



Enabling Transformation

A strategy for e-government 2006





State Services Commission
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MINISTER'S FOREWORD

November 2006



In May 2000, the State Services Commission published the E-government Vision, the New Zealand Government's first strategic vision for Information and Communications Technology in the public sector.

The Vision established the founding strategic principles for the e-government programme, it provided a platform for critically needed leadership and, perhaps most importantly, the Vision enabled the Government and all of the Public Service departments to coordinate their efforts to advance public services online.

The first E-government Strategy followed shortly after, in April 2001. Now, in November 2006, we have the fourth and latest version of the Strategy, *Enabling Transformation*.

As you would expect, much has changed over the intervening six years. The key to the success of any strategy is the ability to adapt and respond to these changes in the environment. The tremendous changes in both Information and Communication Technology and in public sector management in New Zealand are reflected in this version of the E-government Strategy.

Enabling Transformation builds on the previous strategies in the way they addressed the need for convenient and responsive government information and services, and it establishes a greater emphasis on enabling participation, reflecting recent changes in technology, particularly the growth in social networking on the World Wide Web. It is about making government work for you.

As New Zealanders have embraced evolving technologies, their expectations of the way that they interact with government have been changing as well. For example, as individuals and businesses have become accustomed to doing their banking online, 24 hours a day and 7 days a week, so too they expect to deal with government in a way that is convenient for them.

Similarly, the *Digital Strategy* and the *Development Goals for the State Services* mean that the E-government Strategy now sits in a much more clearly defined relationship with other government initiatives across both the private and public sectors.

To quote one of the key messages from the Strategy, e-government puts people first. It is not just about technology: it gives people more choices, makes them more productive and allows them to interact with government in a way that is convenient for them and respects their privacy.

E-government is critical to the public management system of New Zealand. In enabling the transformation of government for New Zealanders, it is vital to the social and economic well-being of our country.

The overall development goal for the State Services is “a system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders.”

The 2006 E-government Strategy, *Enabling Transformation*, ably supports this goal and I encourage all New Zealand’s State Services agencies to use the Strategy as their road map for e-government initiatives.



Hon Annette King
Minister of State Services



INTRODUCTION

E-government has succeeded in promoting change and harnessing technology – using network technologies has become part of the day-to-day business of government. The challenge now is to maintain this momentum and seize the opportunities technology offers to transform the way government works with and for New Zealanders.

This third update of the E-government Strategy builds on the progress made over the last five years, and the launch of the Digital Strategy and Development Goals for the State Services in 2005 – both have changed the strategic environment for e-government. Recent moves to encourage the delivery of faster, cheaper broadband have also provided an impetus to use network technologies to encourage innovation and add value.

The 2001 E-government Strategy, together with the 2003 review, highlighted the ways government could use the Internet to increase the value of services it provided to New Zealanders. Government agencies have increased their focus on the Internet as a channel for publishing information, and for delivering interactive services.

Central and local government agencies are now working together to deliver transformed services which link services provided by different parts of government. This cooperative service delivery provides further opportunities to reduce compliance costs, improve effectiveness, and in the process, improve users' satisfaction and the value they receive. This collaboration is expanding to include all levels of central and local government as services are designed and delivered to meet users' needs.

But the transactional nature of providing government information and services to New Zealanders is only one aspect of e-government. Equally important is the growing part people are playing in policy development and delivery, and in contributing and using information.

- Technological innovation is transforming our world and New Zealanders expect government to interact with them in new ways. This means using network technologies that people are familiar with in other parts of their lives – social networking websites and tools like blogs, wikis, and folksonomies – and the full range of digital channels – mobile phones, instant messaging, podcasts and digital TV, as well as Internet pathways.

This refresh of the E-government Strategy goes beyond its predecessors in focusing on the inevitability of technological change and the need for government to recognise and meet the challenges this provides. At the same time government must remain inclusive, making sure those who cannot or will not use the new technologies can still be engaged.

This updated Strategy:

- clarifies what the goal of transformation by 2010 means for service delivery and collaboration
- matches the measurement of success in achieving this goal to the indicators for the Development Goals for the State Services
- confirms the key role of collaboration, standards and interoperability, and an enterprise architecture for government in achieving the Strategy's goals
- provides an updated and high-level outline of the work being undertaken across government to achieve the goals
- establishes a new goal for 2020 for how government uses technology to engage with people.

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STRATEGIC CONTEXT

The Government has provided strategic leadership for New Zealand's digital future by developing the Digital Strategy. This sets out how digital content and network technologies can contribute to a transformed economy and society. The State Services Commission is leading the promotion of six Development Goals which guide the State Services in how they can contribute to this transformation.

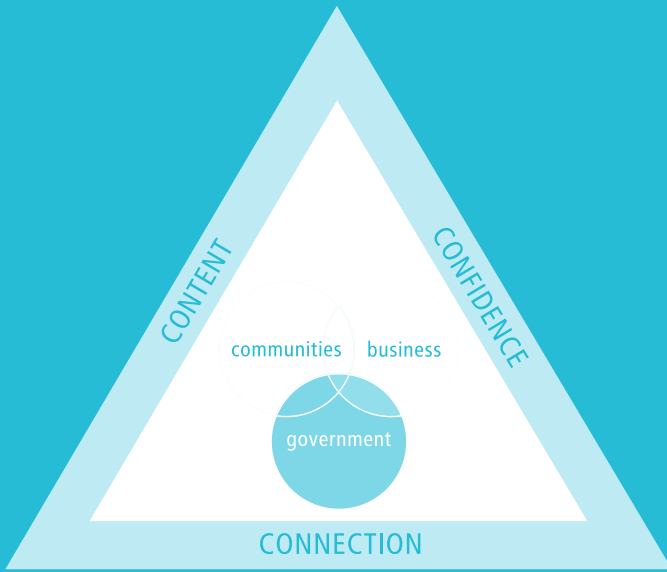
The E-government Strategy identifies the approach government will take in carrying out its obligations under the Digital Strategy, and how technology will be used in achieving the State Services Development Goals.

