NEW ZEALAND
FOREIGN AFFAIRS & TRADE

2017/22

Information Systems Strategic Plan (ISSP)

Towards global digital enablement

Contents

Foreword

We live in an information age in which the value and timeliness of - and ease of access to - information is critical to our ability to make better informed decisions to deliver better outcomes for New Zealand.

The Ministry of Foreign Affairs and Trade (MFAT) acts in the world to make New Zealanders safer and more prosperous. To do this MFAT must cultivate an innovative, modern, transparent and agile workforce underpinned by increasingly sophisticated information and supporting technologies. In achieving this, we recognise the imperative of maintaining a high level of public trust and confidence in our Foreign Affairs, Trade, and Aid portfolios.

Information and Communications Technology (ICT) has become a fundamental element of our lives. We use ICT to connect with partners, enhance our networks, and build our community's ability to react in a dynamic international landscape.

MFAT must have a clear long term direction linked strongly to its strategic priorities for the management of its information and supporting ICT systems. This document provides that direction by translating MFAT's business needs to roadmaps for improving information management and

the modernisation and enhancement of its ICT systems over a five-year perspective. As the Ministry evolves, so too will the ICT roadmaps evolve to ensure their ongoing currency in the face ever changing technology settings.

I am confident that the direction provided by these documents will serve MFAT well by informing strategic investments and supporting key operational decisions.

Nigel Prince

Deputy Secretary Services

Ministry of Foreign Affairs and Trade

Introduction

This strategy describes an optimised ICT operating environment and programmes of work to support delivery of the Ministry's new strategic business intentions. In developing this Information Systems Strategic Plan 2022 (ISSP 2022), Information Management Division (IMD) worked with MFAT's business customers and external partners to create strategy-driven, ICT-to-business alignment.

MFAT's pipeline of ICT initiatives will always contain initiatives that are dependent on scarce resources, and initiatives that depend on delivery of precedent initiatives. Careful planning, prioritising, and sequencing are required. So, a newly created five year Strategic Technology Roadmap supports delivery of the ISSP 2022.

As the Ministry's businesses evolve and modernise, so must IMD's enabling ICT services. It is this dynamic context in which information management becomes both critical and pivotal to accomplishing MFAT's mission. In support of that mission, IMD provides ICT thought leadership, services, products and tools to MFAT's staff and its external partners. Evolving demands from MFAT's user community and

MFAT's business drivers for new capabilities must be balanced with the commercial and technical realities of how these needs can best be met. For example, IMD will be looking closely at - and where possible making use of - the benefits of syndicated partnerships, virtualisation, and business intelligence tools. IMD is also actively reviewing Cloud technologies, open data opportunities, and an integrated application architecture. MFAT's enterprise ICT also needs to provide secure, flexible and resilient services, including plans that address disaster recovery and business continuity.

MFAT's optimised ICT operating environment will stimulate staff and partner participation by harnessing the power of trusted and reliable collaboration tools that promote innovation across mission, boundaries, stakeholders and geographies.

Mike Pilkington

Chief Information Officer

Ministry of Foreign Affairs and Trade

The Ministry's
Operating Environment

Our Purpose

The Government's vision for New Zealand is a more open, more confident, outward-facing country that plays its part in the region and globally. The Ministry has a fundamental role in helping deliver this this vision by **acting in the world to make New Zealanders safer and more prosperous.**

The Ministry combines the reach of a global network – a unique government asset based on global connections at all levels and with the authority to represent New Zealand – with the strength of its connections with our New Zealand customers. We lead and enable NZ Inc. agencies' international efforts.

The Ministry delivers on its purpose through four ten year strategic outcomes:

- Improving **prosperity** for New Zealand and our region.
- Ensuring the **stability**, security and resilience of our country, our people and our region.
- **Leadership**, by amplifying New Zealand's influence and standing in the world.
- **Kaitiakitanga** or stewardship, by delivering solutions to global challenges for the benefit of present and future generations.

These strategic outcomes are mutually reinforcing and designed to drive an integrated approach to deliver results over the long term.

We help increase living standards and job opportunities for New Zealanders by improving access to international markets for New Zealand firms, helping New Zealand firms to seize international business opportunities through advice and connections, and promoting and protecting the New Zealand brand internationally.

We make New Zealand, our region, and the world a safer place for New Zealanders to live, do business, travel, and communicate. We do this through sustaining relationships with key partners and through contributing to global and regional peace and security efforts and norm-setting to counter terrorism, illegal migration, cyber security, weapons proliferation, and other threats. We also contribute to international efforts to find solutions to complex environmental challenges, such as climate change, and to humanitarian crises. The Ministry provides safe travel information and support for New Zealanders in emergencies overseas.

Helping to build a **more prosperous, stable, and resilient region** through the New Zealand Aid Programme also makes New Zealanders safer and more prosperous by **reducing risks for New Zealanders and creating economic opportunities.**

Our Operating Model

The Ministry of Foreign Affairs and Trade has developed an operating model that is focused on delivering value for our customers.

Customers are at the heart of our purpose – our vision is to act in the world to make New Zealanders safer and more prosperous – and this provides a focus to ensure our resources and people are organised to effectively and efficiently deliver on our four-year objectives and strategic outcomes of Prosperity, Stability, Kaitiakitanga and Leadership.

The core elements of the Ministry's operating model are:

- A workforce of highly capable staff that are deployed around the world and within New Zealand.
- Delivering value to customers by acting in the world to make New Zealanders safer and more prosperous.
- Based on strong connections to New Zealand's society and economy.
- Through maintaining and increasing international relationships and influence.
- Working with NZ Inc. agencies and other partners in New Zealand and offshore.
- Linked by reliable and robust ICT systems and tools.
- Underpinned by strong governance and systems.

People, property and ICT systems are the critical resources the Ministry needs to acquire, develop, and manage to support this operating model.

Together these make up our global network and in-country base.

As we developed our plans we looked to ensure that our focus was on requirements and capabilities that would contribute to the development and management of these core elements of the Ministry's operating model.

Namely, ICT systems and tools will;

- help train and retain a highly capable workforce,
- strengthen our connections and relationships,
- support closer working relationships with NZ Inc. and our other off-shore partners, and
- be deployed consistently across our New Zealand network and the world.

Organisational Context for our Information System Strategic Plan

IMD developed this ISSP 2022 in response to the deliverables and actions of the Ministry's four year plan objectives.

The ISSP 2022 is also informed by the Ministry's Purpose and Strategic Intentions. Alignment of the ISSP 2022 is informed by IMD's understanding of MFAT's business requirements and needs articulated by key external customers and stakeholders.

IMD strives to balance competing tensions and pressures on MFAT's portfolio of ICT investment opportunities to optimise delivery of new ICT assets and systems.

The ISSP 2022 acknowledges government policy and strategies. Those that directly guide MFAT are encapsulated in MFAT's purpose and strategic objectives. In addition, ISSP 2022 is aligned with Government's ICT Strategy and related Integrated Work Plan. The ICT Strategy was revised in 2015 - and the Integrated Work Plan was published in 2016 - to guide ICT-enabled transformation of the public service.

