



MINISTRY OF SOCIAL  
DEVELOPMENT  
TE MANATŪ WHAKAHIATO ORA

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# Tā Te Manatū Whakahiato Ora Rautaki Hangarau MSD's Technology Strategy

March 2022

Ko te pae tawhiti whāia kia tata,  
ko te pae tata whakamaua kia tina

Seek out the distant horizons,  
while cherishing those achievements at hand





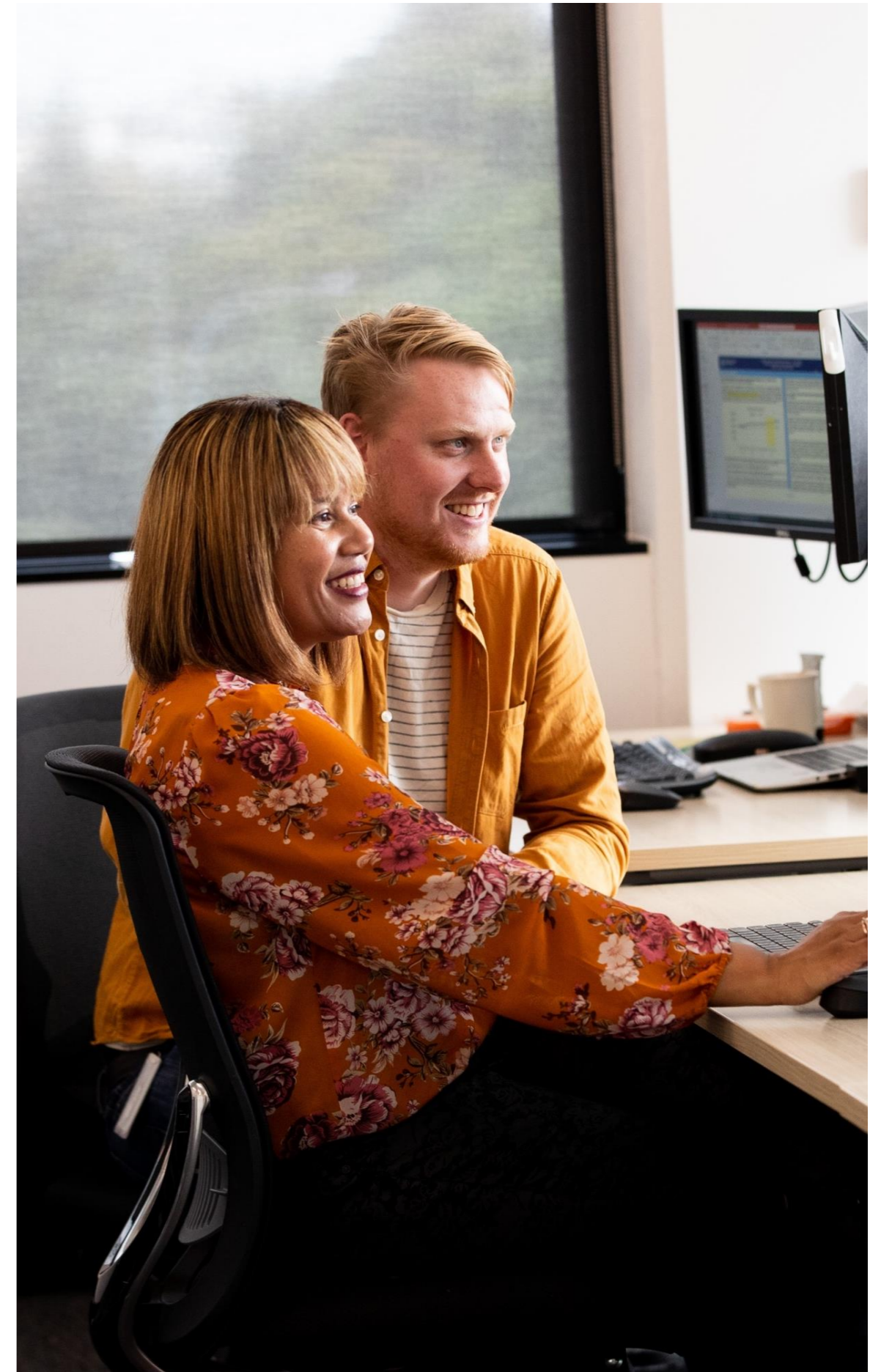
“

We have the opportunity now to realign our focus to enable Te Pae Tawhiti: a modern, digital and responsive organisation.

”

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We have the opportunity now to resume our focus on becoming a modern, digital and responsive organisation, delivering transformed experiences and outcomes for the people of New Zealand.

It's time to reset. The unprecedented impact of COVID-19 demanded that we shift our focus over the last two years to ensure MSD could continue providing the support New Zealanders needed from new home offices, scale to meet significantly increased demand, and stand-up critical new services such as the wage subsidy. We pulled together as a team and can be proud of what we achieved for the people of New Zealand. Now we have the opportunity to reset. It is time to realign our focus on achieving a modern, digital and responsive organisation capable of delivering upon Te Pae Tawhiti and the Government's welfare overhaul.

This refreshed view of MSD's Technology strategy has been rearticulated to address our latest understanding of Te Pae Tawhiti, our Future Services Model and the New Zealand Government Strategy for a Digital Public Service. It presents a holistic plan which aims to articulate how the investment across technology platforms, data and insights, security, service and experience design and digital workforce translate to achieve transformed experiences and outcomes for New Zealanders. This strategy works alongside the Information, Data and Analytics strategy and will set us on the direction we need and we will continue to revisit it as we progress.



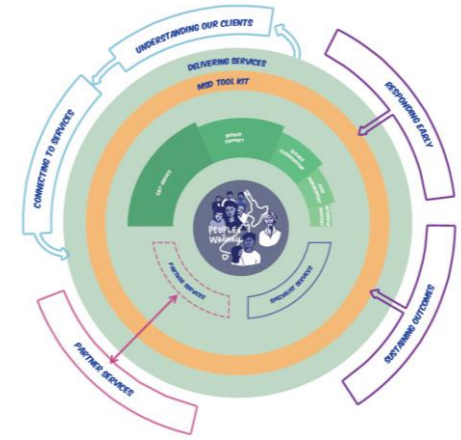
Te Pae Tawhiti – Our Future



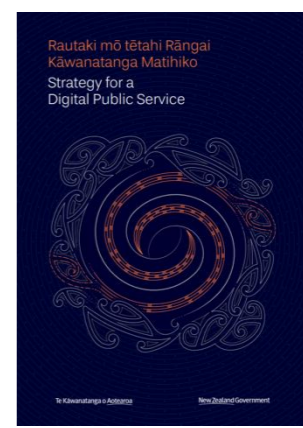
Te Pae Tata – Te Rautaki Māori me te Mahere Mahi



Pacific Prosperity – Our People, Our Solutions, Our Future



MSD Future Services Model



New Zealand Government Strategy for a Digital Public Service



**Our Purpose**

Manaaki tangata,  
Manaaki whānau

We help New Zealanders to be safe, strong and independent.