DIGITAL STRATEGY

The overall goal of the Digital Strategy is:

New Zealand will be a world leader in using information and technology to realise its economic, social, environmental, and cultural goals, to the benefit of all its people.

Content, connection, and confidence are the Strategy's three enablers; government, business, and communities are the agents of change.



Content is about providing all New Zealanders with seamless, easy access to the information that is important to their lives, businesses, and cultural identity.

Confidence is about providing all New Zealanders with the digital skills and confidence to find and use the information they need, and to ensure that telecommunications and the Internet in New Zealand are reliable and secure.

Connection is about expanding broadband uptake, as affordable and high-speed Internet access drives productivity and economic growth; it is a prerequisite for achieving all the Digital Strategy goals, including transformed government.

The Digital Strategy goal for government is that the delivery of government information, services, and processes will be integrated, accessible, and customised. This is about using information and communication technologies (ICT) to transform the way government engages with people and businesses.

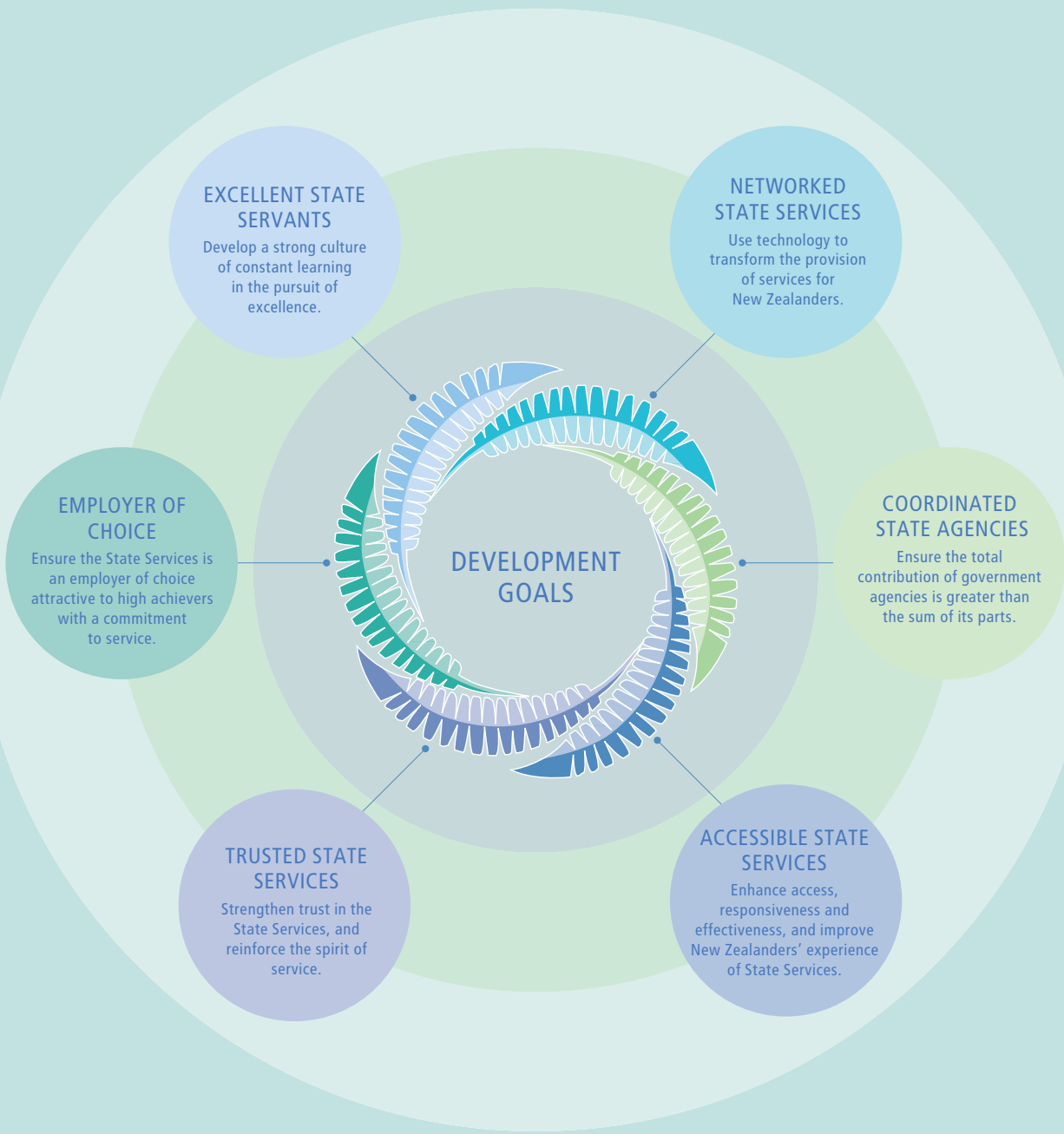
DEVELOPMENT GOALS FOR THE STATE SERVICES

The overall goal for the State Services is:

A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders.

To meet the needs of New Zealanders, highly professional government agencies have to achieve the outcomes sought by the Government. For government agencies to be world class, they need the best possible systems and staff, operating with high levels of integrity.

