MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Tā Te Manatū Whakahiato Ora Rautaki Hangarau
MSD Technology Strategy

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 are focused on becoming a modern, digital and responsive organisation, delivering effective and accessible services that help people towards employment and help them live better lives. "

Contents

This update of MSD's Technology Strategy reflects progress and evolving priorities as Te Pae Tawhiti Transformation Programme moves into delivery

We are focused on becoming a modern, digital, and responsive organisation, delivering effective, accessible services that help people towards employment and help them live better lives.

Our Technology Strategy guides MSD's investment across technology platforms, data and insights, security, digital service design, modern digital tools and ways of working.

It underpins MSD's Transformation Programme and future services model as we improve the ways MSD provides services to New Zealanders.

The changes will reset our foundations so we can deliver better for MSD clients, as well as employers hiring our clients, and organisations working in partnership with us.

In delivering on our Technology Strategy, we are building long-term, strategic national infrastructure to support New Zealanders with effective, adaptable services for decades to come.

The Technology Strategy sits alongside MSD's Channel Strategy and Information, Data and Analytics Strategy.

It supports the all-of-government Strategy for a Digital Public Service to develop modern, connected digital public services.

Progress so far

During 2022 and 2023, following two years of supporting New Zealanders through COVID-19, we accelerated work on the core technology foundations needed to enable MSD's Transformation Programme.

We took steps to lift our capability to use cloud, improve system security and modernise identity management.

We dedicated architecture and other resources for the launch of Horizon One of the Transformation Programme, including procurement for technology partners for a transformed digital employment service and service experience.

We took steps to evolve our operating model and develop our workforce, practices and delivery model. This means we can to better resource, plan and balance transformation with our core business of improving and maintaining the operational integrity of MSD's services and systems.

Within an environment of fiscal sustainability, this will enable us to deliver services, change and innovation faster and more cost-efficiently.

2024 refresh

This update of MSD's Technology Strategy reflects the progress we've made. It also reflects our evolving understanding of the Transformation Programme which has moved into delivery of the digital employment service and service experience platform, and our Kotahitanga partner systems.

Our updated Technology Strategy makes a commitment to increase our focus on:

- decluttering our technology landscape and reducing technical debt to streamline systems and achieve cost efficiencies
- resilience
- emerging technologies
- accessibility
- sustainability.

Finally, we have started to develop measures to track our progress towards achieving modern, adaptive and personalised services. Refining and improving these measures will be a focus as we continue to develop our Technology Strategy over time.

> " We are building long-term, strategic national infrastructure to support New Zealanders with effective services for decades to come. "

Our Technology Strategy fits within a landscape of MSD and all-of-government strategies and programmes to shape the future of public services

– Te Rautaki Māori me te Mahere Mahi sets out how MSD will work with Māori to achieve better outcomes.

MSD's strategic direction **– Te Pae Tawhiti – Our Future**

Pacific Prosperity – Our People, Our Solutions, Our Future sets out how MSD will work with Pacific communities to achieve better outcomes.

NZ Government Strategy for a Digital Public Service a shared direction for a public sector system grounded in digital and data-driven services.

MSD Future Service Model

> Responding early

> Understanding needs

> Connecting to services

> Delivering services

> Sustaining outcomes

MSD's Information, Data and Analytics Strategy communicates how we will shift our practices to enable MSD's future services model, using information responsibly for better insights, better decisions and better lives.

The NZ Government Cloud Sourcing Strategy and Cloud First policy requires government agencies to use public cloud services wherever possible.

MSD's Channel Strategy provides direction to streamline and integrate channels to transform people's experience of MSD services.

The Carbon Neutral Government Programme aims to accelerate the reduction of emissions within the public sector.

Accessibility: MSD is delivering a programme to ensure the public sector is accessible for everyone and inclusive of disabled people.

Te Pae Tawhiti – Our Future presents MSD's strategic direction and sets out three shifts we need to make across our organisation to achieve our outcomes

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 drive us to transform the way we work so we can 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

Mana manaaki	Kotahitanga	Kia takatū tātou
A positive experience every time	Partnering for greater impact	Supporting long-term social and economic development

Looking after the dignity of people with warmth, listening, respect, compassion, openness and fairness. Helping people, whānau, families and communities.