**Our outcomes**

MSD seeks to achieve three outcomes which align with Government's vision for the welfare system, drive us to change the way we work and deliver to our purpose:

- New Zealanders get the support they require.
- New Zealanders are resilient and live in inclusive and supportive communities.
- New Zealanders participate positively in society and reach their full potential.

# Te Pae Tawhiti – Our Future, presents our strategic direction and sets out three shifts we need to make as an organisation to achieve our outcomes

**Mana manaaki**

A positive experience every time



Te Pae Tawhiti

We will look after the dignity of people with warmth, listening, respect, compassion, openness and fairness, helping people, whānau, families and communities.

Te Pae Tata

**nā te hua o ā mātou mahi ka whakaponhia, ka whakautehia hoki mātou e te Māori. Ka whakarongo mātou, ā ka kore mātou e whakawā. Ka ngākau puare, ka matatika hoki mātou.**

We will earn the respect and trust of Māori, listen without judgement, and be open and fair.

**Kotahitanga**

Partnering for greater impact



We are stronger when we work together with whānau, families, hapū, iwi, providers, communities and other government agencies.

**ka whakarite mātou i ngā hoatanga rangapū motuhenga ki te Māori. Ka tautokona te Māori kia arahina te hoahoa rātonga, kaupapa whakarato hoki ka whakaritea mō te Māori.**

We will form genuine partnerships with Māori and support Māori to lead the way in terms of any service design and delivery models that we commission for Māori

**Kia takatū tātou**

Supporting long-term social and economic development



We will prepare ourselves for the future and take a long-term approach to community, regional and economic development.

To improve employment outcomes, we will support people to acquire skills for current and future job markets.

**ka tautoko mātou i ngā wawata a te Māori. Ka hāpai ake mātou, ka tautoko hoki mātou i ngā kaupapa tērā ka kitea te Māori e whanake ake ana, e tipu ake ana, hei Māori.**

We will support Māori aspirations and champion and support initiatives that see Māori develop and grow as Māori.

# Technology have a significant role to play to enable Te Pae Tawhiti

## Mana manaaki

A positive experience every time



We empower people and whānau to easily access information and services by delivering truly **omni-channel experiences which are automated, consistent, intuitive and accessible.**

We **empower our front-line staff to provide better services** and outcomes by minimising routine transactions so they can spend more time providing high value support and making it **simpler to access the information needed to truly know clients** and whānau and connect them to the services they need.

We empower community providers trusted by Māori and Pasifika to reach into their community to work in ways that truly engage and support their own communities, ensuring they are supported with the information they need.

We respect the information that is shared with us and build **trust** by enabling our clients to control their information and have greater **transparency** and choice in how it is being used across the social sector.

## Kotahitanga

Partnering for greater impact



We play a critical role in enabling MSD to deliver our services through an **ecosystem of service delivery partners**, as well as enabling a **holistic and unified service delivery model across the public services sector.**

We will build **interoperable systems and data systems** which enable information and insight to be **easily shared and created** by government agencies, partners, communities and tangata whenua, to **understand the measures that matter** for people, their whānau and communities. We will embrace standardised, repeatable patterns and we will not be welded to uniqueness.

We will **work collaboratively** across our our ecosystem partners to **create and share valuable insights and knowledge** that **enriches our collective understanding of what success looks like** for different people and whānau and how successful outcomes can be achieved, supporting us all to do a better job of helping New Zealanders.

## Kia takatū tātou

Supporting long-term social and economic development



Our investment in long-term strategic outcomes will extend beyond social development to **deliver long lasting outcomes** which **equip people to be more resilient** to the barriers faced as they advance to greater independence.

We will leverage our understanding of the welfare system and effectiveness of MSD services for our people and their communities to **identify and prioritise long term issues that need to be resolved.** Our enriched understanding will enable us to **better design our support**, services and provide evidence for policy reform to deliver long lasting impact.

We will enable MSD to optimise effectiveness of social funding, delivering stronger and longer-lasting outcomes by **enabling the outcomes of investments to be tracked longitudinally**, in turn enabling the sector to focus investment where it delivers outcomes.

We will build **resilient, modular systems**, which will easily evolve to leverage emerging technologies, and **invest in continued learning and long-term career pathways** for our people.

# Our Future Services Model puts people and whānau at the centre of everything we do, establishing a multi-tiered service model which enables personalised support pathways

## Understanding our clients

We must better understand people so we can connect them to the right service to address their needs. We will also better understand them in the context of their whānau where appropriate