The overall goal is supported by six Development Goals for the State Services, which articulate the way to achieve this ambition. These Development Goals reflect judgements about the key things that need to change at a system-wide level if we are to advance towards the overall goal.



The Development Goal programme is intended to lift the performance of the State Services to deliver better results for government and the people who use its services. This will transform how State servants see and undertake their roles, how agencies design and deliver services, and how systems and networks are designed to support an all-of-government approach to achieving government outcomes.

The Development Goals are not intended to outline what outcomes the State Services will achieve, as that is a matter for government policy. Rather, the goals are aspirations for how the State Services will be configured and perform.

ROLE OF THE E-GOVERNMENT STRATEGY

The E-government Strategy is the all-of-government approach to transforming how agencies use technology to deliver services, provide information, and interact with people, as they work to achieve the outcomes sought by government.

Government will use technology to provide complete services for both simple and complex transactions. These might be handled by agencies on their own or with others. Two important foundations are an infrastructure that allows better integration and collaboration, and standards to ensure interoperability and consistency.

... Network-based business models enabled by technology are driving how government, business, and people interact. As government adapts to this environment it is transforming how it operates. The design and delivery of government services is already adapting to meet the changing needs of New Zealanders. But challenges remain. If government is to transform how it works with people, these challenges must be understood and addressed.

eLGAR (Libraries for a Greater Auckland Region), for the Smarter Systems Project

One library management system provides access to Auckland City, Manukau, North Shore, Rodney and Waitakere Libraries.

– 2006 Computerworld Award for Excellence in the Use of IT in Government

The E-government Strategy approaches these challenges from the perspective of how technology is used, while working within the State Services Development Goals' framework and its broader approaches to people, systems, and culture.

The E-government Strategy has always been concerned with efficiency as well as effectiveness – how to use technology to meet the promise of better, faster, and cheaper services that benefit taxpayers and ratepayers, as well as the people who use central and local government services.

Weather Information Service Engine (WISE) MetService

Provides online all weather observations and forecasts, including five day urban, alpine, marine and coastal.

– 2006 Computerworld Award for Excellence in the Use of IT for Customer Service

RELATED NEW ZEALAND GOVERNMENT INFORMATION STRATEGIES

Business strategies have been developed to ensure government services and information are delivered in a coordinated way to achieve government sector outcomes. These help to achieve the government's priorities by setting goals and activities for collaboration and engagement across sectors and agencies. This includes local government and, in some cases, non-government service providers. Developing sector standards and frameworks for interoperability and data quality and exchange are priorities.

Key information strategies are:

- New Zealand Digital Content Strategy
- Public Broadcasting Programme of Action
- Geospatial Information Strategy
- Justice Sector Information Strategy
- Health Information Strategy for New Zealand
- ICT Strategic Framework for Education

Botany Library, Manukau City Council

NZ's first retail library using RFID technology to manage the book collection.

– 2005 **Computerworld
Award for Excellence in
the Use of IT in
Government**

INTERNATIONAL THEMES

New Zealand has been consistently recognised as a leader in using e-government. This Strategy will maintain that leadership and international perceptions of our position.

Governments around the world are using ICT to energise and change how they deliver services and information. The desire to improve service quality and tailor services to the needs of individuals, while reducing compliance costs, is a common goal across all major economies.

Countries which have advanced their e-government capability, like Canada, the United States, Singapore, and Denmark, have reached the stage where online channel options are available for most commodity transactions, like licence renewals. More sophisticated delivery frameworks, involving multi-channel integration and cross-agency or horizontal integration, are now being developed. Canada is a leading example with its emphasis on user satisfaction and multi-channel service delivery integration.

Te Ara, the Encyclopaedia of New Zealand – Ministry for Culture and Heritage

Thought to be the world's first digital national encyclopaedia. Has information layers for different users: students, people living overseas, scholars.

– 2005 **BearingPoint
Innovation Awards Public
Service Category Winner**

Recognising the new challenges, many countries are reviewing and revising their e-government strategies. This year Australia published *Responsive Government: A New Service Agenda*, which recognises the need to deliver a more coordinated and citizen-focused programme of activities, and ensure the capabilities are present to support this. Similarly, the United Kingdom has published a refreshed e-government strategy, *Transforming Government: Enabled by Technology*, which emphasises citizen- and business-shared services delivered professionally. Singapore has recently announced its *iGov2010* strategy which incorporates four themes – increasing the reach and richness of e-services, increasing citizen engagement, enhancing capacity, and national competitiveness.

Factors including public service philosophy, complexity of government structures, and cultural values all influence the paths governments take to reach these goals. But there are common enabling themes that are relevant to New Zealand. One of the most important is organising around citizen-centred service delivery and joined-up government.

**Real Service Real Time –
New Plymouth District
Council**

Single real-time online system managing and monitoring service requests; used by customers, Council and contractors.

– 2005 BearingPoint
Innovation Awards
Supreme Winner

**sorted.org.nz, Retirement
Commission**

Website successfully shifting focus from financial planning for retirement to financial skills for life.

– 2002 Computerworld
Award for Excellence in the
Use of IT in Government

All-of-government Achievements

Completed Foundational Projects

- www.govt.nz,
the government portal
- Centre for Critical
Infrastructure Protection
- e-GIF (E-government
Interoperability Framework)
- SEEMail
- NZGLS metadata standard
- Web Guidelines
- Government Registrar
(govt.nz namespace)

Recent Foundational Projects

- All-of-government authentication,
including standards development
- Online collaboration tools –
Shared Workspaces
- Public Sector Intranet, including
Public Sector Directory
- Government Shared Network



ROAD TO SUCCESS

VISION

Enabling transformation – making government work for you

MILESTONES

- ... By 2007, information and communication technologies will be integral to the delivery of government information, services, and processes.
- ... By 2010, the operation of government will be transformed, as government agencies and their partners use technology to provide user-centred information and services and achieve joint outcomes.
- ... By 2020, people's engagement with the government will have been transformed, as increasing and innovative use is made of the opportunities offered by network technologies.