Working with whānau, families, hapū, iwi, providers, communities and other government agencies, with trusted partners leading some services to connect directly with clients.

Taking a long-term strategic approach to community, regional and economic development, working with partners and employers to respond to skills, housing and community needs and improve employment outcomes.

Te Pae Tata

Te Pae Tata and Pacific Prosperity strategies for Māori and Pacific peoples articulate how we will work with Māori and Pacific peoples to achieve better outcomes for them.

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

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.

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

Pacific Prosperity

We are committed to ensuring Pacific peoples, families and communities maintain their dignity, are treated without judgement and feel safe, respected and empowered in every engagement they have with us.

We will ensure Pacific peoples, families and communities are key stakeholders in the decisions, design, development and delivery of matters that impact on Pacific and that we provide safe spaces for them to have their voice heard.

We will commit to long-term relationships and investments that support Pacific aspirations and innovation to achieve prosperity and self-sufficiency for Pacific peoples, families and communities in Aotearoa.

MSD is transforming the way it provides services to New Zealanders

MSD's purpose is to help New Zealanders be safe, strong and independent. Our people and partners do a great job in spite of clunky, cluttered and fragmented systems, processes and ways of operating that make it harder to help clients. MSD's Transformation Progamme programme resets our foundations so we can deliver better for New Zealanders. Current and future Government decisions will guide the way we transform MSD services over time.

We're focused on three areas:

Work
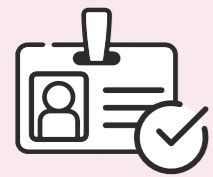
We'll help more people who can work, into work with...

- self-service channels for clients for clients to more easily access employment help – job searching, job notifications and training
- extra support, training and job-readiness for clients who have been searching without success
- tools for staff to direct clients to employers, training and resources, and more visibility of clients' job seeking activities.

Partnering

We'll help our partners by...

- having easier processes so they can focus on working in their community
- sharing information about their products and services through one central up-to-date source
- working together as a social sector ecosystem, sharing and reusing capabilities to reduce red tape and improve outcomes.

Payments

We'll improve payments by...

- integrating needs assessments with eligibility processes across employment, housing and income, so clients get the right payments, and we reduce overpayments
- providing accessible, smart systems making it easy to do the right thing and harder to do the wrong thing
- enabling more open sharing of real-time information across government
- having more flexibility to implement changes.

In the future our people will have...

- fewer systems and apps to navigate, and forms that auto-fill with existing data
- one source with all the client's latest information, supporting them as they support the client
- more time to focus on people who need extra support to move towards work and independence
- integrated interactions with clients, helping with all their employment, income and housing needs
- all the guidance they need to do their job in one online location
- consistent processes to help support and manage obligations and remedies, including sanctions when needed
- plenty of support as we implement changes over time.

Technology will be central to transforming MSD

Our vision is to deliver....

...digital channels and tools that are connected, automated, consistent, secure, easy-to-use and accessible.

...systems and data systems that are standardised, secure and can talk to each other across government agencies, and community, Māori and Pacific partners.

...modern, resilient, future-proofed and flexible technology solutions, supported by a digitally-adept and continuously learning workforce.

So that...

...it's quicker and easier for people to access services and information throug h channels they choose. More people can use self-service instead of calling or going to service centres.

...frontline staff have time and access to information so they can focus on helping people move towards jobs and independence, while technology takes care of routine tasks.

...people trust that information they share with us is kept safe and secure.

...information and insights are collaboratively created and shared by government agencies, and community, Māori and Pacific partners. We can identify long-term issues and understand what really makes a difference for people and communities.

...we can deliver social services through a connected network of government, community, Māori and Pacific partners with a unified service delivery model across the sector.

...our community, Māori and Pacific partners are supported to engage and support their communities in ways that work for them.

...we're able to respond more quickly and effectively to changes in social or economic needs, policy, legislation, demographics, or in emergencies.

... there is less risk of system failure impacting New Zealanders, as ageing systems are replaced with efficient, streamlined and fit-for-purpose technology.

...we can easily modernise systems and upskill our people to make the most of emerging technology and new ways of working.