Business Needs/ Requirements

Our Vision and Values

IMD Strategy 2022

Government Policy and Strategy

Our Strategic Intentions

MFAT Business Strategy and Objectives

Technology Innovation and Opportunities

IMD

All of Government Objectives

Security and Affordability
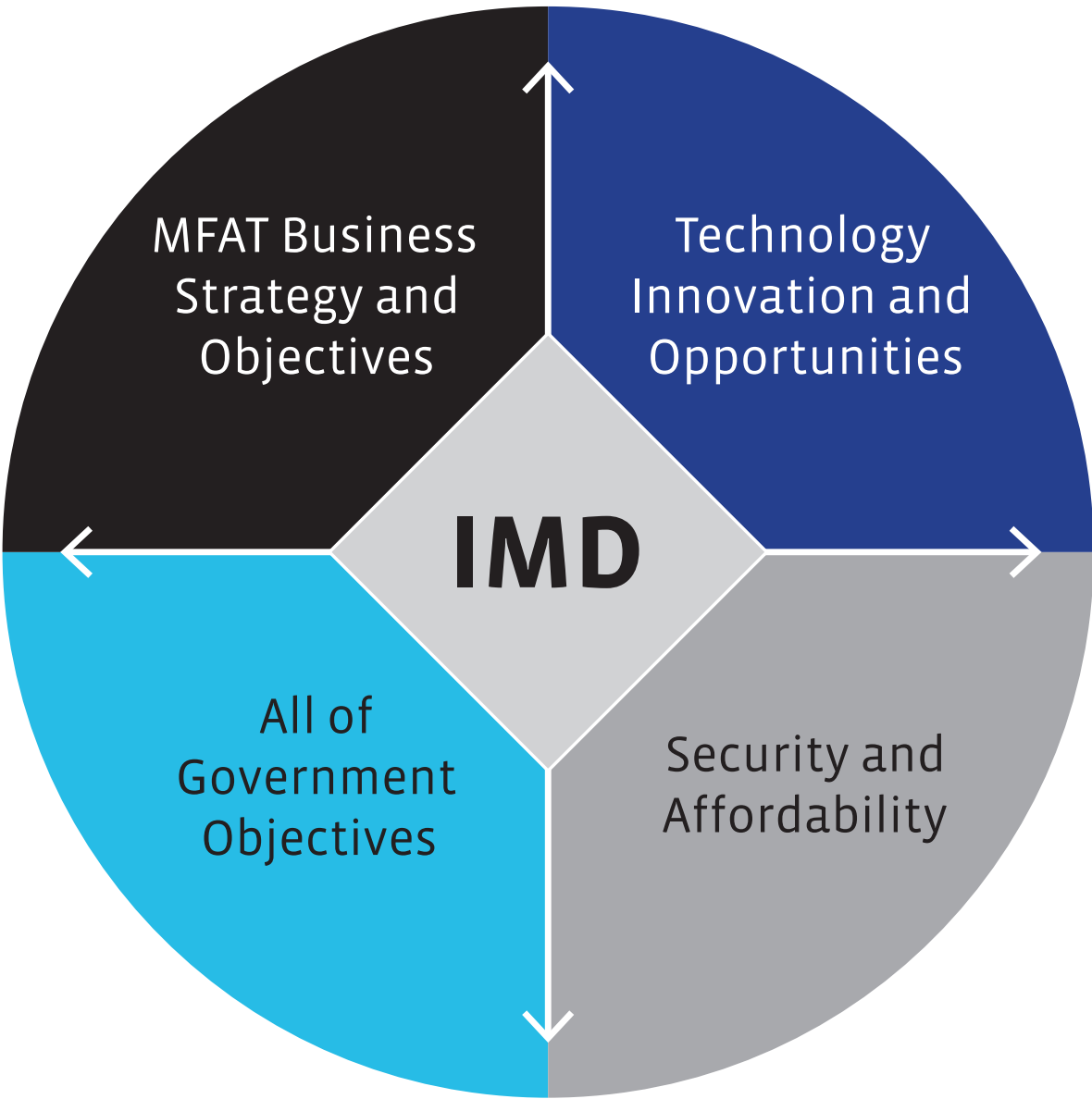
Competing tensions include MFAT's business strategy and objectives, All of Government guidance, opportunities presented by technology innovation and advancements, and the constant pressure of responding to security threats, affordability, and the need to deliver value for money.

Government ICT Strategy

In addition to our own corporate goals there are broader All-of-Government priorities. Delivering better public services (BPS) is one of the Government's priorities. This focuses on achieving results that make a difference to New Zealanders. The Ministry contributes to the BPS result areas to improve interaction with government through Result 9 (delivering better services to business), and Result 10 (delivering better digital services to customers).

The ISSP 2022's goals and objectives have been aligned with the Government ICT Strategy's five focus areas of Digital services, Information, Technology , Investment, and Leadership. The ISSP 2022 continues the advances already made in delivering digital services to our customers, and extends these to support greater digital services and engagements with our business partners and NZ Inc.

Opportunities

Exploiting Emerging Technologies

Unlocking the Value of Information

Leveraging Agency Transformations

Partnering with the Private Sector

Focus areas

DIGITAL SERVICES

Agencies and third parties agree how to delivery federated services	Service delivery channels are rationalized	Common service components are re-used by agencies	Federated services are piloted using 'life events'

INFORMATION

Information skills drive new insights and better decisions	Open data and sharing by default supported by privacy and security	Public trust and confidence permits sharing and re-use of information	Frameworks and infrastructure facilitate flows of information and re-use

TECHNOLOGY

Common capabilities and shared services are adopted where possible	Agencies have easy access to innovations from the ICT industry	IT units partner with their business units to drive innovation	Policies, standards, and business models shared across the system

INVESTMENT

IT investments are targeted at fewer initiatives with more impact	Maximise value from technology investments	Cost and benefits from investment in digital services are realised	Agency transformation initiatives deliver system benefits

LEADERSHIP

Public sector leaders rebalance agency and system priorities	Public sector leaders lead change to overcome system barriers	Build workforce capability that encourages innovation	Agencies look to industry and third-parties for sources of innovation

Outcomes

Customers experience is seamless, integrated, and trusted public service

Information-driven insights are reshaping services and policies, and adding public and private value

Adoption of information and technology innovation is accelerated and value is being created

Investment in innovative digital services is being prioritised and benefits are being realised

Complex problems are being solved and innovative solutions are being adopted

Our Strategic Intentions

The Ministry's Strategic Intentions 2016 - 2022 document describes the Ministry's operating environment (both internationally and domestically) and its strategic framework, objectives and associated deliverables.

It states that for New Zealand to advance its international interests MFAT must have access to accurate and timely information, assess that information for its potential impact on New Zealand's interest, and from these analyses provide Government with high-quality advice to then implement decisions in effective and timely ways.

Domestically we also have an important part to play in integrating NZ Inc.'s international efforts. The Ministry's role is to support efficient and effective collaboration across the public sector to achieve maximum impact, both onshore and through New Zealand's offshore network.

The achievement of these strategic intentions is heavily underpinned by:

* timely access to quality information for evidence-based decision-making and advice,

* the ability of the Ministry to build and strengthen relationships,

* effective engagement and collaboration with our stakeholders and partners, and

* empowering our workforce.

ISSP 2022 supports MFAT's strategic intentions.

The ISSP 2022 Supports Digitally Enabling MFAT's Global Workforce

The ISSP 2022 and the related Strategic Technology Roadmap take account of the current systems and activities in progress, and provide a high level view of MFAT's long-term investment into digitally enabling its workforce.

The ISSP is based on:

* Analyses of MFAT's internal and external business environments.

* The impacts of future technology trends on MFAT.

* IMD's understanding of MFAT's technology requirements derived from interviews.

* Alignment to MFAT's strategic objectives.

* Identifying opportunities to use modern technologies and enhance current systems to drive efficiencies .

In preparation of the ISSP MFAT sought to:

* Understand the MFAT community's requirements.

* Understand cross agency relationships and collaboration points.

* Understand technology trends.

* Document a Strategic Technology Roadmap that aligns to the ISSP 2022.

What will the ISSP achieve?

* A plan for aligning the ISSP 2022 to MFAT business requirements.

* A plan for moving from current state to where MFAT would like to be in the future.

* A vehicle for achieving and enhancing better use of information, and a digitally-enabled workforce.

* A view on better governing the ICT services demand of MFAT.

* A proposed prioritisation for delivery of initiatives.

* A contribution to MFAT's core business activities.

What the ISSP is not:

* A detailed analysis of current state.

* An architectural design of the future systems and state.

* A detailed work plan.

Information Management Division's Purpose

Making it easier for the Ministry to do business

Business Centric Thinking

IMD ensures that the MFAT community's voice is heard and its needs are understood.

IMD involves key partners, both internally and externally, to promote creative and diverse avenues for the delivery of enablement initiatives with an IT component.

MFAT staff are IMD's most important customers, consumers, and allies and it is they that IMD seeks to enable.

Our People

Ministry staff are able to work in a flexible, modernised and effective working environment both onshore and offshore.

A skilled and knowledgeable ICT workforce ensures our staff and partners are connected and collaborative.

IMD seeks to cultivate a knowledge based environment delivered through an integrated ICT experience and the creation and sharing of knowledge.

Partnership First

IMD cultivates a thorough understanding of the key issues and appreciation of the cultural nuances present across the Ministry, e.g. the differences between Posts and Wellington. This understanding and appreciation enables a continuing breaking down of boundaries.