CHARACTERISTICS OF SUCCESS

The broad characteristics marking out successful e-government are:

- Convenience and satisfaction: People have a choice of channels to government information and services that are convenient, consistent, easy to use, and deliver what they want in a way that suits their needs.
- Integration and efficiency: Information and services are integrated, packaged, and presented to minimise cost to government and users, and improve results for people, businesses, and communities.
- Trust and participation: Government information is authoritative, reliable, and secure, and people and government are willing to share it across organisational and sector boundaries; people are better informed and better able to partner with government in delivering outcomes.

**Personal Properties
Securities Register –
Ministry of Economic
Development**

Online register meeting the diverse needs of NZ businesses whilst complying with legislation and reducing compliance costs.

– 2003 Computerworld
Award for Excellence in the
Use of IT in Government

**Mātāpuna Dictionary
System – Te Taura Whiti
I Te Reo Māori (Māori
Language Commission)**

The first web-based open source dictionary written in an indigenous language and made available under public licence so that other groups may use it for their own languages.

– 2004 Computerworld
Award for Excellence in the
Use of IT in Government

MEASURING SUCCESS

The evaluation process outlined in the State of the Development Goals Report, published by the State Services Commission in July 2006, will provide the basis for evaluating progress in achieving the milestones for 2007 and 2010.

This E-government Strategy views transformation not as a specific end point, which is concretely defined and measured, but as a process of ongoing change and improvement in government's ability to meet its strategic intentions and obligations to New Zealanders.

To help understand what transformation can mean, and how we can gauge the extent to which it has been successful, the evaluation will look at questions like:

- Are New Zealanders able to achieve the results they need, without searching across many agencies?
- Can New Zealanders get consistent service whichever combination of channels they use to engage with government?
- Can New Zealanders provide information to government just once, or do they have to provide the same information many times to different agencies?
- Do workers in State agencies work with colleagues across the sector to put results for New Zealanders ahead of individual agency interests?
- Are they drawing on the best examples of learning and development and tools from across the government sector?
- Are mechanisms being developed for agencies to work together and share information and research?
- Are infrastructure and systems supporting collaboration and partnership?
- Are New Zealanders using the services provided by agencies, and are barriers to access being reduced?
- Are New Zealanders finding the government services intended for them?
- How much do agencies know about the experience of service users and do they use this knowledge to improve service delivery?
- Do New Zealanders have confidence in the integrity of government agencies and workers?

4

KEY MESSAGES

VISION

Enabling transformation – making government work for you

MESSAGES

... E-government affects everyone

Technology is part of our daily lives. All New Zealanders and all parts of government are affected by e-government.

... E-government builds trust

Secure and trusted relationships between people and businesses and government are a key outcome for e-government.

... E-government is collaborative

E-government supports organisations working together: integrating their services, sharing information and technology, and committing to jointly deliver better results.

... E-government delivers results

E-government means government can deliver better services and make better decisions while protecting people's privacy. Network technologies give us new ways of collecting and creating, integrating and sharing, and storing data and information.

... E-government engages people

Enabling the engagement between people and government will support public debate and encourage greater participation in the design of policies and their delivery.

... E-government puts people first

E-government is not just about technology: it gives people more choices, makes them more productive and allows them to interact with government in a way that is convenient for them and respects their privacy.

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PARTICIPANTS IN E-GOVERNMENT

The E-government Strategy is an all-of-government strategy which enables a system of world class professional State Services to serve the government of the day and meet the needs of New Zealanders. It is also inclusive, in that all arms of government, including local government, are encouraged and invited to take part in the programme. E-government means State servants should think of themselves as part of a single enterprise that has many points of delivery and interaction with the people it serves.

The State Services Commission provides leadership and support, develops strategy and policy, facilitates, fosters collaboration, and coordinates and assesses progress towards e-government goals. It also develops and operates some of the all-of-government infrastructure needed for e-government.

Agencies deliver e-government, using ICT to help achieve outcomes, and building on the foundations they have created with the SSC and other agencies. Agencies can use this Strategy to help shape their individual or sector work programmes to move government towards the goals.

There are roles for users, government, intermediaries and ICT providers:

Player	Role
All users of government services including:	
New Zealanders	Consumers of government information and services, whether as customers or subjects of the State.
Businesses	
Communities	
Visitors	
Overseas residents and businesses	
Government including:	
Departments	Providers and users of government information and services.
Crown entities	Advisors on developing and implementing policies.
Other government agencies and bodies	
Local government	
Intermediaries:	
Non-governmental organisations (NGOs)	Go-betweens for government information and services.
Commercial providers	Partners in delivering outcomes.
ICT providers:	
	Providers, designers and builders of technology tools and applications for e-government.