## Connecting to services

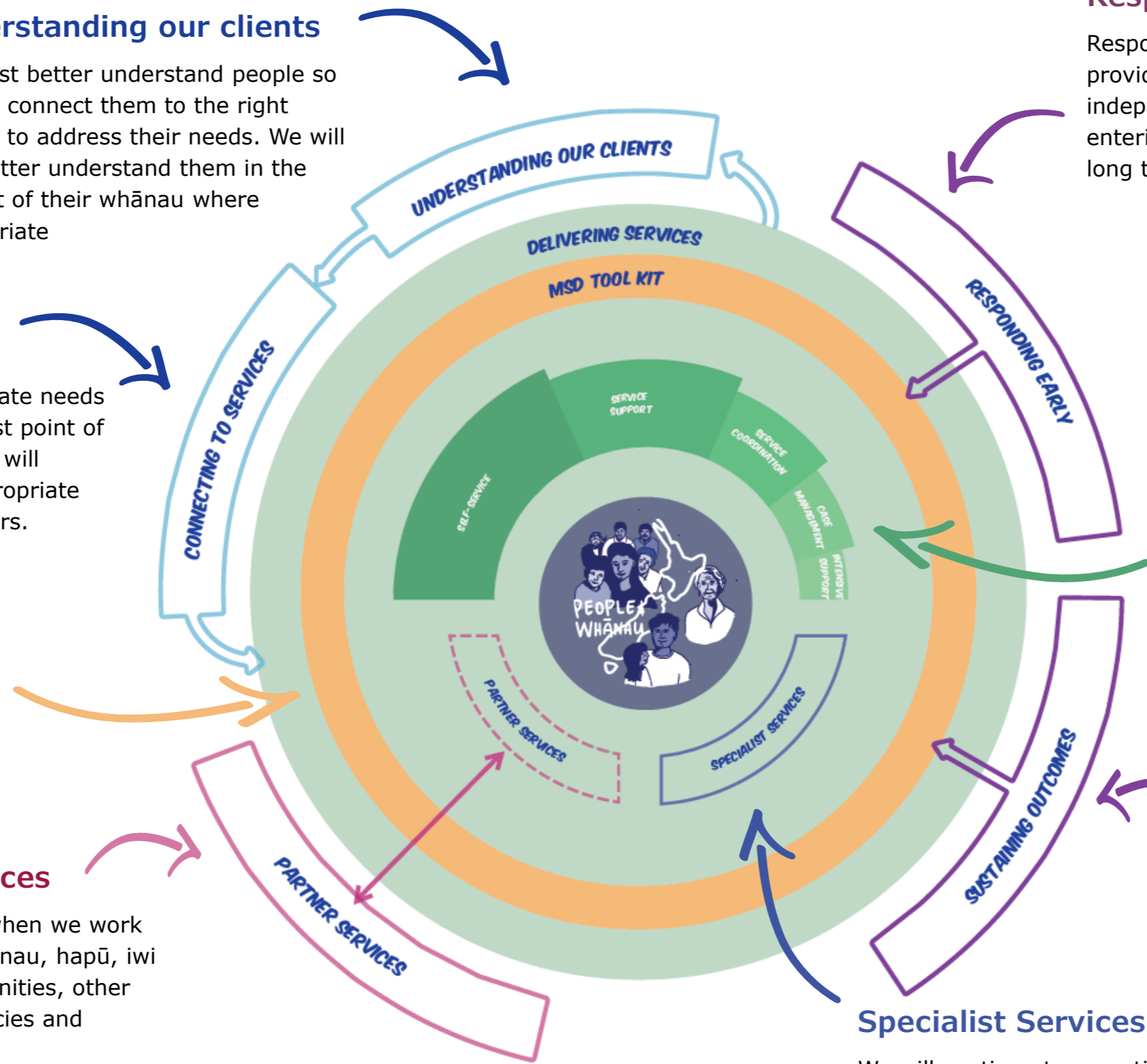
People should have their immediate needs identified and resolved at the first point of contact. If this isn't possible, we will seamlessly connect them to appropriate support from MSD and/or partners.

## MSD tool kit

We will ensure our staff, systems and partners can access everything they need when they need it.

## Partner services

We are stronger when we work together with whānau, hapū, iwi providers, communities, other government agencies and employers.



## Responding early

Responding Early involves MSD and/or partners providing preventative support to maintain their independence without galling into financial hardship, entering the welfare system or requiring its support long term.

## Tiered service delivery

We (MSD and/or partners) will deliver different levels of support based on the level of need of a person or whānau. People and whānau will be able to transition seamlessly through different levels of service as their situation changes and as service capacity allows.

## Sustaining outcomes

We want people to be safe, strong and independent, therefore the service we provide needs to build upon their mana. This will equip them, when they are no longer clients of ours to make their own plans, set their own goals, and be more resilient to the barriers faced as they advance to greater independence.

## Specialist Services

We will continue to proactively establish and maintain strong relationships and networks with employers, industry and community groups, other key stakeholders within the region to market the support offered through our products and services.

# Our transformation roadmap delivers against six strategic themes and is underpinned by core foundation activities that we must deliver to enable our broader transformation

<p><b>1.0</b> Digital experience</p>  <p>People, whānau and partners empowered to access information and services anytime</p>	<p><b>2.0</b> Service enablement</p>  <p>Enabling unified, prompt, high-quality and personalised experiences at every touchpoint and across all channels</p>	<p><b>3.0</b> Unified ecosystem</p>  <p>Actively enabling the unified partner ecosystem which will underpin the future of digital government and NZ public services</p>	<p><b>4.0</b> Enabling better insights</p>  <p>Enabling personalised, proactive and preventative services and an organisation that leverages insights to improve services, operations and policy</p>	<p><b>5.0</b> Digital workplace</p>  <p>Empowering our people with modern tools to work productively and collaborate easily</p>	<p><b>6.0</b> Digital workforce</p>  <p>Digitally adept, agile and collaborative, embodying a culture of learning and innovation</p>
<p>Building intuitive, accessible and personalised experiences for clients, staff and partners that we improve continually, making it easy for people and whānau to access information and services at any time, while supporting our staff and partners to provide proactive, integrated support, understanding individual needs.</p>	<p>Transforming the core technologies that enable our future services, building a single view of our clients and enabling us to understand people within the context of their needs, goals and whānau, providing high quality, proactive and personalised services which are anchored in human rights and ethics.</p>	<p>Active participants in shaping the technology that will underpin future delivery of social services: an integrated network comprising other agencies, whānau, hapū, iwi, community and private sector partners, who work together to deliver integrated services designed to meet the needs of each New Zealander.</p>	<p>Invest in fit for purpose data infrastructure capable of processing high volumes of unstructured data from across a broad range external sources to deliver real time and predictive analytics, while investing in our internal capabilities to leverage insights to improve services, operations and policy reform.</p>	<p>Empowering all of our people with the right tools for the job, equipping everyone with devices, connectivity and modern system that enable us to work as efficiently and effectively as possible, while collaborating easily with our teams and partner networks.</p>	<p>Taking people on our digital journey will mean investing to build the digital literacy of our own workforce, our partners and our clients, as well as shifting our workforce to adopt agile and collaborative ways of working, and a culture which embraces learning and trying new things.</p>

## Foundations

Hybrid cloud and Network	Information and Data mgmt.	Identity Client · staff · partner	Security	Integration	Process automation	Operating model and workforce
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# Working in partnership with our suppliers to establish the minimum foundations that must be in place before we can commence delivery of the Te Pae Tawhiti transformation