MFAT's wide-ranging global portfolio presents challenges that IMD must keep abreast of and address to ensure our people, information and systems remain safe.

IMD guarantees that every IT enabled initiative is delivered to a high quality and provides intrinsic value for our staff and to the organisation as a whole.

Strategic Information and Technology Leadership

IMD's core philosophy is the provision of enablement technologies and information excellence that ensure our staff, partners and customers have the tools and knowledge to undertake their jobs with ease.

IMD identifies and delivers key technology enablement and accurate and timely information to provide seamless access and streamlined connectivity to Ministry data.

To ensure staff, partners, and customers can continue to deliver outcomes in a digitally enabled world, IMD will identify new ways of working, open up new conduits to new data, and ensure information is discoverable, shareable, and useable.

Maintaining/operating 'the engine room'

IMD must guarantee that the 'technology engine room" for the Ministry is kept running and that it delivers a connected and collaborative experience for all staff.

IMD works to ensure that MFAT's ICT infrastructure is fit for purpose and meets the current and evolving needs of the global Ministry.

IMD sustains a high quality of excellence for the upkeep and maintenance of the Ministry's core technologies.
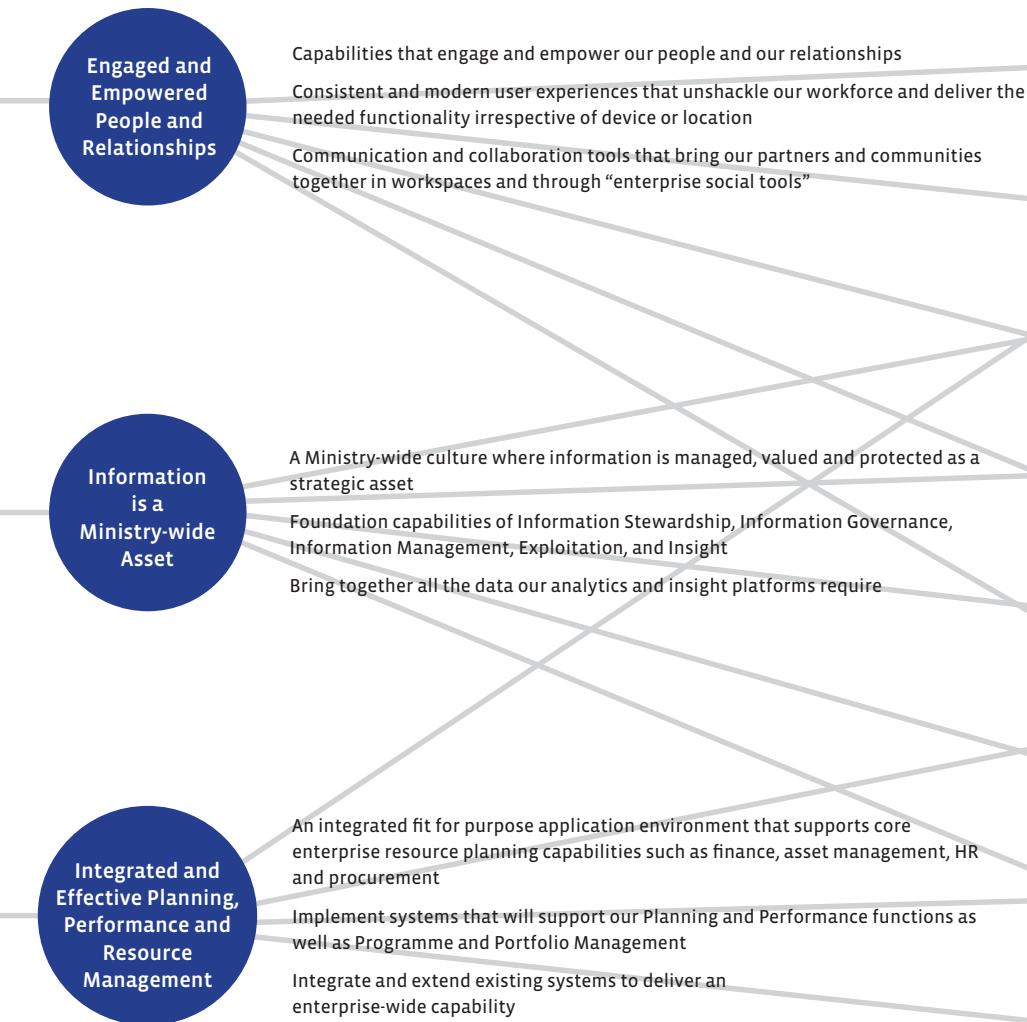
Themes and Future Focus Areas

As a result of the consultative process with key business stakeholders we have reassessed our existing information systems strategies against our changing operating environment.

The outcome is a reset of our strategic direction and a set of strategic themes and future focus areas that establish the change agenda for information systems through to 2022.

This change agenda is grouped into three strategic themes with six future focus areas, supported by four enabling capabilities.
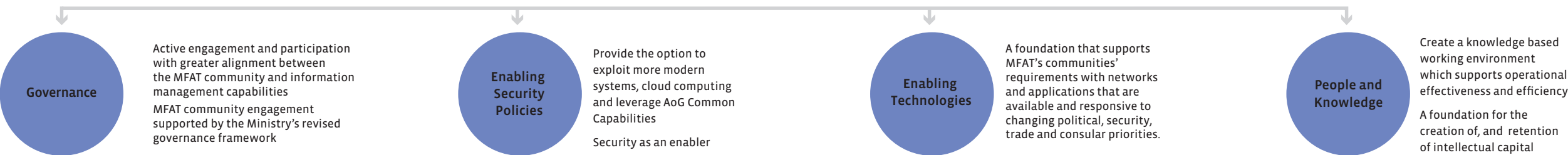
<div style="writing-mode: vertical">Information Systems Strategic Plan 2022</div>

Strategic Themes 2017 - 2022

Engaged and Empowered People and Relationships

Capabilities that engage and empower our people and our relationships

Consistent and modern user experiences that unshackle our workforce and deliver the needed functionality irrespective of device or location

Communication and collaboration tools that bring our partners and communities together in workspaces and through "enterprise social tools"

Information is a Ministry-wide Asset

A Ministry-wide culture where information is managed, valued and protected as a strategic asset

Foundation capabilities of Information Stewardship, Information Governance, Information Management, Exploitation, and Insight

Bring together all the data our analytics and insight platforms require

Integrated and Effective Planning, Performance and Resource Management

An integrated fit for purpose application environment that supports core enterprise resource planning capabilities such as finance, asset management, HR and procurement

Implement systems that will support our Planning and Performance functions as well as Programme and Portfolio Management

Integrate and extend existing systems to deliver an enterprise-wide capability

Future Focus Areas 2017 - 2022

A Connected and Consistent, Modern User Experience

Digital experiences that enable easier and more effective access to information and systems

Remove the barriers to better mobility and consistent functionality

Integrated enterprise applications, enabling more efficient workflows and fewer interactions with these systems

Communication and Collaboration

Team collaboration through email and messaging, shared calendaring, video and web-conferencing, collaborative documents, message boards and blogs and engagement hubs will bring communities together in shared workspaces

Pulling together the collective intelligence, knowledge and experience of our staff and our partners

Shared Services and Capabilities for 1 NZ Inc.

A platform for the Ministry to take a leadership role in providing a coherent and single face of NZ to the world

Shared services and capabilities that we will provide to all co-located agencies that require digital capabilities

Better Insights and Decision Making

Tools to exploit information for evidence-based policy development, business insight and better decision-making

Analytics, business intelligence and reporting presented in easy-to-digest visual forms available for all stakeholders

Shared Approach to Relationship Management

A Contacts and Relationship Management System (CRM) will provide a richer picture of our engagements and contacts and the strength and influence our relationships have

A single database for all contacts across the Ministry

Greater sharing and consistency of contact information, with information captured and owned by the organisation and available for the exploitation and benefit of all

Enterprise Systems

A fit for purpose and modern HR, Finance, Procurement, Planning and Performance capability

A defined enterprise architecture that facilitates integration and modernisation of the Ministry's digital systems

Leverage All-of-Government Common Capabilities, or other Cloud and As-a-Service offerings where possible

Enabling Capabilities 2017 - 2022

Governance

Active engagement and participation with greater alignment between the MFAT community and information management capabilities

MFAT community engagement supported by the Ministry's revised governance framework

Enabling Security Policies

Provide the option to exploit more modern systems, cloud computing and leverage AoG Common Capabilities

Security as an enabler

Enabling Technologies

A foundation that supports MFAT's communities' requirements with networks and applications that are available and responsive to changing political, security, trade and consular priorities.