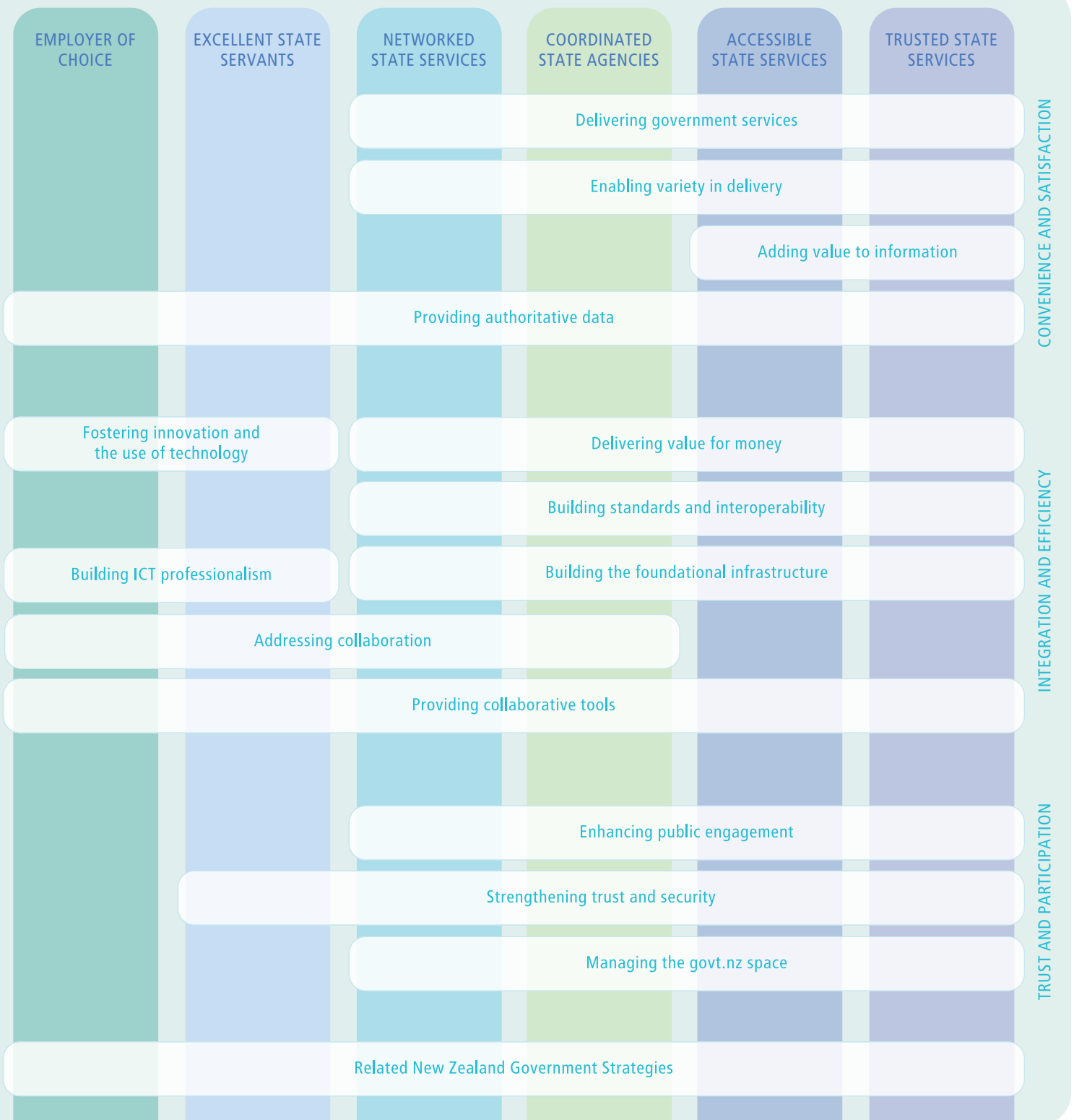
WORK PROGRAMME FOR TRANSFORMATION

State Services organisations are working in partnership with community and business organisations to achieve the outcomes signalled by the Development Goals for the State Services and the Digital Strategy. Some of this work is ICT-related while other parts deal with non-technological areas, like cultural change and enhancing human resource competencies.

The e-government work programme builds on the work already underway and the foundations provided by earlier phases of e-government. This work is organised around the three characteristics of success for e-government – convenience and satisfaction, integration and efficiency, and trust and participation. These provide a basis for identifying broad work streams that align current and future work with the e-government milestones. More detail of the contents of these work streams is contained in the section, Implementing the Strategy.

Central and local government agencies are already using technology to provide better services, and there is growing collaboration between agencies to meet New Zealanders' needs. The work streams reflect this activity and the ongoing development of infrastructure and standards.

The following diagram sets out the work streams for the revised e-government work programme and shows their linkages to the Development Goals for the State Services.



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BEYOND E-GOVERNMENT – TOWARDS 2020

The growth of the Internet has been a catalyst for new ways of working, thinking, and interacting. People are able to take part in a world that both reflects their needs and allows information and knowledge to be collected about them.

Both education and our knowledge of our identity and heritage as New Zealanders stand to benefit from these developments. Our ability to join up information held by government and others, in ways that provide better services and user-friendly access to authoritative information on New Zealand issues, places, events and people, will have a significant impact. Better information will encourage public debate on issues and greater participation in the design of policies and how they are delivered. This will lead to better outcomes. The focus on government information as a public resource can also provide opportunities for business to develop solutions and products, ranging from software to entertainment to learning tools.

In this world, information access and ownership become key issues – who owns data, to what extent is it a public resource, and what are the risks to the privacy of individuals? Developing user-focused services gives us new ways of collecting and creating, integrating and sharing, and storing data and information. This promises a huge increase in the quantity and quality of information that is available to support the design and performance of policies. As a result, many information gaps could be filled, giving decision-makers and communities a fuller picture of the issues, risks, and opportunities they need to consider.

This evolution in the way government works, as a result of network technologies, takes us beyond e-government. In the digital future government will be a key agent of change.