Mana manaaki

A positive experience every time

Kotahitanga

Partnering for greater impact

Kia takatū tātou

Supporting long-term social and economic development

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

1.0 Digital experience	2.0 Service enablement	3.0 Unified technology ecosystem	4.0 Enabling better insights	5.0 Digital workplace	6.0 Digital workforce
People and partners empowered to access information and services across all channels	Enabling a single view of our clients to understand needs and provide high quality personalised services	Actively enabling the unified partner technology ecosystem which will underpin the future of digital government and NZ public services	Enabling personalised services and an organisation that leverages insights to improve services, operations and policy	Empowering our people with modern tools to work productively and collaborate easily	Digitally adept, agile and collaborative, embodying a culture of learning and innovation
Building intuitive, accessible and personalised experiences for clients, staff and partners that we improve continually. Making it easy for people to access information and services using the channel that suits them, while supporting our staff and partners to provide proactive, integrated support, understanding individual needs.	Transforming the core technologies that enable our services to build a single view of our clients. This will enable us to understand people within the context of their needs and goals and provide high quality services.	Active participants in shaping the connected technology ecosystem that will support future delivery of social services: an integrated, resilient, accessible and sustainable network of agencies, iwi, community and private sector partners, who work together to deliver services designed to meet the needs of each New Zealander.	Investing 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. Investing in our internal capabilities to leverage insights to improve services, operations and policy reform.	Empowering all of our people with the right tools for the job. Providing devices, connectivity and a resilient, modern system that enables us to work efficiently and effectively, and to collaborate easily with our teams and partner networks.	Taking people on our digital journey means building the digital literacy of our own workforce, our partners and our clients. It also means shifting our workforce to adopt agile and collaborative ways of working, and a culture which embraces learning, accessibility sustainability and trying new things.

Foundations

Hybrid cloud and network	Information and data managememt	Identity Client · Staff · Partner	Security	Integration	Operating model and workforce

Working in partnership with central agencies and our suppliers to establish the foundations that must be in place to deliver the Te Pae Tawhiti programme

Hybrid cloud and network	Information and data management	Identity Client · Staff · Partner	Security	Integration	Operating model and workforce
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.	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 of clients, whānau, hapū and iwi as we deliver on Te Pae Tawhiti programme.	We will adopt modern and resilient identity management systems and processes, enabling clients, staff and partners to access information and services seamlessly across channels, while respecting choice, convenience, control and privacy.	We will implement the platforms, tools, and processes required to effectively manage and reduce today's risks while enabling the collaboration that underpins the Future Services Model.	We will modernise our integration architecture and solutions to support digital interactions with technology eco-system partners, as well as managing partners and service providers.	We will refresh our operating model design and workforce strategy to position our technology workforce to deliver on operational demands while managing transformation and transitioning to new skills and ways of working.

Themes of decluttering our technology landscape, cost efficiencies, resilience, emerging technologies, accessibility and sustainability have increased in focus since we last refreshed our Technology Strategy.

Declutter our technology landscape and reduce technical debt

MSD has a complex technology landscape with hundreds of applications and systems, and technical debt from decades of software development work-arounds.

We have increased our focus on:

- decluttering our technology landscape
- making decisions to decommission old systems
- addressing technical debt.

This will enable us to operate more cost-efficient, cohesive and effective systems and services to be more responsive to change.

It will also enable us to deliver on the Transformation Programme to modernise MSD's services and systems.

Resilience

We will ensure technology resilience is built into everything we do so we deliver reliable services throughout transformation as well as adverse disruptive events.

MSD's Transformation Programme and cloud technology create opportunities to build resilience into platforms from the outset, but we must ensure our hybrid environment takes an integrated approach to resilience. It will be important to consider resilience across end-to-end business services, rather than individual applications and platforms.

We will establish a resilience standing capability to ensure technology resilience is built into everything we do and continue to improve capabilities.

Emerging technologies and innovation

New technologies offer huge opportunities to transform services and outcomes for our clients. Technologies such as artificial intelligence, big data analytics, and machine learning can enhance services, automate processes, enable data-driven decision-making, and improve transparency and accountability. However, we also need to manage risks.

To optimise opportunities and mitigate risks, we will strengthen our approach to innovation, developing the guardrails and mandate to identify, test and scale new technology and ways of working across the business.