People and Knowledge

Create a knowledge based working environment which supports operational effectiveness and efficiency

A foundation for the creation of, and retention of intellectual capital

A Connected and Consistent Modern User Experience

In the personal realm over the last decade, user experience and user interfaces have become better and easier to use. Widespread mobility and universal connectivity have changed perceptions of how easy using online applications should be. Consumers have come to expect easy-to-use and intuitive applications.

Increasingly MFAT staff expect the same sort of consumer-style experience on their workplace devices.

MFAT staff have asked for digital experiences that enable easier and more effective access to information and systems. "Connected and Consistent Modern User Experience" focuses on ensuring that MFAT staff have consistent, modern, and integrated user experiences across multiple devices and locations.

Consistent doesn't mean identical. It does mean that staff will have consistent functionality and capabilities irrespective of whether they are working at their desk, or on a mobile device when out of the office, or off-shore.

Modern, easy to use applications that are accessible from a range of devices will give MFAT staff a flexible working environment.

Key to this strategy is:

- Understanding the way MFAT staff work, to deliver an experience that connects MFAT's workforce.
- Resolution of the infrastructure, security and network challenges to delivering these capabilities.
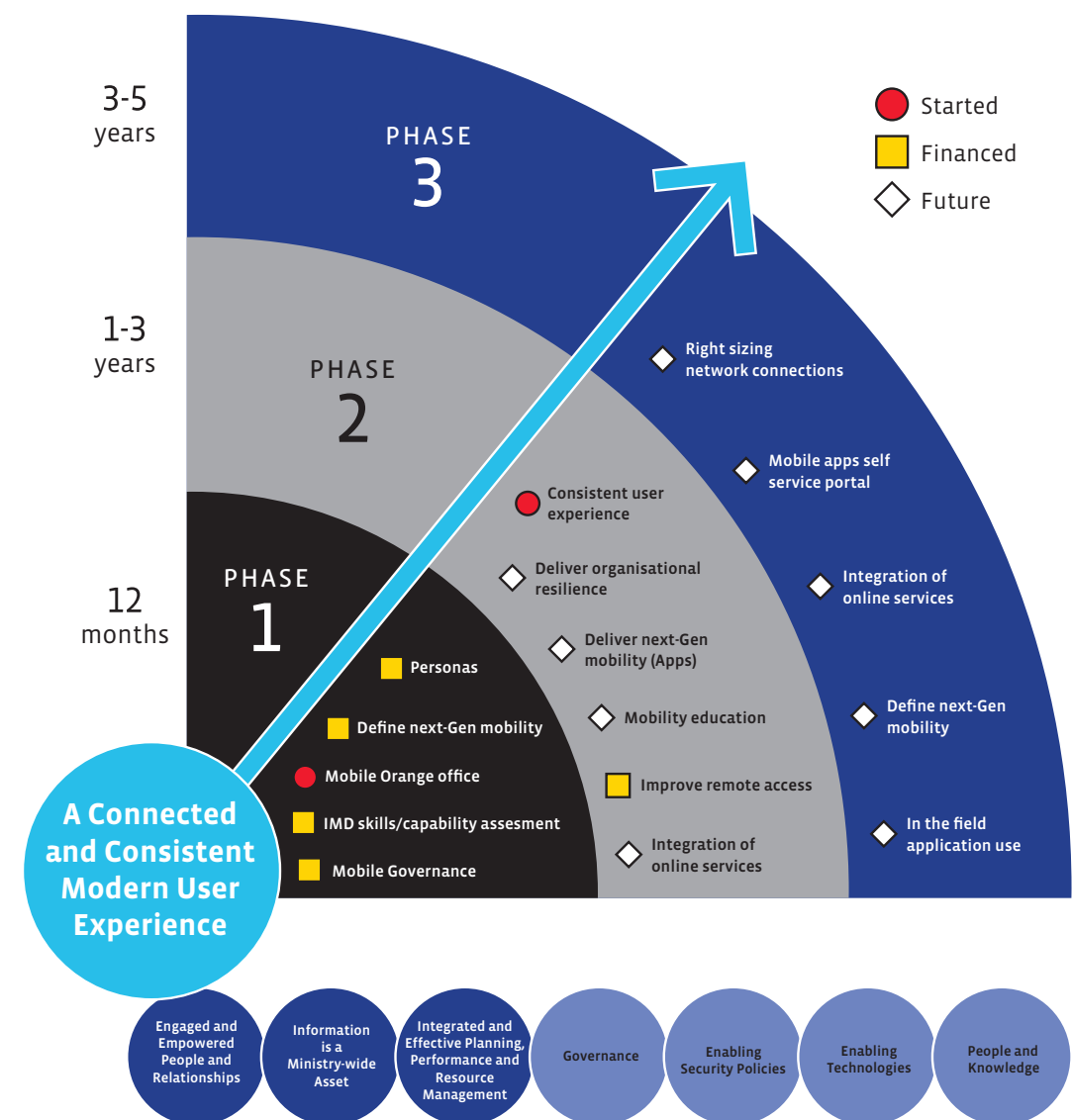
Target State Capabilities

- Staff are highly engaged and productive, because user experiences and access are seamless and consistent.
- Staff are "unshackled" so that they can be engaged and productive anywhere, anytime.
- Reliable user access is delivered by highly available digital networks and effective business continuity plans
- A secure, unified, and functional user experience is presented across multiple devices.
- People engagement is supported by a common approach to user experience.

Communication and Collaboration

As a Ministry we spend a significant amount of time working within our own teams. We also collaborate extensively with NZ Inc. agencies, our trade and industry partners, NGO's, across our broad Aid programme and with foreign governments.

## 'Communication and Collaboration' is focused on:

- Delivering solutions that will support "working together" with multiple stakeholders (both internal and external).
- Supporting the integration of NZ Inc.'s international efforts
- Supporting efficient and effective collaboration across the public sector, both onshore and through New Zealand's offshore network.

Team collaboration platforms bring communities of interest or expertise together in shared workspaces. Platforms include email and messaging, shared calendaring, video and web conferencing, collaborative documents, message boards, and blogs and engagement hubs.

Collaboration platforms also:

- Increase productivity among our teams allowing multiple users to stay connected, working together on projects from any location and on nearly any device.
- Foster creativity by pulling together the knowledge and experience of staff and "partners" (from all over the globe).
- Enable collaboration on business problems
- Provide access to collective intelligence for better delivery of our shared work.