Networking government clearly affects relationships within government. The values underpinning successful relationships, like trust, transparency, and horizontal accountability, cut across traditional organisational accountability. This will have a profound impact on agencies' organisational cultures. If individuals are to work in teams, they need a collaborative culture – one that balances the needs of the whole with the needs of individual agencies.

Seamless government also cuts across boundaries between different jobs or activities. This blurring of roles and functions along with sharing information and tasks, puts pressure on notions of privacy and accountability. Frameworks and processes which protect privacy are needed to encourage people to interact with government. These should follow the social networking and ethics that have characterised the growth of web communities. Encouraging people to use increasingly commonplace technologies to interact with government will need and lead to a strengthened trust in government.

→ Transformed government will call for a different way of working – one where networks, not hierarchy, are the focus. This raises fundamental questions about the future. Does the 'new system' threaten the integrity of the existing one? More specifically, what are the implications for personal privacy or parliamentary accountability? Are there other ways of meeting these accountabilities? If so, what are they and how do they work? What is the balance of cost and benefit?

These questions arise from e-government, but their answers require discourse and a work programme that go beyond e-government.



IMPLEMENTING THE STRATEGY

This section sets out in more detail the activities being undertaken under each work stream. These provide and support transformed service delivery, greater collaboration, and engagement between government and people.

The work programme to 2010 aligns the use of network technologies with transforming service delivery, enhancing collaboration, and increasing engagement with New Zealanders. It comprises activities being undertaken by central and local government agencies, individually or in clusters, as well as all-of-government activities aimed at developing common standards or tools. No attempt is made to prioritise these activities, because the priority is often determined by the agency or sector involved. But progress does need to be made across all of the work streams for transformation to be achieved.

The work streams are organised around the three characteristics of success for e-government – there is a degree of overlap across characteristics for many of the activities. Agencies can use these work streams to help align their own work programmes to the goals of the Strategy, as depicted in the following table.

Convenience and satisfaction

- Delivering government services
- Enabling variety in delivery
- Adding value to information
- Providing authoritative data

Integration and efficiency

- Delivering value for money
- Building standards and interoperability
- Building the foundational infrastructure
- Addressing collaboration
- Providing collaborative tools
- Fostering innovation and use of technology
- Building ICT professionalism

Trust and participation

- Enhancing public engagement
- Strengthening trust and security
- Managing the govt.nz space

The programme of work for each activity is described below and in the following road map.

The importance of using an enterprise architecture to underpin transformation was highlighted in the 2003 Strategy and is further developed in this section. An enterprise architecture provides an integrated framework for ICT developments and is a significant tool in using technology to achieve government outcomes.



E-GOVERNMENT ACTIVITIES

The activities below build on central and local government's achievements so far in using technology to change the way government works. Included are activities by sectors and agencies working individually or together as well as all-of-government activities led or facilitated by the State Services Commission.

CONVENIENCE AND SATISFACTION

1 Delivering government services

Agencies provide transformed service delivery through online services that are user-centred, convenient, integrated, proactive, inclusive, and efficient.

Central and local government agencies continue to design, build, and launch services enabled by technology.

Undertake research into the design and delivery of services to meet user needs, including the extent of user engagement.

Provide readily accessible information on e-government initiatives to share agency experiences.

Develop approaches to promote the uptake of government online services.

Report on the achievement of the 2007 milestone that technology will be integral to the delivery of government information, services and processes.

2 Enabling variety in delivery

Access to government services and information reflects the varying needs of New Zealanders and their families, and businesses.

Use a channel framework to help design and deliver services.

Address issues relating to the use of NGOs and other intermediaries to help New Zealanders access government services.

3 Adding value to information

People know government information is well-managed and they can readily access digital content and heritage held by government.

Review the Policy Framework for Government-held Information.

Develop guidelines for managing intellectual property for ICT applications and data holdings.

Continue to develop and implement gateways to information resources held or linked by government, e.g. Archway, NZLive.com, Biz.org.nz, Te Ara, Te Kete Ipurangi, Matapihi, NZhistory.net.nz.

Enable effective use of all channels for delivering digital content, e.g. digital broadcasting.

4 Providing authoritative data

Authoritative government registries and other databases mean each provides a single source of data that can be used across government, and that can be accessed to inform policy development and public engagement.

Develop and implement authoritative databases for government-held information.

Improve the data quality of existing authoritative databases.

Develop and implement standards for data and access to authoritative databases.

Address issues relating to privacy and authentication in the management and availability of authoritative databases.

INTEGRATION AND EFFICIENCY

5 Delivering value for money

Using technology adds value for both users and government. Identify and use opportunities to achieve synergies and ensure technology is used efficiently and effectively.

Review the guidelines for managing and monitoring major IT projects.

Assess options for consolidating ICT infrastructure across government.

Promote syndicated procurement of ICT capability across government.

Research and measure the benefits to agencies and users of using technology to deliver government services.

6 Building standards and interoperability

Government adopts and uses common standards to ensure agencies and their partners can work together, and users can access government services and information.

Develop and implement a government federated enterprise architecture.

Manage and promote the E-government Interoperability Framework (e-GIF).

Continue to develop standards to support e-government service delivery initiatives.

7 Building the foundational infrastructure

Government gains technology efficiencies by developing, managing, and operating common tools and networks which enable collaboration and cost-effective service delivery.

Manage the operational delivery of all-of-government ICT infrastructure and services.

Provide and promote all-of-government authentication services.

Implement and enhance the Government Shared Network.

8 Addressing collaboration

Legislation, administrative practices, and organisational cultures allow data and information to be exchanged and used, and support the governance and funding of technology-based initiatives.

Develop and apply models for governance of shared ICT initiatives.

Review approaches to funding and prioritising cross-agency technology projects and activities.