Hybrid cloud and Network	Information and Data mgmt.	Identity client · staff · partner	Security foundations	Integration	Process automation	Operating model and workforce
<p>We will provision robust foundations for cloud, positioning MSD to effectively manage a multi-cloud hosting environment to support scaled consumption of cloud native services and active migration of on-premise services to cloud.</p>	<p>We will establish information and data foundations to ensure the data we need is effectively managed and governed to enable insights that matter, while respecting the rights and choices of our clients, whānau, hapū and iwi as we deliver upon Te Pae Tawhiti.</p>	<p>We will adopt modern and resilient Identity Management systems and processes, enabling clients, staff and partners to access information and services seamlessly across all channels, while respecting customer choice, convenience, control and privacy.</p>	<p>We will implement the platforms and tools required by Security and Resilience to effectively manage and reduce today's risks while enabling the collaboration that underpins the Future Services Model, ensuring security by design.</p>	<p>We will modernise our integration architecture and solutions to support digital interactions with eco-system partners as well as managing partners and service providers.</p>	<p>We will determine our automation strategy, select and provision tooling and establish our automation capability so that we are positioned to enable end to end process automation for clients, staff and partners.</p>	<p>We will refresh our operating model design and workforce strategy to position our technology workforce to effectively deliver BAU operational demands while managing the complexity of a transformation environment and preparing to transition to new skills and ways of working.</p>

Refer to appendix 1 for further detail and roadmaps on foundation programmes listed here

# People, whānau and partners empowered to access information and services anytime



People expect the same service experience from government agencies that they enjoy from the commercial sector: intuitive, easy to use, personalised and proactive experience which continuously evolves to simplify how we interact.

We will invest in digital self-service capabilities so that people, whānau and partners can easily access information, services and manage their information online, at any time, without having to interact with an MSD staff member. Our digital experience will be enhanced by digital chat bots and artificial intelligence which not only make it easy to surface the information people need, but also the recommendations that they hadn't even thought to look for.

We will also invest to develop enhanced experiences for our staff, enabling them to surface the information needed at the right time so that we may truly know our clients and provide prompt, personalised and consistent assistance at every touchpoint and across every channel.

Our digital experiences will be designed for inclusivity and accessibility, providing clear and empowering information in multiple languages, meeting the needs of all ethnicities and creating more accessible ways to access MSD information and services.

## Our vision

- We want our channels to provide clear and empowering information in multiple languages and in a way which meets the access needs of disabled people.
- We want people to have a seamless and consistent experience, understanding all the support available to them, regardless of the channel and service they are accessing.
- We will build systems that prompt our staff to proactively reach out to people who may need additional support.
- Our staff will be supported with relevant information surfaced to an intuitive interface which enables them to provide the personalised and consistent experiences we envision.
- Staff will have the ability to see who is delivering what services across a partner ecosystem and work together on shared action plans;

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## Our mega epics

- 1.1 Digital experience foundations
- 1.2 Onboard digital services (phased release across staff, students, seniors, working age, partner services)
- 1.3 Extend digital services

# People, whānau and partners empowered to access information and services anytime



<b>1.1</b> Digital experience foundations	We will establish the digital experience platform which underpin MSD's unified digital experience, enabling people and whānau to easily access services and manage their own information online.
<b>1.2</b> Onboarding digital services (employment, students, seniors)	We will deploy and onboard digital services onto our experience platform according to business priorities, providing an integrated experience across MSD services for people, whānau, staff and partners.
<b>1.3</b> Extend digital services	We will extend digital services to encompass all products and service offerings as we evolve and expand our capability to what matters for our people, whānau, staff and partners.

# Enabling unified, prompt, high-quality and personalised experiences at every touchpoint and across all channels



Achieving mana manaaki – a positive experience every time – means we will provide consistent, personalised, proactive and transparent services that meet everyone’s needs whether online, face-to-face, through others or by phone.

We will transform our core operational systems to enable a single view of people and whānau throughout their lifetime, support staff, clients and partners to access relevant information when they need it and provide transparent entitlement calculations.

We will integrate our services, removing functional siloes that exist today across income, employment, housing and communities that mean people and whānau are passed unnecessarily between staff and channels.

We will take an ‘omnichannel’ approach, putting people and whānau experience at the centre and removing the boundaries between different channels to create a unified, integrated and cohesive experience.

We will automate workflows for people, whānau and staff so that we can make it easier to access services and spend more time providing real support than transactional services, enabling our staff to focus on more complex service needs.

Consent, human rights and ethics will underpin our approach as we gradually work to test, scale and extend our ability to leverage automation and artificial intelligence (AI) to improve the experience of our clients and staff.

Individuals will have control to manage consent and transparency to understand how we access, use and share their data.

We envisage AI-supported decision making will be phased in over time following thorough testing and consent to use based on confidence of the outcomes.

### Our vision

- People will receive consistent and proactive service across all channels.
- People’s needs will be understood within the context of their whānau, so we can provide tailored recommendations for services and support for both the individual and their whānau.
- People will be able to have their immediate need and straightforward financial transactions identified and resolved at the first point of contact (whether that be digital, phone or in person).
- People will only need to tell their story once, as staff will access a single view of their needs, which will be updated as their situation changes.
- If people require additional support when engaging digitally, they will be able to connect quickly and easily to personalised assistance and information

### Our mega epics

- |                                      |                                      |
|--------------------------------------|--------------------------------------|
| 2.1 Core client platforms evaluation | 2.5 Services knowledge management    |
| 2.2 Client management system         | 2.6 Client payment and debt platform |
| 2.3 Onboard employment platform      |                                      |
| 2.4 Omnichannel communication        |                                      |

# Enabling unified, prompt, high-quality and personalised experiences at every touchpoint and across all channels



<b>2.1</b> Core client platforms evaluation	We will undertake an evaluation to determine the core client platforms that will enable MSD to deliver the outcomes presented by Te Pae Tawhiti and our Future Services Model, producing a technical reference architecture that will guide future decisions.
<b>2.2</b> Client management platform	We will ensure our core Client Management Systems enable staff and partners to effectively support people within the context of their whānau, enabling integrated services that traverse peoples' lifetime as well as transparent and adaptive entitlement calculations.
<b>2.3</b> Onboard employment platform	We will establish the employment platform which will underpin MSD's digital employment services, enabling people, whānau and employment partners to connect to employment services through digital channels.
<b>2.4</b> Omnichannel communication	We will design and implement an omnichannel communication platform, deploying a fit for purpose cloud-based contact centre which integrates tightly to the experience platform to enable screen prompts which enable context-driven conversation supports.
<b>2.5</b> Service knowledge management	We will implement a knowledge management system capable of enabling people and whānau to easily access information about services and supporting our staff and bots with a single source of truth which will underpin our ability to provide consistent support rapidly.
<b>2.6</b> Client payment and debt platform	We will modernise our client payment and debt management systems, delivering automated processes and increased payment accuracy, thereby reducing overpayments and subsequent debt to MSD while delivering resource efficiencies.