Greater collaboration and engagement results in enhanced domestic and international stakeholder relationships. This in turn improves the quality of NZ's international engagement and programme delivery.
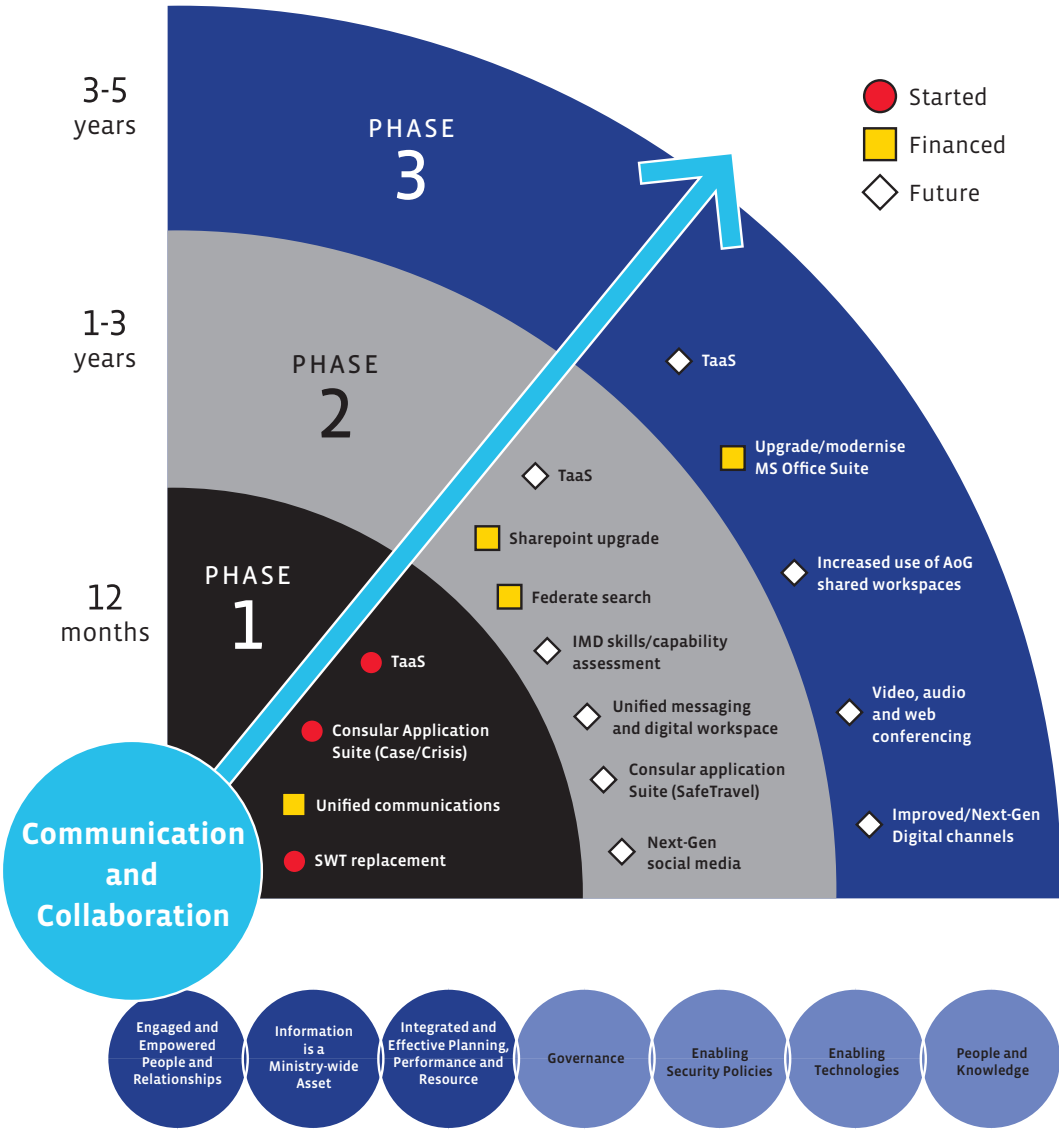
Target State Capabilities

- Staff are active and excited about what they're doing together through a vibrant "collaborative" digital environment.
- Teams share ideas, collaborate on work, and keep up to date with trends and progress across areas of expertise, globally.
- Relationships with onshore stakeholders (private sector, NGO's and civil institutions) are enhanced through greater collaboration and engagement; this in turn improves the quality of NZ's international engagement and programme delivery.
- MFAT's communities are engaged through collaboration hubs.
- The engagement, planning, and coordination between stakeholders who enable our operations is improved.
- Alignment with MFAT's workplace strategy will embed technological innovation to empower staff, and provide technologies to make collaboration more effective.
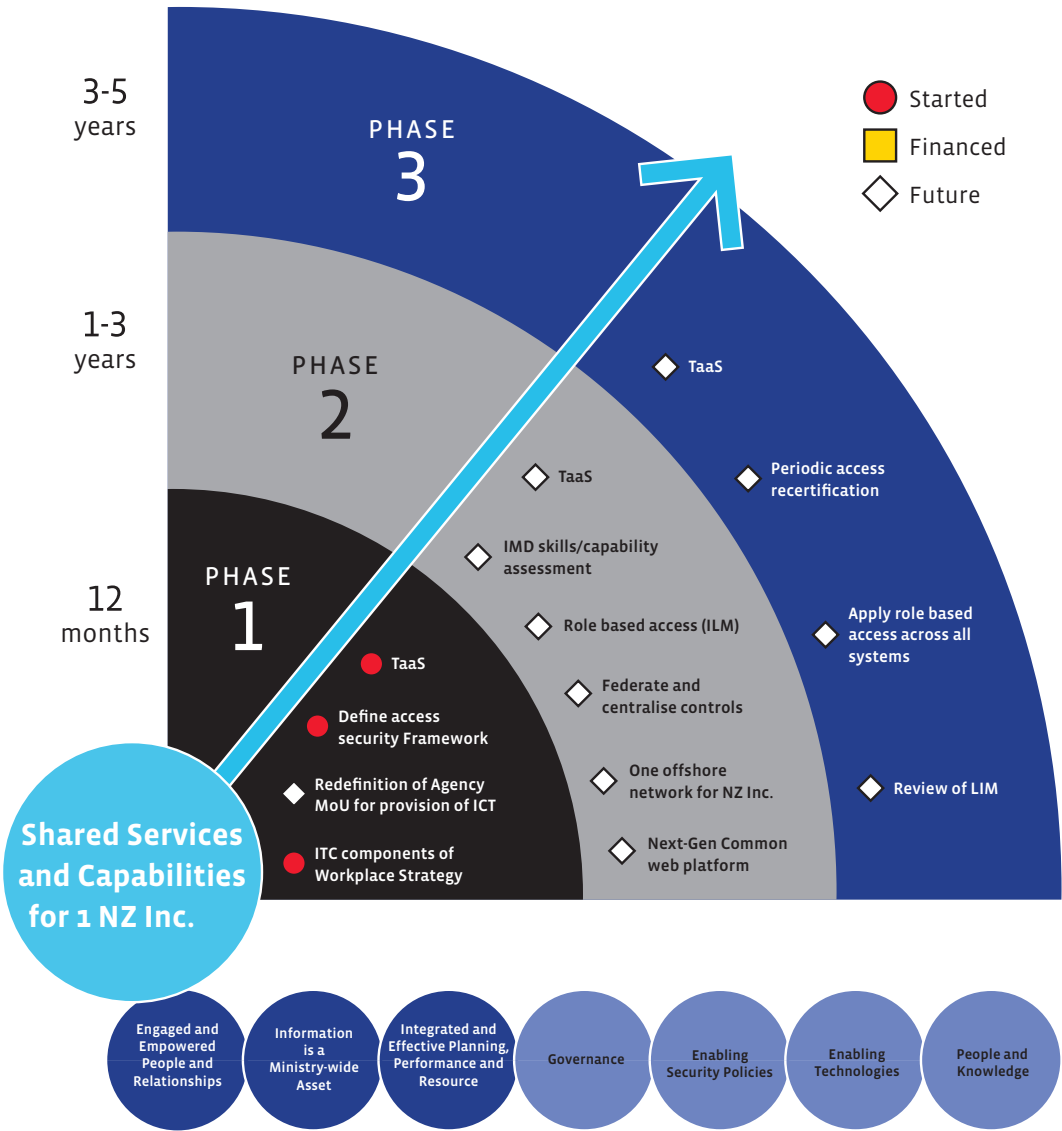
Shared Services and Capabilities for 1 NZ Inc.

MFAT plays a key role in the delivery of NZ Inc.'s partners' services and capabilities worldwide. They are hosted in Posts across the globe. MFAT partners with them to deliver services to many shared stakeholders.

MFAT's diplomatic network offers the ideal platform for MFAT to take a leadership role in providing a coherent and single face of NZ to the world.

MFAT will offer a set of shared services and capabilities that will provide to all co-located partners the digital capabilities they require, reducing duplication of technologies and costs.

This facilitates an international environment where:

- MFAT can collaborate effectively and its shared delivery is coordinated
- MFAT is the supplier of choice for capabilities used by NZ Inc.

Started
Financed
Future

3-5 years

PHASE 3

1-3 years

PHASE 2

12 months

PHASE 1

- TaaS
- Define access security Framework
- Redefinition of Agency MoU for provision of ICT
- ITC components of Workplace Strategy

- TaaS
- IMD skills/capability assessment
- Role based access (ILM)
- Federate and centralise controls
- One offshore network for NZ Inc.
- Next-Gen Common web platform

- TaaS
- Periodic access recertification
- Apply role based access across all systems
- Review of LIM

Shared Services and Capabilities for 1 NZ Inc.