Digital accessibility

Digital accessibility is at the heart of how everyone experiences online and digital services.

It's an ongoing commitment that demands a shift in systems and culture to guarantee MSD services are accessible to all, including disabled people.

We have recently boosted our digital accessibility team to improve knowledge, skills, and digital accessibility through assessment, advocacy, and education.

We will continue to strengthen our approach to embed accessibility right from the outset when designing and building websites, applications, and services, to ensure MSD provides an equitable experience for all.

Sustainability

Recognising the need to create sustainable, lasting services for current and future generations, we will integrate sustainability into our operations and decision-making processes, balancing environmental and social care, and economic resilience.

We will use innovative, data-driven solutions to understand our consumption, focus on energy efficiency, optimise resource use, and reduce our carbon footprint.

We will focus on cost-effective and innovative technology investments to deliver long-term value to communities and MSD. Our technology solutions will be inclusive and accessible, catering to the diverse needs of our communities.

These principles will guide our decisions, strategic partnerships, service design, and technology investments.

Our strategic themes support the outcomes of the Strategy for a Digital Public Service

Outcomes – Digital Public Service

"Together these outcomes will improve how government works together, how New Zealanders interact with government, and how the public service — in collaboration with partners — solves complex problems for the benefit of all New Zealanders."

New Zealanders' experience with government improves	A strengthened Māori-Crown relationship	Better results for New Zealand through a digital public service	A modern, agile and adaptive public service
New Zealanders' experience with government improves as they access a digital experience that empowers access to information and services anytime with the channel that suits them.	Digital experiences and services that align to Te Pae Tata's guiding principles of Hoatanga Rangapū Partnership, Tiakitanga Protection, and Whakaurunga Participation further strengthen the Māori-Crown relationship.	Better results for New Zealand through a digital public service relies on having high quality services delivered by MSD alongside our partners, underpinned by insights.	A modern, agile and adaptive public service requires modern digital workplace tools, and a digitally adept workforce.

1.0 Digital experience	2.0 Service enablement	3.0 Unified technology ecosystem	4.0 Enabling better insights	5.0 Digital workplace	6.0 Digital workforce
People and partners empowered to access information and services across all channels	Enabling a single view of our clients to understand needs and provide high quality personalised services	Actively enabling the unified partner technology ecosystem which will underpin the future of digital government and NZ public services	Enabling personalised services and an organisation that leverages insights to improve services, operations and policy	Empowering our people with modern tools to work productively and collaborate easily	Digitally adept, agile and collaborative, embodying a culture of learning and innovation

People and partners access information and services across all channels

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

Aligning with our Channel Strategy, 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, where appropriate. This includes further investment in our contact centre platform that enables our enable voice channel.

We will invest in digital self-service capabilities so that people and partners can easily access information, services and manage their information online, without having to interact with an MSD staff member.

Our digital experience will be enhanced by virtual assistants 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 declutter and reduce duplicated and redundant client experiences.

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 to be inclusive of disabled people and people of different ethnicities, providing clear and empowering information in multiple languages, meeting the needs of all ethnicities and various disabilities, creating more accessible ways to access MSD information and services.

Our vision

- People will receive consistent service across all channels.
- 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 the support available to them, regardless of the channel and service they are accessing.
- We will build systems that prompt our staff to 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.

Our mega epics

1.1   Digital employment services experience

1.2   Digital experience foundations

1.3   Contact centre voice enhancements

1.4   Extend digital employment experience

1.5   Transform digital experience for student clients

1.6   Transform digital experience for working age clients

1.7   Transform digital experience for senior clients

1.8   Extend digital experience

People and partners access information and services across all channels

1.1 Digital employment services experience

We will establish a digital employment service experience empowering jobseekers and employers to connect to employment services through digital channels.

1.2 Digital experience foundations

We will establish new digital experience capabilities on our service experience platform which underpin MSD's unified digital experience; including voice integration, apps and tools, interaction and experience analytics, digital content, communications, campaigns, and channel management capabilities. This contributes to the foundation of our Future Services Model.

