase 2 – Drafting the Action Plan (focused)

The straw model evolved via focus groups and workshops. The purpose and agenda of the sessions followed the themes that emerged from the discovery and straw model phase.

- Three DCE-level focus groups were held: Result Leads; Agencies undergoing business transformation; and Information to support Service Delivery
- Three workshops were held: Information practitioners, Chief Information Officers; and central agencies and Functional Leads.

Phase 3 – Socialisation (wide)

The draft Action Plan was then socialised for further feedback via presentations to agencies, cross-agency leadership groups, and key industry representatives.

Appendix D: Action Areas mapped to key initiatives or priorities

Key current or emerging initiative or priority

Action Area	Results 1 – 8	Result 9	Result 10	Agency Organisational Transformations	Open Government Partnership	Open Government Information and Data Programme	NZ Data Futures	Foster NZ Industry Development and Innovation	Support 3rd Sector (NGO and Not for Profit) Service Delivery and Innovation	Future Workplace	Geospatial Strategy
Improve online information quality and accessibility	●	●	●		▲	○	●				○
Deliver joined-up service 'infrastructure'	●	▲	▲	▲	○	○	●	▲	▲	○	●
Strengthen capability and use of data analytics	▲	●	●	▲	○	○	▲	●	●	○	●
Accelerate the release of public information and data for re-use	●	○	○		▲	▲	▲	●	●		▲
Accelerate secure information exchange	▲	▲	▲	●	▲	▲	▲	▲	▲		▲
Enhance data and information policy, legislation, and governance	▲	▲	▲	▲	▲	●	▲	○	○		●
Enhance existing Common Capabilities		●	▲	▲		●	○	▲		●	
Establish and leverage shared capabilities	●	▲	▲	▲	○	●	●	▲	●	▲	●
Integrate strategy, architecture, and investment management	▲	▲	▲	▲			○	●		●	○
Develop leadership and workforce capability	○	●	●	▲	●	●	▲	●		●	●
Support Functional and Result Leadership	●	▲	▲	▲	○	○	●	●	○	●	
Strengthen the system of assurance	*	*	*	*	*	*	*	*	*	*	*

Key: ▲ High; ● Medium; ○ Low, * in accordance with the AoG ICT Assurance Frameworks

Appendix E: Action Area interdependencies

Action Area	Dependent Action Area											
	Improve online information quality and accessibility	Deliver joined-up service 'infrastructure'	Strengthen capability and use of data analytics	Accelerate the release of public information and data for re-use	Accelerate secure information exchange	Enhance data and information policy, legislation, and governance	Enhance existing Common Capabilities	Establish and leverage shared capabilities	Integrate strategy, architecture, and investment management	Develop leadership and workforce capability	Support Functional and Result Leadership	Strengthen the system of assurance
Improve online information quality and accessibility												
Deliver joined-up service 'infrastructure'					▲			○	●			
Strengthen capability and use of data analytics		○			○	○		○	▲	●	○	
Accelerate the release of public information and data for re-use			●		▲	○						
Accelerate secure information exchange		▲	▲	▲		●		▲	●			
Enhance data and information policy, legislation, and governance	○	▲	▲	▲	▲		○	●	○			
Enhance existing Common Capabilities	●			○				▲	▲			
Establish and leverage shared capabilities		▲	▲	●	▲	●	●		▲	▲		
Integrate strategy, architecture, and investment management		●	●	○	▲	●	●	▲		●	○	▲
Develop leadership and workforce capability		○	●		●	▲	○	○	▲		●	▲
Support Functional and Result Leadership	●	▲	●	○	▲	●	▲	▲	▲			▲
Strengthen the system of assurance	*	*	*	*	*	*	*	*	*	*	*	

Key: ▲ High; ● Medium; ○ Low, * in accordance with the AoG ICT Assurance Frameworks

Appendix F: Action Areas mapped to GCIO expectations

GCIO Expectations as per Four Year Planning Guidance

Action Area	Partner with other agencies to make it easy for citizens and businesses to transact with government in a digital environment	Service delivery is actively designed by and for customer needs	Securely manage strategic information assets across the entire lifecycle	Proactively release information, making it open by default (unless there is a valid reason to withhold it), ensuring it is easily discoverable, accessible and re-usable	Accelerate adoption of Common (AoG) Capabilities	Partner with other agencies to plan, deliver, and leverage shared capabilities	Align and integrate ICT planning with business strategies and government priorities, and leverage common frameworks and standards	Establish and strengthen ICT Assurance	Privacy and security pervades business practice and is a core design feature in all business operations, processes and systems
Improve online information quality and accessibility	✓	✓				✓			
Deliver joined-up service 'infrastructure'	✓	✓							✓
Strengthen capability and use of data analytics		✓	✓						✓
Accelerate the release of public information and data for re-use				✓					✓
Accelerate secure information exchange		✓	✓	✓					✓
Enhance data and information policy, legislation, and governance			✓						✓
Enhance existing Common Capabilities					✓				✓
Establish and leverage shared capabilities	✓				✓	✓			✓
Integrate strategy, architecture, and investment management	✓	✓			✓	✓	✓		
Develop leadership and workforce capability									
Support Functional and Result Leadership									
Strengthen the system of assurance	✓	✓	✓	✓	✓	✓	✓	✓	✓

INTERNAL AFFAIRS



Te Tari Taiwhenua