# Actively enabling the unified partner ecosystem which will underpin the future of digital government and New Zealand public services.

To deliver kotahitanga, we want to enable more integrated ways of collaborating across the social sector,

- Enabling a model which allows service delivery partners, who have specific knowledge, expertise and connections to make a lasting difference to the lives of people and whānau, to take a key role in our end-to-end service model.
- Partnering closely with interrelated Ministries such as Health, Justice, Children and Education to reimagine, prove and scale opportunities to respond early and provide holistic care.
- Active participants in shaping the New Zealand government welfare reform and digital transformation.

We will enable this with various technology options to enable trusted agencies, iwi, providers, communities and employers with the flexibility to access and share information in ways that best fit the maturity and needs of each partner.

We will proactively build and contribute to the government data marketplace, creating the infrastructure required to ingest external integration patterns and ensuring accessibility of the data we publish. We will take the lead on behalf of the social sector, defining open API standards and ensuring high-value scenarios are identified and established early.

Critically, we will invest to support our network to make the most of the tools we can offer and respect and protect the information that we share with them.

We will work across the system, be open to sharing and reuse to optimise outcomes for New Zealanders and drive cost efficiencies across the public sector. We will not be welded to uniqueness.

## Our vision

- We see a future where New Zealanders won't need to know how government is organised to receive services, comply with their obligations, or find information. When people provide information for one agency, their data will be accessible at another agency, so we won't need to be told twice.
- We see a future where agencies prioritise creation of open APIs and components, standards and datasets in public service to allow agencies, businesses, NGOs and others to reuse data, transactions and rules.
- People and whānau will be able to connect seamlessly to the appropriate services whether they be MSD or partner provided, no matter what channel they engage through.
- Our staff will have the ability to see who is delivering what services across our partner ecosystem and work together with community and iwi partners, providers, and government agencies to design and deliver shared action plans and wrap-around services.

## Our mega epics

- 3.1 Partner relationship management operating model
- 3.2 Secure and efficient data sharing
- 3.3 Partner Integration



# Actively enabling the unified partner ecosystem which will underpin the future of digital government and New Zealand public services.



<b>3.1</b> Partner relationship management operating model	We will refresh our partner relationship management operating model to optimise the process of working together with partners to deliver our services and connect to clients.
<b>3.2</b> Secure and efficient data sharing	We will proactively build and contribute to the government data marketplace, creating the infrastructure required to ingest external APIs and ensuring accessibility of the APIs we publish.
<b>3.3</b> Partner integration	We will integrate with partner systems, making it easier for us to collaborate with our partners, sharing information and coordinating services and shared action plans so that people and whānau get the most appropriate support.

# Enabling personalised, proactive and preventative services and an organisation that leverages insights to improve services, operations and policy



Analytics will be a key enabler underpinning the automated provision of personalised, proactive and preventative services envisioned by Te Pae Tawhiti and our Future Service Model, as well as enabling MSD to become an insight-driven organisation that uses timely insights to inform service improvements and policy reform.

We will invest in fit for purpose data infrastructure capable of processing high volumes of unstructured data from across a broad range external sources to deliver real time and predictive analytics. We will also invest in the data science capabilities that will enable us to build models that will underpin personalised services, recommendations and the predictive insights which will enable us to respond early as a result of leveraging data across the public sector to proactively identify opportunities to provide preventative support to people and whānau, before they need to enter the welfare system.

We will enable our staff by establishing self-service business intelligence and building the capability of our people to maximise the value of information held both within MSD and across the sector to improve how we operate, deliver services and inform policy.

We will come to truly understand our clients by combining insights that we understand about a person’s circumstances, experiences, priorities and goals, with evidence such as their expected long term social outcomes, factors that influence their wellbeing and the effectiveness of different services.

Through all of this, we will ensure that AI-supported decisions and intelligent experiences are underpinned by a commitment to treat people and their information with respect: protecting information, enabling people to control and understand how their data is being used and shared, and taking care to introduce AI gradually following thorough testing to build confidence in the outcomes.

## Our vision

- Our staff will be supported to provide frequent and proactive interactions across a wide range of services and support timely decision making
- As peoples’ situation changes, we’ll be able to proactively recommend different levels or types of service so that people and whānau can connect to the support they need in a timely manner.
- By supporting people and whānau earlier, we expect to reduce the number of people falling into hardship and entering the welfare system or requiring it’s support long term.  
This means we will do more to support people at risk of job displacement, people whose health conditions or disabilities risk impacting their employment or training, students and youth leaving study education or training, people whose financial situation is at risk of deteriorating, people whose housing arrangements are unstable, people whose whānau situation risks impacting on their ability to achieve and sustain their goals, and newly arrived refugees and migrants.  
This will support the achievement of Kia Takatū Tātou, improving the social and economic wellbeing of our communities.

## Our mega epics

- |                                 |  |
|---------------------------------|--|
| 4.1 Better outcomes framework   | 4.4 Self service business intelligence |
| 4.2 Data and analytics platform | 4.5 Client data self service           |
| 4.3 Consent management          | 4.6 Collaborative analytics            |



# Enabling personalised, proactive and preventative services and an organisation that leverages insights to improve services, operations and policy



4.1 Better outcomes framework	We will enrich our understanding of the performance of the welfare system, effectiveness of interventions on people and communities by defining what good looks like, enabling us to consistently measure outcomes across our services.
4.2a Data and analytics platform (inc. BI)	We will implement the initial phase of our new data platform, including foundational data governance and management activities, so that MSD has improved business intelligence, reporting and analytics capabilities.
4.2b Data and analytics platform (advanced analytics)	We will build upon our data platform, adding business intelligence, evaluation and advanced analytics services to deliver real-time recommendations, personalised services and predictive analytics required to respond early.
4.2c Intelligent service delivery	We will extend our data platform to operational data, capable of processing high volumes of unstructured data from across a broad range external sources to deliver real time and predictive analytics.
4.3 Consent management	We will design and implement a comprehensive consent framework to ensure we are using peoples' information responsibly and respectfully.
4.4 Self service business intelligence	We will build upon our data platforms to provide the tools to empower our staff with self service business intelligence capabilities.
4.5 Client data self service	We will provide transparency, control and choice to our clients by enabling them to view, update and manage the information they share with us through our digital experience platform.
4.6 Collaborative analytics	We will establish a collaborative data science platform which will enable our partners, agencies and wider government ecosystem to continually improve social sector services and outcomes using business intelligence and data science.