1.3 Contact centre voice enhancements

We will ensure the Contact Centre platform which enables our voice channel is fit for purpose, modern, and delivers a consistent and unified experience alongside our other channels within Horizon 1 of Te Pae Tawhiti programme.

1.4 Extend digital employment experience

We will extend and align the digital employment experience to take advantage of new digital experience capabilities available on our service experience platform.

1.5 Transform digital experience for student clients

We will implement an omnichannel experience for student clients that takes advantage of the digital experience capabilities on our service experience platform.

1.6 Transform digital experience for working age clients

We will implement an omnichannel experience for working age clients that takes advantage of the digital experience capabilities on our service experience platform.

1.7 Transform digital experience for senior clients

We will implement an omnichannel experience for senior clients that takes advantage of the digital experience capabilities on our service experience platform.

1.8 Extend digital experience

We will extend digital experience to encompass all products and service offerings.

Enabling a single view of our clients to understand needs and provide high quality personalised services

Achieving mana manaaki – a positive experience every time – means we will provide consistent, personalised and transparent services that meet everyone's needs whether online, face-to-face, through others or by phone. It'll be clear for people to understand what we'll do and what is expected of them.

We will transform our core operational systems to enable a single view of people and whānau throughout their lifetime. This will 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 silos that exist today across income, employment, housing and communities that mean people and whānau are passed unnecessarily between staff and channels.

We will automate workflows for people 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.

Privacy, 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. We will demonstrate transparency to enable people to understand how we access, use and share client information. In some limited situations, individuals may have control over how their information is managed.*

We envisage rules and AI-supported decision-making over time following thorough testing, consent and appropriate legal authority to use based on confidence of the outcomes.

We will ensure technology resilience is built into everything we do so we deliver reliable services through change as well as disruption.

We will prioritise technologies and data-driven solutions that enhance energy efficiency, optimise our use of resources, promote sustainable consumption, and reduce our carbon footprint.

Our vision

- People's needs will be understood within the context of their circumstances 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 for financial assistance assessed and, if eligible, 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   Digital employment services platform

2.2   Service experience platform

2.3   Establish coexistence capability

2.4   Migrate student products

2.5   Migrate working age products

2.6   Migrate seniors' products

*Client Information

Under the Social Security Act 2018 clients have general and specific obligations. These include the obligation to give/supply some information or to notify of particular circumstances. There are also duties on Tenants within the Public and Community Housing Management Act 1992, and on applicants under the Student Allowances Regulations 1998 to provide a statement or information or evidence.

These set the context within which MSD collects, retains, uses and shares information to exercise functions under these Acts and associated secondary legislation including to assess eligibility for income support, housing assistance and employment programmes. MSD has to satisfy itself that people are entitled to payments, MSD has extensive information rights, we can use, retain and share information for a range of purposes including entitlement, fraud and debt. This places limitations on choice, control and management of a client's information. There may be a limited number of situations where MSD determines that there is flexibility to provide some choice or control over how information is managed.

Enabling a single view of our clients to understand needs and provide high quality personalised services

2.1 Digital employment service

We will establish the digital employment services platform which will underpin MSD's digital employment service, enabling people and employment partners to connect to employment services through digital channels.

2.2 Service experience platform

We will establish the service experience platform enabling integrated services and personalised support traversing peoples' lifetimes, and empowering staff with transparent and adaptive client management capabilities, knowledge management, automated processes and workflows.

2.3 Establish coexistence capability

We will establish and maintain patterns and technology capabilities needed to support coexistence of our heritage systems and the new platforms delivered by the Te Pae Tawhiti transformation programme.

2.4 Deliver student products in service experience platform

We will deliver student products in the service experience platform. We will also decommission heritage student core systems, including Student Allowances and Loans (SAL).

2.5 Deliver working age products in service experience platform

We will deliver working age products in the service experience platform.

2.6 Deliver seniors products in service experience platform

We will deliver seniors products to the service experience platform. We will also decommission heritage working age and seniors core systems, including SWIFTT client payment system and TRACE client debt recovery system.

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

We want to enable more integrated ways of collaborating across the social sector:

- We will enable 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.
- We will partner closely with interrelated ministries such as Health, Justice, Children and Education to reimagine, prove and scale opportunities to deliver services in a connected way.
- We will be active participants in shaping the New Zealand government digital transformation.