- Engaged and Empowered People and Relationships
- Information is a Ministry-wide Asset
- Integrated and Effective Planning, Performance and Resource
- Governance
- Enabling Security Policies
- Enabling Technologies
- People and Knowledge

Target State Capabilities

- MFAT's diplomatic networks, and the networks of its "hosted" agencies, are digitally delivered by an optimised NZ Inc. network that provides a coherent New Zealand face to the world.
- MFAT's "networked" agency relationships are improved and enhanced through a "1 NZ Inc." strategy.
- International delivery of NZ Inc. agencies' services is coordinated and effective.
- A coordinated NZ Inc. network has been created and is being lead by MFAT.
- NZ Inc. interoperability, connected services and the ability to communicate and collaborate digitally has been improved by a "1 NZ Inc." system.
- MFAT's workplace strategy and ISSP will be aligned so that technological innovation will empower staff and collaboration will be more effective.

Better Insights and Decision Making

MFAT staff seek to be better enabled for faster, accurate and timely insights and decision making.
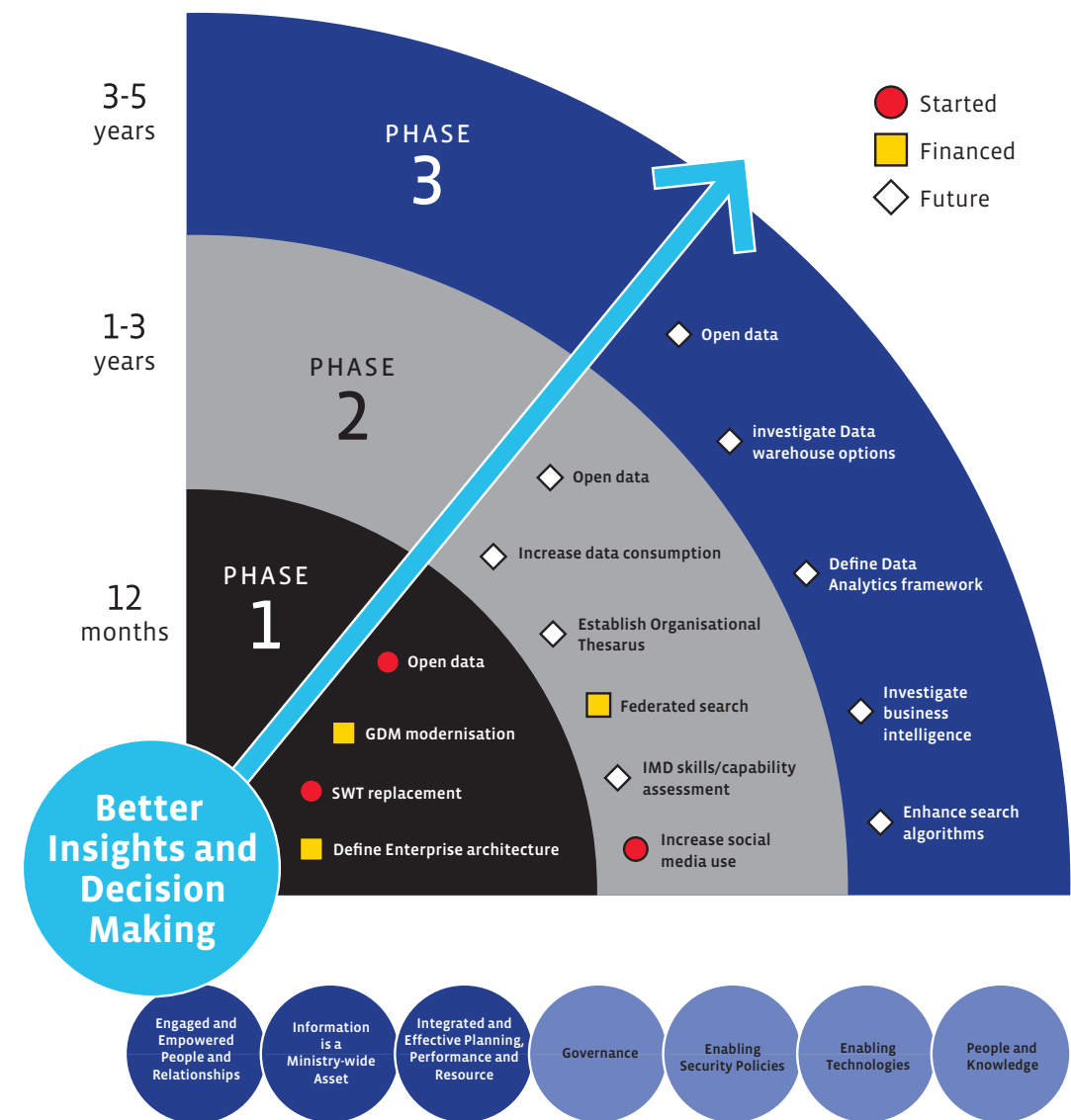
An environment founded on modern data analytics will deliver:

- Information to help staff perform optimally
- Information required for evidence-based policy development, business insight and foresight, and better decision-making.

Modern data analytics tools will assist MFAT staff by:

- Empowering staff anywhere to access and make use of information.
- Providing tools to analyse data to adapt to changing conditions, more accurately predict outcomes, and ultimately make better decisions.

Modern data analytics tools will be widely available and presented in easy-to-digest visual form to support and empower MFAT staff.

Phase diagram

3-5 years — **PHASE 3**

1-3 years — **PHASE 2**

12 months — **PHASE 1**

Legend:
- ● Started
- ■ Financed
- ◇ Future

Better Insights and Decision Making

Phase items:
- ● Open data
- ■ GDM modernisation
- ● SWT replacement
- ■ Define Enterprise architecture
- ◇ Open data
- ◇ Increase data consumption
- ◇ Establish Organisational Thesarus
- ■ Federated search
- ◇ IMD skills/capability assessment
- ● Increase social media use
- ◇ Open data
- ◇ investigate Data warehouse options
- ◇ Define Data Analytics framework
- ◇ Investigate business intelligence
- ◇ Enhance search algorithms

Bottom circles:
- Engaged and Empowered People and Relationships
- Information is a Ministry-wide Asset
- Integrated and Effective Planning, Performance and Resource
- Governance
- Enabling Security Policies
- Enabling Technologies
- People and Knowledge

Target State Capabilities

- Modern data analytics tools will provide the tools necessary to manage, govern and exploit MFAT's information assets.
- Analytics and information exploitation systems will inform fast, efficient and effective decision-making.
- MFAT staff will have the information available to them when they need it, to be effective and to make decisions that reflect their skills and their expertise.
- MFAT staff will be highly engaged with its data and information assets.
- Senior leadership will own and be the stewards of MFAT's information and its classification.
- MFAT's digitally enabled networks will deliver information where it is needed and with the appropriate classification that reflects its role within the organisation.
- MFAT's information will be secure and enable staff to make good decisions and monitor / evaluate performance.
- Appropriate MFAT data will be "open" and available for exploitation by MFAT's partners and customers.