# Empowering our people with digital tools to work productively and collaborate easily



We will empower our people with the tools they need to work effectively and efficiently, ensuring we can focus our resources on delivering valued outcomes for New Zealanders:

- Empowering our workforce with modern tools that enable us to work productively and collaborate easily.
- Providing the technology needed to support agile and collaborative ways of working: automated tooling, connectivity, mobile devices, interactive displays.
- Modernising enterprise systems so that our back-office workforce is equipped to run efficiently and effectively, driving productivity gains across our organisation and broader network.
- Equipping our buildings with meeting and network technologies that enable easy collaboration between our staff, partners, other agencies, iwi, providers, communities and employers.
- Continuing to find and optimise opportunities to automate end to end processes, leveraging emerging technologies to continuously improve how we work and deliver services.

## Our vision

- Our people enabled with the latest productivity and collaboration tools, making it easy to collaborate among ourselves, our partners and other agencies.
- Our people enabled with evergreen technologies that continuously evolve to support us with the latest tools for the job.
- Processes will be automated as algorithms to automate common processes.
- We will continue to explore new ways to optimise how we deliver services, work and look after our people, identifying and scaling innovative ways to deploy new technologies across our business.

## Our mega epics

- |  |  |
|--|--|
| 5.1 Enabling delivery teams with automated tooling | 5.8 Enterprise planning                            |
| 5.2 Corporate portfolio                            | 5.10 Enterprise governance, risk, compliance (GRC) |
| 5.3 Workplace productivity tools                   | 5.12 Smart buildings                               |
| 5.4 Front-line staff enablement                    | 5.13 Digital staff health and safety               |
| 5.5 FinOps: shift technology from cost to value    |  |
| 5.6 Enterprise content management                  |  |
| 5.7 Technology asset management                    |  |

# Empowering our people with digital tools to work productively and collaborate easily



5.1	Enabling delivery teams with automated tooling	We will provision fit for purpose, automated and integrated tools to enable our teams to work efficiently and consistently, maximising time spend on value-enhancing activities. This includes tools to simplify planning and delivery of projects, as well as automating DevOps processes.
5.2	Corporate portfolio	We will modernise our corporate platform, including finance, payroll, procurement and contract management, and human resources systems, to ensure MSD have fit-for-purpose systems, business processes and information to deliver upon government's expectations.
5.3	Workplace productivity tools	We will equip our teams with evergreen office productivity tools, appropriate devices and meeting and AV systems, ensuring our staff are supported with the tools they need to collaborate and work efficiently and effectively.
5.4	Front-line staff enablement	We will ensure front-line staff and contact centers are equipped with devices, services and connectivity solutions that enable them to provide a great experience every time.
5.5	FinOps: shift technology from cost to value	We will support a shift in perception of technology as a cost centre to value driver by building the capability to map technology costs directly to service outcomes.
5.6	Enterprise content management	We will define and deliver upon our enterprise content management strategy so that staff can easily access and reference both published content as well as discoverable content across our digital collaboration channels.
5.7	Technology asset management	We will review how we manage technology assets to ensure that all technology assets, including cloud services, can be effectively managed using fit for purpose solutions which are integrated to the enterprise asset management solution.

# Empowering our people with digital tools to work productively and collaborate easily



<b>5.8</b> Enterprise planning	We will implement enterprise planning tools which will enable MSD to take a structured approach to cascade strategic and transformation planning.
<b>5.9</b> Enterprise governance, risk, compliance (GRC)	Evaluate options and implement enterprise solution(s) which will enable MSD to effectively govern enterprise risks across all layers of the organisation, reducing the siloed repositories that comprise the current risk management suite to tools.
<b>5.10</b> Smart buildings	We will modernise our facilities management systems, introducing new solutions to help staff manage where and how they work, and enable facilities to optimise facilities management and maintenance functions.
<b>5.11</b> Digital staff health and safety	We will explore opportunities to leverage emerging digital technologies to enhance staff health and safety practices and support safe working environments.

# Digitally adept, agile and collaborative, embodying a culture of learning and innovation



Digital is about more than new technologies and improving IT systems. It's critical that we take people on the journey too:

- Building the digital literacy of our staff, partners and clients;
- Learning how to work differently, coming together in diverse teams to use client-centred, agile and collaborative ways of working;
- Committing to continuous learning so we can keep pace with technology change, evolving our careers in ways that we can't even imagine today;
- Creating an environment in which people feel safe to be creative, make suggestions, raise risks and get it wrong sometimes.

Our Te Pae Tawhiti roadmap sets a bold pace for establishment of technologies and core systems that will underpin the transformation programme. It will be up to us to set the pace for transformation: working strategically with partners to accelerate adoption of new systems, upskilling out teams rapidly and scaling agile across the organisation.

Specific workforce readiness planning will be undertaken as part of each roadmap initiative, ensuring operational and organisational readiness within the change management scope specific to each mega epic. Initiatives in this part of our roadmap focus on broader workforce changes that will underpin a successful transformation to become a modern and adaptive digital organisation.

### Our vision

- We will deliver modern services for New Zealanders that continue to adapt to change. To achieve this, we will commit to continuous learning and improvement.
- We will work in multi-disciplinary and diverse teams, creating an environment where people feel safe to make suggestions, raise risks and get it wrong sometimes.
- Partnerships will be commonplace across government and industry to develop capability, transfer skills and help build high-performance teams.
- We will invest to grow and retain our people, promoting compelling career paths and a culture where learning is expected and development is proactively sought through new experience, collaboration opportunities, and cross-departmental teams.