We will do this with technology options that give trusted agencies, iwi, providers, communities and employers the flexibility to access and share information in ways that 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.

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.

We will work across the public sector to adopt innovative, data-driven solutions that enhance energy efficiency and sustainable consumption, optimise use of resources, and reduce our carbon footprint.

We will ensure technology resilience is built into everything, so we deliver reliable services through change or disruption.

Our vision

- In line with the Strategy for a Digital Public Service, 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

3.4   Collaborative analytics

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

3.1 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.

3.2 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

3.3 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.

3.4 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.

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

Analytics will be a key enabler underpinning the provision of personalised services envisioned by 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 of external sources to deliver real time and predictive analytics. We will also invest in the data science capabilities so we can build models that underpin personalised services, recommendations and predictive insights. This will enable us to leverage data across the public sector to respond early and proactively identify opportunities to support people more effectively.

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 development.

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 and without bias: protecting information, enabling people to understand how their data is being used and shared.* We will take 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 personalised interactions across a wide range of services and support timely decision making

- As people's situations change, we'll be able to recommend levels or types of service so that people and whānau can connect to the support they need in a timely manner.

- This will support the achievement of Te Pae Tawhiti's third key shift, Kia Takatū Tātou, improving the social and economic wellbeing of our communities.

Our mega epics

4.1	Data and analytics platform
4.2	Information management
4.3	Self service business intelligence
4.4	Client data self service
4.5	External self service reporting

*Client Information

Under the Social Security Act 2018 clients have general and specific obligations. These include the obligation to give/supply some information or to notify of particular circumstances. There are also duties on Tenants within the Public and Community Housing Management Act 1992, and on applicants under the Student Allowances Regulations 1998 to provide a statement or information or evidence.

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

4.1a Data and analyics platform

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.

4.1b Data analytics platform (advanced analytics)

We will build on 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.

4.1c 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.

4.2 Information management

We will design and implement a comprehensive framework to ensure we are using peoples' information responsibly and respectfully.

4.3 Self service business intelligence

We will build on our data platforms to provide the tools to empower our staff with self service business intelligence capabilities.

4.4 Client data self service

We will provide transparency to our clients, and in some limited instances they may be able to update and manage the information they share with us through our digital experience platform.

4.5 External self service reporting

We will build on our open data platform to allow for self-service reporting for our clients and our partners.

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, reducing duplications, and decreasing number of 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.
- Ensuring technology resilience is built into everything we do so we deliver reliable services throughout transformation as well as disruptive events.

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

5.2   Corporate portfolio

5.3   Workplace productivity tools

5.4   Front-line staff enablement

5.5   FinOps: shift technology from cost to value

5.6   Enterprise content management

5.7   Technology asset management

5.8   Enterprise planning

5.9   Enterprise governance, risk, compliance (GRC)

5.10 Smart buildings

5.11 Digital staff health and safety

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 on 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 on 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

5.8 Enterprise planning

We will implement enterprise planning tools which will enable MSD to take a structured approach to cascade strategic and transformation planning.

5.9 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.

5.10 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.

5.11 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 workforce 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, collaborative ways of working;
- Committing to continuous learning so we can keep pace with technology change as well as sustainability, 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 programme 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 our 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, digitally-enabled 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

6.2   Technology talent development

6.3   Embed agile for delivery teams

6.4   Capability uplift to manage vendors

6.5   Operational readiness uplift

6.7   Establish technology as business partners

6.8   Innovation model

6.9   Establish continuous improvement model

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

6.1 Digital literacy (staff, clients, partners)

Working in close partnership with the People Group, the Information, Systems and Technology Group will be the evangelists who inform and lead the digital literacy of MSD's workforce, clients and partners.

6.2 Technology talent development

We will continue to 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.

6.3 Embed agile for delivery teams

We will continue to embed agile, forming multidisciplinary product teams to transform the experience for people, whānau and partners, while enabling those supporting complex heritage systems to continue current ways of working.

6.4 Capability uplift to manage vendors

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.

6.5 Operational readiness uplift

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.

6.6 Capability uplift: service delivery partner integration

We will prepare technology to enable MSD's shift to a unified partner technology 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.