Shared Approach to Relationship Management

From diplomatic, trade, aid and development perspectives, MFAT continuously seeks to improve the quality of its external relationships in order to have greater influence. A consolidated Contacts and Relationship Management (CRM) system would assist MFAT staff to have a richer picture of their engagements and contacts and strengthen their influence.
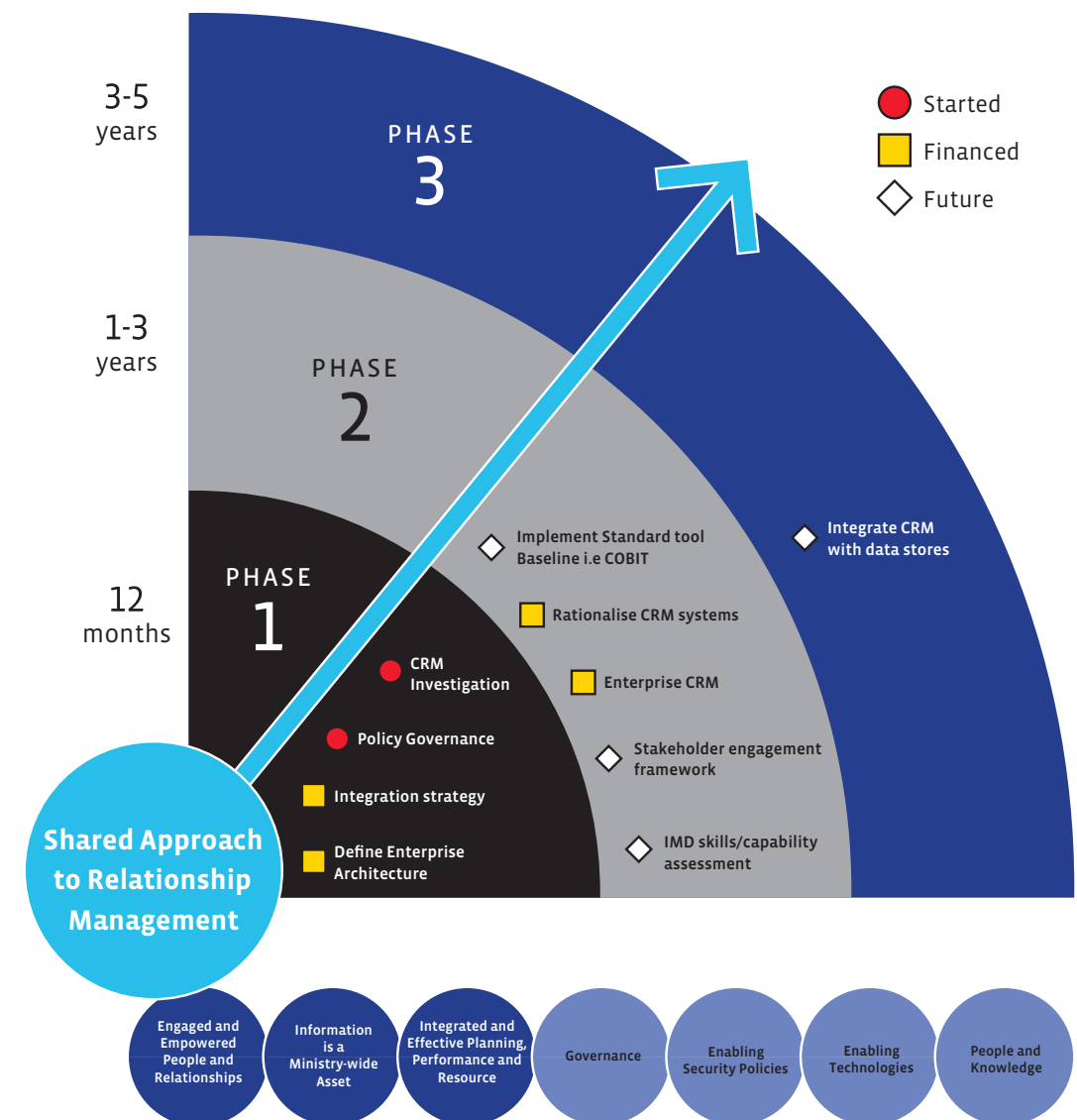
A consolidated CRM system would:

- Deliver a single source of information about all contacts with MFAT.
- Assist in greater sharing and consistency of contact information,
- Facilitate ownership of contact information to be made available for the exploitation and benefit of all.

Through incorporating use of relationship analytics, MFAT staff would gain greater intelligence on relationships with external parties. Relationship analytics aid in the collection, categorisation, organisation, and synthesis of contact data to help solve customer-facing problems through reporting tools, dashboards, and portals.

Relationship data could be pre-populated through integration with email and calendar systems and other data sources. There are other opportunities, such as:

- Where applicable, integration with enterprise social platforms
- Exploring the potential to use – and potentially integrating – relationship management systems and the expertise of other NZ Inc. agencies, such as NZTE.

Legend:
- ● Started
- ■ Financed
- ◇ Future

PHASE 3 — 3-5 years
PHASE 2 — 1-3 years
PHASE 1 — 12 months

Shared Approach to Relationship Management

- ● CRM Investigation
- ● Policy Governance
- ■ Integration strategy
- ■ Define Enterprise Architecture
- ◇ Implement Standard tool Baseline i.e COBIT
- ■ Rationalise CRM systems
- ■ Enterprise CRM
- ◇ Stakeholder engagement framework
- ◇ IMD skills/capability assessment
- ◇ Integrate CRM with data stores

Engaged and Empowered People and Relationships · Information is a Ministry-wide Asset · Integrated and Effective Planning, Performance and Resource · Governance · Enabling Security Policies · Enabling Technologies · People and Knowledge

Target State Capabilities

- Onshore and international relationships are enriched and extended through use of relationship management tools and practices.
- Relationship management capabilities and practices of NZ Inc. partners (such as NZTE) are used for the benefit of all parties.
- Existing relationship management systems are enhanced and extended through the use of advanced relationship analytics.
- MFAT staff gain greater intelligence about their collective network of relationships.
- The connections between people and entities are better understood and exploited by MFAT staff.

Enterprise Systems

The New Zealand Government ICT Strategy was revised in 2015, and its Integrated Work Plan was published in 2016, to ensure that the Government as a whole, can achieve its aim of "ICT-enabled transformation of the public services to New Zealanders". An important element in this transformation is the sharing of technology investments and capabilities among government agencies.
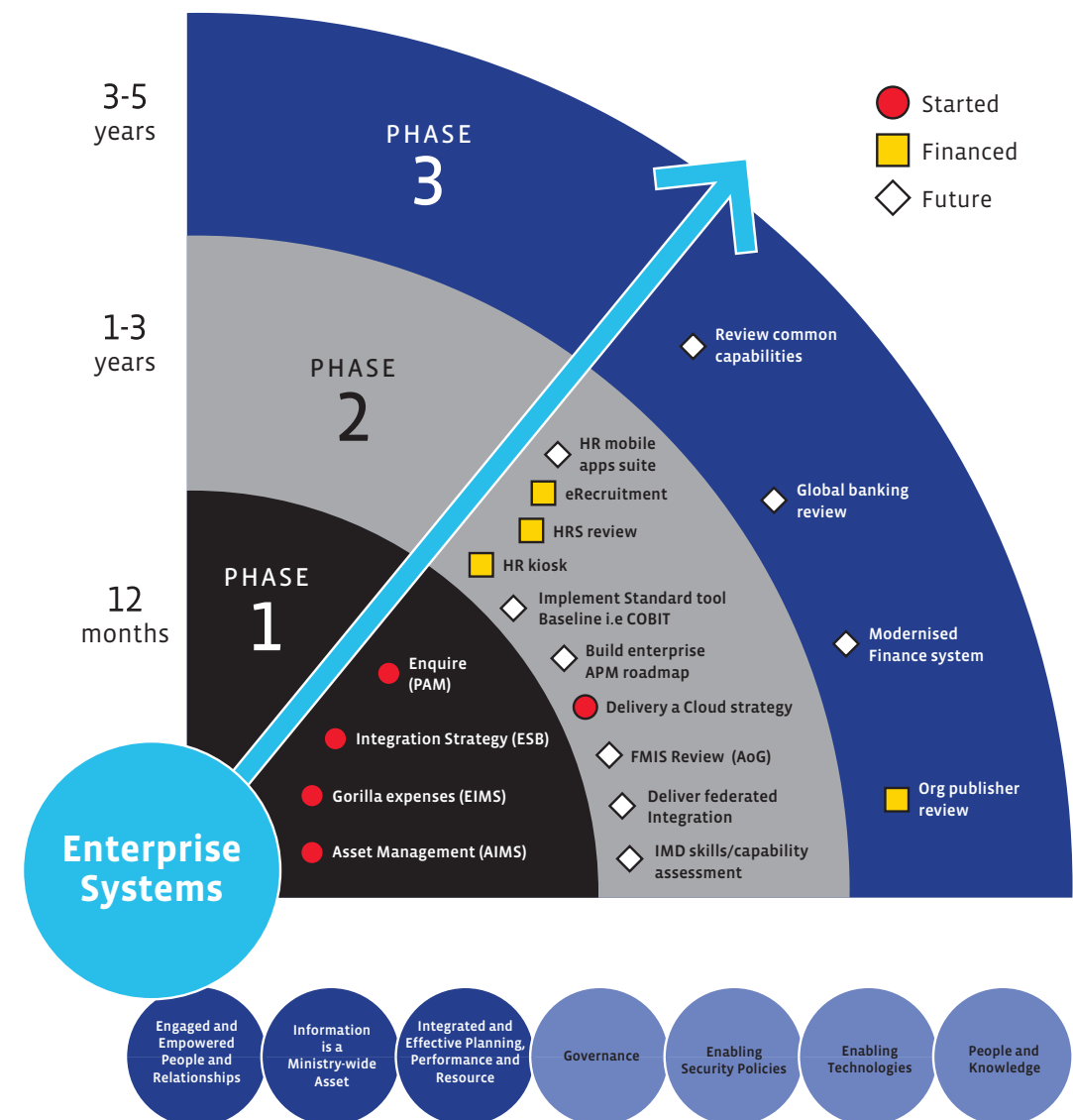
MFAT staff have asked for further digitisation of operational systems to support efficiency and effectiveness.