### Our mega epics

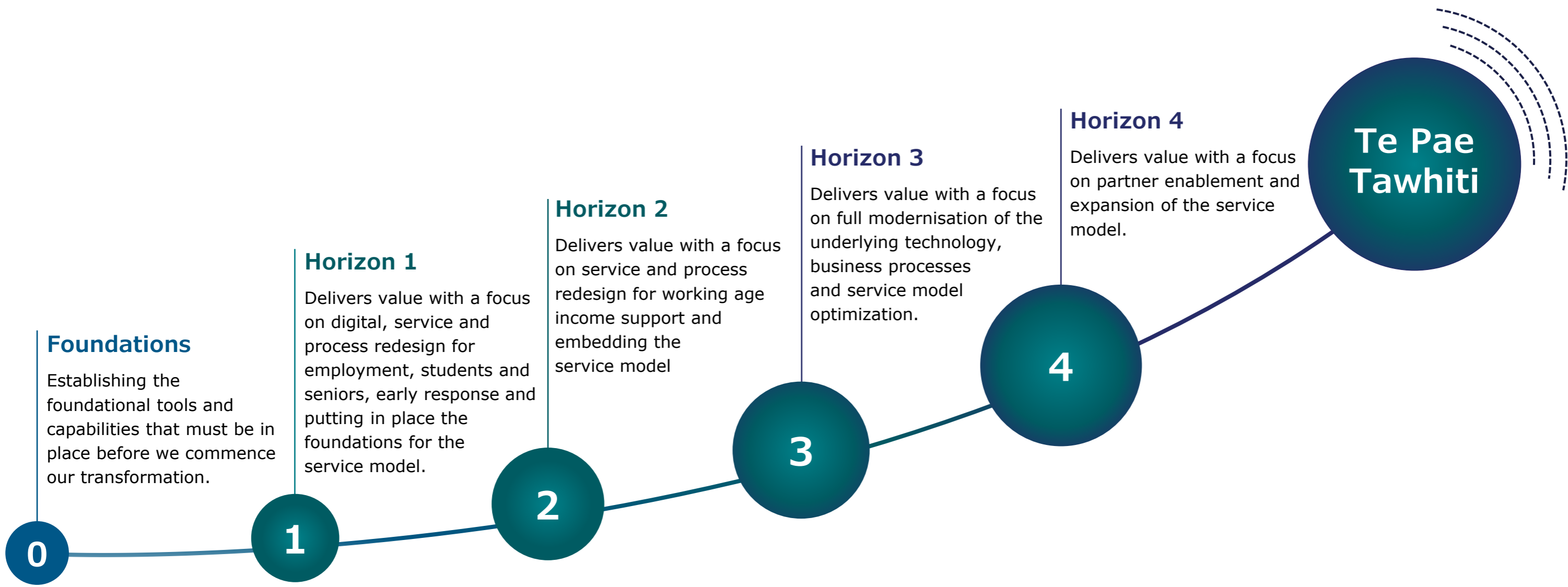
- |   |   |
|---|---|
| 6.1 Digital literacy                    | 6.7 Establish technology as business partners |
| 6.2 Technology talent development       | 6.8 Innovation model                          |
| 6.3 Embed agile for delivery teams      | 6.9 Establish continuous improvement model    |
| 6.4 Capability uplift to manage vendors |   |
| 6.5 Operational readiness uplift        |   |

# Digitally adept, agile and collaborative, embodying a culture of learning and innovation



<p><b>6.1</b> Digital literacy (staff, clients, partners)</p>	<p>Working in close partnership with the People Group, Technology will be the evangelists who inform and lead the digital literacy of MSD’s workforce, clients and partners.</p>
<p><b>6.2</b> Technology talent development</p>	<p>We will invest to proactively grow our internal talent, supporting people to transition to new digital skills and a culture of learning which will ensure we can continue to innovate digital experiences into the future.</p>
<p><b>6.3</b> Embed agile for delivery teams</p>	<p>We will continue to embed agile, forming multidisciplinary product teams to transform the experience for people, whānau and partners, while enabling those supporting complex legacy systems to continue current ways of working.</p>
<p><b>6.4</b> Capability uplift to manage vendors</p>	<p>We will uplift our capacity to effectively source and manage strategic technology service partners so that we can build enduring, outcome driven partnerships which continue to deliver value over the long term.</p>
<p><b>6.5</b> Operational readiness uplift</p>	<p>We will support our ability to successfully sustain long-term transformation by ensuring operational readiness and organisational readiness are effectively prepared prior to significant technology releases.</p>
<p><b>6.6</b> Capability uplift: service delivery partner integration</p>	<p>We will prepare technology to enable MSD’s shift to a unified partner ecosystem by adjusting role design and uplifting skills to ensure we build and maintain the required networks and relationships and evaluate potential partners to plan integration.</p>
<p><b>6.7</b> Establish technology as business partners</p>	<p>We will reposition key technology roles to partner proactively with our service portfolios and Product Managers, providing the technical leadership to continually innovate our client experience.</p>
<p><b>6.8</b> Innovation model</p>	<p>We will collaborate to refresh an innovation framework which will enable MSD to continually optimise and transform how we work, partner, and deliver services over the long term.</p>
<p><b>6.9</b> Establish continuous improvement model</p>	<p>We will extend agile to adopt an operating model geared to continuous improvement, ensuring that we continually invest to listen for ideas and feedback, optimise and transform how we work and deliver services.</p>

# Following foundations, our strategic roadmap is structured across four key horizons that align to the Te Pae Tawhiti Programme, ensuring our efforts integrate across the organisation