6.7 Establish technology as business partners

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.

6.8 Innovation model

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.

6.9 Establish continuous improvement model

We will continue to evolve an operating model focused on continuous improvement, ensuring that we continually invest to listen for ideas and feedback, optimise and transform how we work and deliver services.

Our strategic roadmap is aligned to the transformation programme, Te Pae Tawhiti, which will take place over three stages or horizons.

Foundations

Establish the foundational tools and capabilities that must be in place to start our transformation.

Horizon 1
2023-2026

Design new service experience and deliver to students.

Design and test client engagement practice model.

Design and test partnering approach, and new contracting and procurement system.

Establish digital employment service.

Horizon 2
2026-2029

Expand new service experience to working age clients.

Implement client engagement practice model.

Implement partnering approach.

Deliver full employment service experience.

Horizon 3
2029-2032

New service experience delivered to all New Zealanders.

Expand client engagement practice model.

Expand partnering approach.

TE PAE TAWHITI

0   1   2   3

Te mahere panonitanga Transformation roadmap

Foundations

Te Pae Tawhiti Programme

Hybrid cloud and network

Information and data management

Identity
Client . staff . partner

Security

Integration

Operating model and workforce

1.0 Digital experience

People and partners empowered to access information and services across all channels.

2.0 Service enablement

Enabling a single view of our clients to understand needs and provide high quality personalised services.

3.0 Unified ecosystem

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

Horizon 1 **Horizon 2** **Horizon 3**

1.1 Digital employment services experience
1.2 Digital experience foundations
1.3 Contact centre voice enhancements
1.4 Align digital employment experience
1.5 Transform digital experience for student clients
1.6 Transform digital experience for working age clients
1.7 Transform digital experience for senior clients
1.8 Extend digital experience

2.1 Digital employment services platform
2.2 Service experience platform
2.3 Establish coexistence capability
2.4 Migrate student products
2.5 Migrate working age products
2.5 Migrate seniors products

3.1 Partner relationship management operating model
3.2 Secure and efficient data sharing
3.3 Partner integration
3.4 Collaborative analytics