There is an ever increasing list of ICT products and services available to agencies to improve service delivery and better manage their ICT portfolios for lower cost. These all-of-government ICT products and services reduce costs across government through economies of scale, and remove the need for each agency to go through time-consuming and expensive procurement processes.

A number of these shared capabilities are already used by MFAT. As a future focus area for information management, MFAT will continually look to leverage these common capabilities.

Key areas to leverage include capabilities in Human Resources Management Information Services (HRMIS) and Infrastructure as a Service (IaaS), and the evolving areas of Financial Management Information Systems (FMIS) and Strategic Procurement Systems.

Legend

- 🔴 Started
- 🟨 Financed
- ◇ Future

Roadmap

PHASE 3 — 3-5 years
PHASE 2 — 1-3 years
PHASE 1 — 12 months

Enterprise Systems

Phase 1:
- 🔴 Enquire (PAM)
- 🔴 Integration Strategy (ESB)
- 🔴 Gorilla expenses (EIMS)
- 🔴 Asset Management (AIMS)

Phase 2:
- ◇ HR mobile apps suite
- 🟨 eRecruitment
- 🟨 HRS review
- 🟨 HR kiosk
- ◇ Implement Standard tool Baseline i.e COBIT
- ◇ Build enterprise APM roadmap
- 🔴 Delivery a Cloud strategy
- ◇ FMIS Review (AoG)
- ◇ Deliver federated Integration
- ◇ IMD skills/capability assessment

Phase 3:
- ◇ Review common capabilities
- ◇ Global banking review
- ◇ Modernised Finance system
- 🟨 Org publisher review

Bottom circles:
- Engaged and Empowered People and Relationships
- Information is a Ministry-wide Asset
- Integrated and Effective Planning, Performance and Resource
- Governance
- Enabling Security Policies
- Enabling Technologies
- People and Knowledge

Target State Capabilities

- Our Finance and Human Resources Systems are modern and fit for purpose.
- Our enterprise systems are aligned to New Zealand Government best practice processes and technology.
- Workforce engagement is improved
- Career Ministry workstreams are supported by integrated Human Resources solutions, workforce systems, and data.
- Through an integrated approach to data and systems, MFAT demonstrates leadership in health and safety and protective security requirements programmes.

The New Zealand Government ICT Strategy and Action Plan was revised in 2015 to ensure that the

Enabling Capabilities
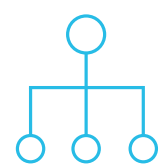
Governance

"Governance" sets a foundation of accountability in support of the overall ISSP. "Governance" defines mechanisms to track the fulfilment of MFAT's community's needs and requirements.

"Governance" implements methods and controls to identify shifts in the ISSP and the Strategic Technology Roadmap, and manage these shifts for the MFAT community.

Aspects of this ISSP are business transformation initiatives – not simply CIT projects. Governance and leadership from the executive level will ensure greater alignment with MFAT's requirements and therefore deliver greater business value.

Enabling Security Policies

MFAT faces significant and persistent challenges in managing its digital security in an environment where cyber-attacks are growing increasingly sophisticated, stealthy, and dangerous.

Our security policies and controls strengthen systems' security and resilience in the face of change, uncertainty, and crises.

However, these security policies and controls also need to be balanced against our user communities' increasing desire for agility and flexibility.

Therefore, security policies and controls must be selectively implemented within a wide range of contexts. They are critical factors in enabling implementation of the ISSP.

Enabling Technologies

Provide a foundation to support MFAT's communities' requirements with networks and applications that are available and responsive to changing political, security, trade and consular priorities.

Mitigate future risks by ensuring MFAT is kept up to date with technology trends.

People and Knowledge

MFAT strives to cultivate a knowledge based environment through a solid foundation of behaviour that is aligned with the creation and sharing of knowledge across internal and external communities.

MFAT also seeks to effectively exploit and retain intellectual capital to foster and maintain operational efficiencies and improve effectiveness.

Opportunities for Innovation beyond 2022

Increased Digitisation

This ISSP takes into consideration the opportunities presented by increased digitisation. Cloud computing and greater data and systems integration through a digital core will be explored as part of the strategy's implementation. The agility created by leveraging a stable and standard (non-customised) digital core, while providing the opportunity for flexibility at the edge, is key to opening up opportunities for innovation that extend beyond the ISSP and Strategic Technology Roadmaps.

Digital Diplomacy

A specific example of innovation from increased digitalisation is digital diplomacy or eDiplomacy. digital diplomacy has been defined as the growing use of Information and Communication Technologies (ICTs) and social media platforms in the conduct of public diplomacy. Media are changing, but not the fundamental process of diplomacy. However, digital diplomacy is more than a just a way of doing the same thing by using new tools. Digital diplomacy increases the ability to interact and actively engage with foreign nations and the public, thereby enabling transitions from monologues to dialogues. The opportunities for innovation in the use of digital technologies to enhance or extend the art of diplomacy cannot be overlooked.

All of Government Common Capability

The New Zealand Government's ICT Strategy and Action Plan was revised in 2015, and an Integrated Work Plan was published in 2016, to ensure that the Government can achieve its aim of an ICT-enabled transformation of public services for New Zealanders. An important element in this transformation is the sharing of technological investments and capabilities among government agencies. There is an ever increasing list of ICT products and services available to agencies to improve service delivery and better manage their ICT portfolios for lower cost. These all-of-government ICT products and services reduce costs across government through economies of scale, and remove the need for each agency to go through time-consuming and expensive procurement processes. A number of these shared capabilities are already used by MFAT. As a future focus area, we will continue to look to leverage these common capabilities to the advantage of our business. Key areas include capabilities in Human Resources Management Information Services and Infrastructure as a Service, and the evolving areas of Financial Management Information Systems and Strategic Procurement Systems.

Relationship Analytics

The context of relationship analytics is composed of three stages: analysing the past to understand what actions and data led to better outcomes; interpreting each new interaction to make recommendations on the next best action to influence a successful outcome; and continually updating base information on the most recent set of outcomes. Relationship analytics can optimise how we manage and understand our contacts and our "customers". There are a number of areas where an investment in relationship analytics would help extend the value of any relationship by driving efficiencies without losing the personal touch. These include gaining insight into the future, continually updating predictions, discovering the "why", making predictions at the individual customer level, analysing unstructured data, and encouraging more consistent CRM use.

Connecting Data, Insights and Action

Once integrated or packaged, insight, data management, and analytics technologies can overcome problems with complexity, integration, analytic automation, testing, and execution.

Collation of data and systems extend business capabilities to harness insights and consistently turn data into action:

- Connecting data to insight.
- Embedding insight into business operations, creating action.
- Linking action back to more data and continuous optimisation.

Commercial Innovations

Innovations in commercial arrangements offer many potential opportunities to MFAT.

Greater leverage of commercial innovations will be considered through the implementation of the ISSP 2022 - including new or varied sourcing and partnering strategies. Examples of commercial innovations include Software as a Service (SaaS), Infrastructure as a Service (IaaS), and consumption of public Cloud services.

Robust debate on information classification needs to be undertaken to guide assessment of options of running MFAT systems in unclassified - but secure - domains.

All decisions on information classification - and required security controls - should be made with privacy considerations in mind, and in line with Protective Security guidelines.