**Foundations** **Te Pae Tawhiti Programme**

**Foundations**

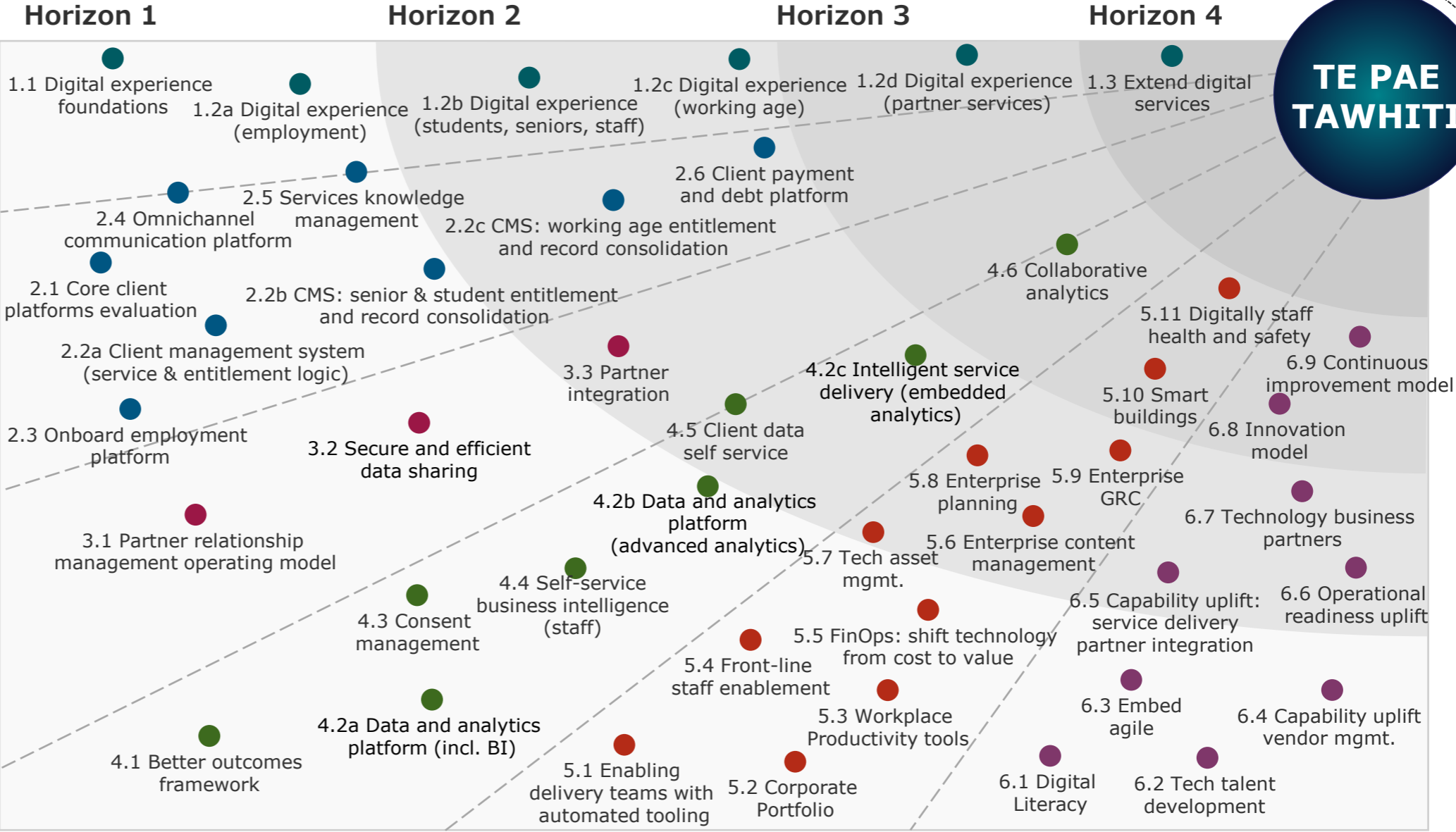
- Hybrid cloud and network
- Information, data and analytics
- Identity  
Client · Staff · Partner
- Security
- Integration
- Process automation
- Operating model and workforce

*Refer to Appendix 1 for further detail and roadmaps relating to foundation programmes*

**1.0 Digital experience**  
People, whānau and partners empowered to access information and services anytime.

**2.0 Service enablement**  
Enabling unified, prompt, high-quality and personalised experiences at every touchpoint and across all channels.

**3.0 Unified ecosystem**  
Actively enabling the unified partner ecosystem which will underpin the future of digital government and New Zealand public services.



**4.0 Enabling better insights**  
Enabling personalised, proactive and preventative services and an organisation that leverages insights to improve services, operations and policy

**5.0 Digital workplace**  
Empowering our people with modern tools to work productively and collaborate easily.

**6.0 Digital workforce**  
Digitally adept, agile and collaborative, embodying a culture of learning and innovation





# Achieving modern, adaptive and personalised services will demand that we shift to new ways of working



# Our guiding principles

As we progress on this journey we will be faced with many decisions that we may not have a playbook or principles in place to guide.  
In these situations, we will be steered by our core values, the strategic intent of Te Pae Tawhiti, Te Pae Tata and Pacific Prosperity, and these guiding principles which capture the intent of this strategy.



## Delivering value

Every decision we make centres around improving experience, equity and outcomes for New Zealanders.  
We will reduce waste and drive value across the sector through faster time to market and by keeping things simple, re-using, sharing and partnering.  
We'll leave no room for assumptions about what people and staff need, and we'll stay connected to their voices by measuring staff, client and whānau satisfaction.



## Responsible use

Our ability to deliver insights and intelligent experiences relies on our ability to build and sustain trust that we treat people and their information with respect.  
We will protect the data and information of people, their whānau, our staff and our partners, and commit to using it responsibly: considering privacy, human rights, ethics and respect for Te Ao Māori in everything we do.  
Achieving this is core to keeping New Zealanders safe, strong and independent.



## Enabling ecosystem

We will play a critical role in shaping and realising a unified social services sector for New Zealanders, as well as delivering the New Zealand government digital strategy.  
We will take a system-wide approach in everything we do, designing and building with the ecosystem in mind, and lifting the capability of our collective network in preference to benefiting MSD alone.  
We maintain enduring relationships across our sector and community of service delivery partners, working together to share knowledge, build integrated systems and raise the digital literacy and capacity of our entire ecosystem.



## Our people, our future

Caring for the wellbeing and resilience of our people is vital. When we do this, we take care of our family at work and all our families at home.  
We take care to balance workloads and give our people a voice so we can measure and respond quickly when concerns arise.  
Our culture is inclusive. Everyone feels they belong, and we feel safe to have an opinion, try new things and even get it wrong sometimes.  
We invest in the long-term development and success of our people by nurturing a culture of continuous learning underpinned by opportunities to build experience across new skills, teams and parts of our organisation.



**Manaaki**  
We care about the wellbeing and success of people



**Whānau**  
We are inclusive and build belonging



**Mahi tahi**  
We work together, making a difference for communities



**Tika me te pono**  
We do the right thing with integrity

# Strategy to action



## Continue to evolve integrated Te Pae Tawhiti roadmap

Continue collaborating across technology portfolios and the Te Pae Tawhiti Programme to evolve the Integrated roadmap, refining timing, sequencing and costs as additional levels of detail are able to be addressed and taking a value-based approach to prioritise epic delivery.

## Accelerate foundations

Start working immediately to deliver core foundations and evaluations, enabling accelerated delivery of Te Pae Tawhiti:

- Core platforms evaluation (2.1)
- Hybrid cloud foundations
- Information, data and analytics foundations
- Security foundations
- Identity foundations
- Integration foundations
- Process automation foundations

## Refresh MSD technology operating models

Refresh the Technology operating model to ensure technology will be equipped to deliver the transformation effectively at pace and prepared for key workforce shifts that will come out of Te Pae Tawhiti.

## Align governance to Te Pae Tawhiti

Align governance to the Te Pae Tawhiti Programme through the existing Technical Design Committee.