4.1a Data and analytics platform
4.1b Data and analytics platform (advanced analytics)
4.1c Intelligent service delivery
4.2 Information management
4.3 Self-service business intelligence
4.4 Client data self-service
4.5 External self-service reporting
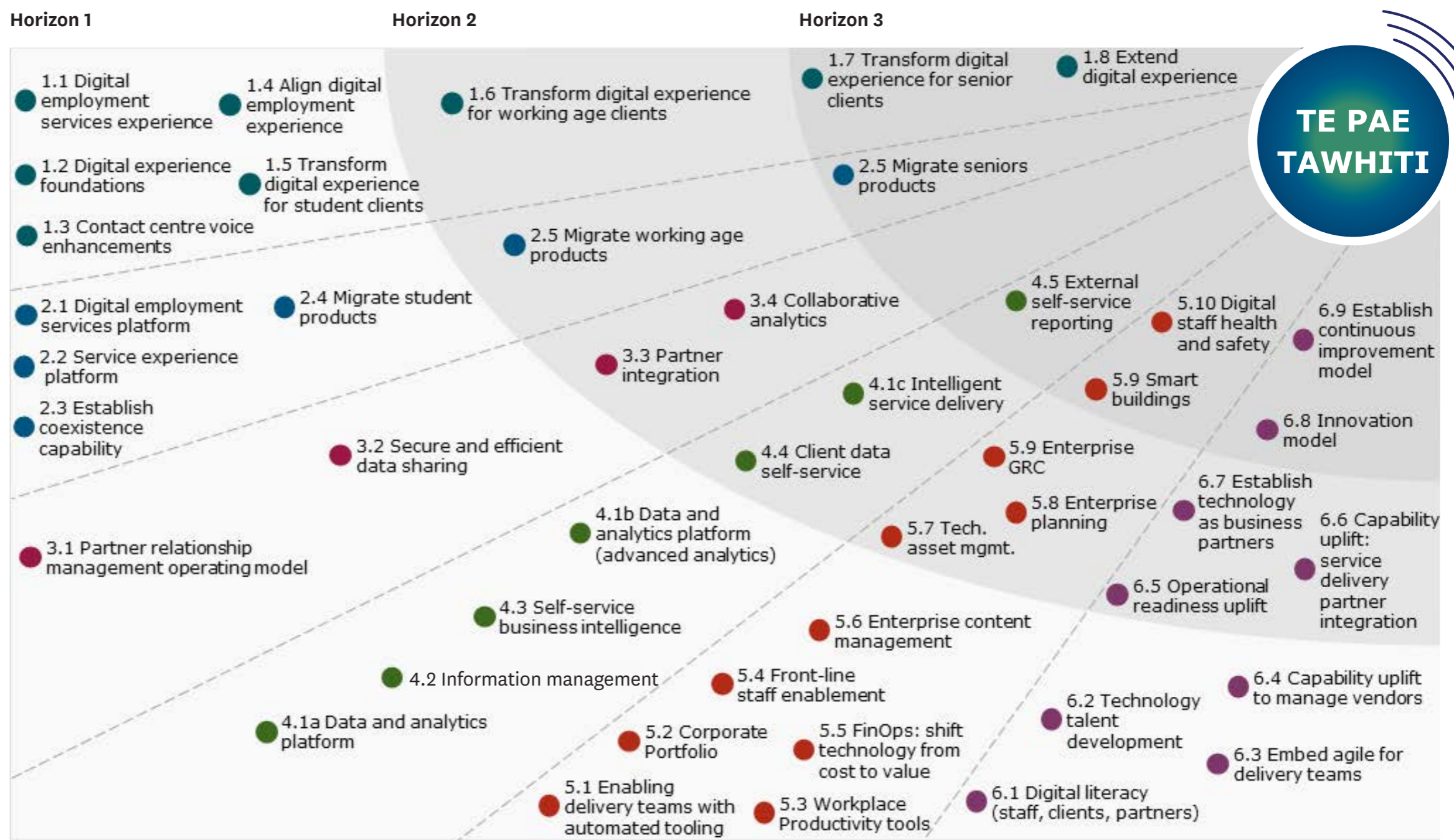
5.1 Enabling delivery teams with automated tooling
5.2 Corporate Portfolio
5.3 Workplace Productivity tools
5.4 Front-line staff enablement
5.5 FinOps: shift technology from cost to value
5.6 Enterprise content management
5.7 Tech. asset mgmt.
5.8 Enterprise planning
5.9 Enterprise GRC
5.9 Smart buildings
5.10 Digital staff health and safety

6.1 Digital literacy (staff, clients, partners)
6.2 Technology talent development
6.3 Embed agile for delivery teams
6.4 Capability uplift to manage vendors
6.5 Operational readiness uplift
6.6 Capability uplift: service delivery partner integration
6.7 Establish technology as business partners
6.8 Innovation model
6.9 Establish continuous improvement model

TE PAE TAWHITI

4.0 Enabling better insights

Enabling personalised services and an organisation that leverages insights to improve services, operations and policy.

5.0 Digital workplace

Empowering our people with accessible 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 sector

Proactive

Personalised

Automated

Connected partner technology ecosystemystem

Clients are known and understood

Moving from... Siloed services and agencies

Moving from... One size fits all service delivery

Agile and adaptive public service

Moving from... Reactive, transactional services

Choice of connected channels

Self-service capable

People and whānau centric

Our technology

Modular, and flexible platforms

Systems that work together

Moving from... Bespoke technologies

Reusable assets and patterns

Accessible by design for all people

Future ready architecture

Moving from... Monolithic, aging and complex

Moving from... Siloed and complex

Moving from... Tech as reactive service providers...

Tech as business partners

Real time analytics

Security is part of the design

Integrated data science

Cloud first

Our workforce

Committed to our goals

Moving from... Reactive

Safe to try ... and to be wrong sometimes.

Continuous learning and growth

Digitally adept workforce, partners and clients

Adaptive

Measure success on outcomes

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 – Our Future, 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 and client satisfaction.

Responsible use

Our ability to deliver insights and intelligent experiences relies on our ability to build and sustain trust that we treat people, their information and the environment 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.

We will prioritise solutions that enhance energy efficiency and sustainable consumption, optimise use of resources, and reduce our carbon footprint

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