Undertake an assessment of issues affecting the exchange of information between agencies.

9 Providing collaborative tools

State servants are given collaborative tools to enhance communication and professional development, and allow them to work and share in cross-agency projects and activities.

Promote and enhance the Public Sector Intranet.

Promote and enhance Shared Workspaces.

Develop tools to promote collaborative working and learning.

10 Fostering innovation and the use of technology

State servants know how technology can help them deliver better government outcomes and contribute to a dynamic work environment.

Support research and the development of tertiary courses and programmes to raise awareness of how technology can be used in government.

Continue publishing case studies describing how technology has been used successfully.

Provide business case guidelines for e-government initiatives.

Develop and apply e-learning tools.

11 Building ICT professionalism

Foster the development of a competency and skills framework and culture for government ICT professionals.

Provide professional training and skills development through tertiary institutions.

Provide support for communities of interest of ICT professionals.

TRUST AND PARTICIPATION

12 Enhancing public engagement

People are able to contribute online to government policy and service design, development, and delivery, and interact with government.

Develop a framework for building online participation.

Identify opportunities for elected representatives in central and local government to use technology.

Research and use participation and engagement tools and their application by New Zealanders, including innovative web applications (Web 2.0).

13 Strengthening trust and security

People are confident that accessing New Zealand government online is secure and trust that government-held information is protected from security threats.

Ensure government's use of technology protects privacy and so maintains trust in online channels.

Maintain effective Internet security practices.

Strengthen the security of critical infrastructure.

Continue initiatives to support Internet safety in homes, schools, and businesses.

Protect the integrity of government information by implementing principles and policies for using Trusted Computing/Digital Rights Management.

Respond to spam and other Internet security issues through legislation and in other ways.

14 Managing the govt.nz space

People have ready access to reliable, authoritative, and trusted government information and services across the Internet.

Manage the govt.nz domain to promote trust.

Develop the www.govt.nz portal.

Review emerging technologies, including search, to assess how they can best be used to provide access to government information and services.

Develop standards and guidelines to encourage collaboration in the govt.nz space.



	JUNE 2007	JUNE 2008	JUNE 2009	JUNE 2010
RELATED STRATEGIES	Related Government and sector Information Strategies – Digital Content Strategy, Public Broadcasting Programme of Action, Geospatial Information Strategy, Justice Sector Information Strategy, Health Information Strategy, ICT Strategic Framework for Education			
ENTERPRISE ARCHITECTURE	Develop and implement government federated enterprise architecture			
	Continued design, build and launch of online services by central and local government agencies			
	Develop and implement government information gateways			
	Develop and implement authoritative databases			
	Improving the data quality of existing authoritative databases			
	Enable the effective use of all digital channels			
	Promote the uptake of online services			
CONVENIENCE AND SATISFACTION	All of-government authentication services			
	Channel framework			
	Address issues relating to the role of intermediaries			
	Review the Policy Framework for Government-held Information			
	Research into service design and delivery to help assess progress			
	Report on achievement of milestones			
	Develop guidelines for IP for ICT applications and data			
	Assess issues affecting information exchange			
	Develop standards to support e-government service delivery, including authoritative databases			
	Share information on e-government initiatives			
	Promote syndicated procurement of ICT capability across government			
	Develop tools to promote collaborative working and learning			
	Support Communities of Interest of ICT professionals			
	Develop and apply e-learning tools			
	Public Sector Intranet			
	Shared Work Spaces			
INTEGRATION AND EFFICIENCY	Develop standards and guidelines for govt.nz space			
	Provide business case guidelines			
	Assess options for ICT infrastructure consolidation			
	Manage and promote the e-GIF			
	Develop governance models			
	Review funding approaches for cross-agency projects			
	Research the benefits of technology to agencies and users			
	Implement the Government Shared Network			
	Review Guidelines for Monitoring and Managing Major IT Projects			
	Manage all-of-government ICT operations			
	Support research and development of tertiary courses to enhance the use of technology			
	Provide training and skills development through tertiary institutions for ICT professionals			
	Publish case studies			
	Strengthen critical infrastructure security			
	Protect privacy			
	Maintain effective Internet safety practices			
	Implement legislation and other responses to address Internet security issues			
	Continue initiatives to support Internet safety in homes, schools and businesses			
	Review use of search and other technologies for accessing services			
TRUST AND PARTICIPATION	Develop and apply participation framework			
	Research and use participation and engagement tools and their application			
	Identify e-opportunities for elected representatives			
	Implement policies for TC/DRM			
	Undertake audit of agency Internet security			
	Manage govt.nz domain			
	Develop standards and guidelines for the govt.nz space			
	Develop the Government Portal – www.govt.nz			

LEGEND:

Agencies working individually or together

SSC led/facilitated activities

ENTERPRISE ARCHITECTURE

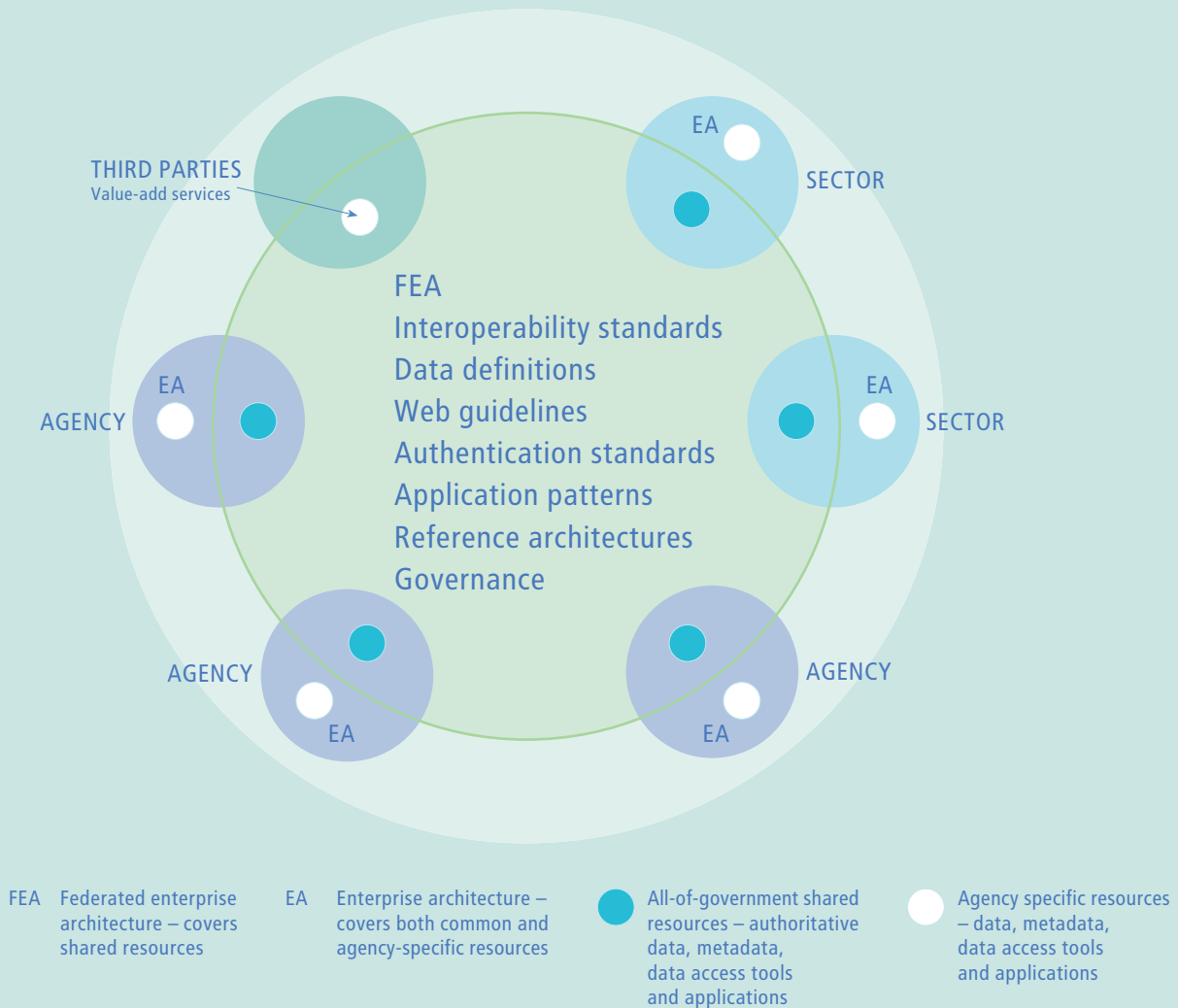
The previous sections illustrate how government and people will interact in the future. Using the innovative power of ICT to achieve the goals of the Digital Strategy and the Development Goals for the State Services will be pivotal to achieving this. Information will be the lifeblood of the transformation process, and how government manages information will determine the success of this Strategy.

In a networked model, planning and implementation activities must be coordinated. Governance over existing and future application and data exchange standards, to improve and enable further interoperability, will be central to achieving the networked model described in this Strategy. This calls for a comprehensive and coordinated approach to managing ICT in the State Services which can be facilitated by an agreed federated enterprise architecture.

The 2003 E-government Strategy recognised the need for a State Sector ICT architecture. A first step in achieving this has been the development of the E-government Interoperability Framework (e-GIF). The e-GIF provides a successful model for developing a more comprehensive architecture to support the transformation of government, and respond to our increasingly networked society.

- Using enterprise architectures to provide a framework for individual business and ICT development is becoming conventional wisdom. This concept is now being extended to government – applying enterprise architecture practices to the New Zealand State Services as a whole, while recognising agency autonomy and agencies' own architectures.

Federated enterprise architecture



This figure shows the relationship of a federated enterprise architecture (FEA) to agency-specific enterprise architectures. The jurisdiction of an FEA is mainly in the inter-agency space where connectivity and interoperability are needed. However, an FEA also includes some aspects of the agency space where common data or services are used. For example, the Government Logon Service authentication tool is a common resource which agencies will access. Agency connectors will have to fit with the standards, policies, and protocols needed to use the service.

Agencies will need to recognise the broader, common interests. But they will continue to develop and maintain capabilities that they will not need to share in the wider arena. For this reason, they will still need to undertake relevant activities to keep and develop their own ICT capability.

As the network model becomes more sophisticated, the number and availability of authoritative data stores is likely to grow. Access to these stores by other agencies and third parties will also grow as needed. Examples are the Identity Verification Service, being developed under the auspices of the All-of-government Authentication Programme, which will provide the authoritative repository for online identity data; and the Companies Office, which will provide the authoritative source for company information.

The network model places increased emphasis on data quality. Administrative, descriptive, and access metadata will be essential. The schemas and formats of these will need to be maintained and published.

Subject to data access constraints, there is no reason why third parties cannot also have access to government data stores. Examples of this model can already be seen where third parties have taken legislation or topographical data, provided additional value, and resold the product. There are sound reasons for users, third party vendors, and intermediaries to embrace these opportunities.

User-centred services can be more easily tailored to the needs of niche groups and individuals if these parties put together the services they need and add value to the authoritative data. People in communities and business are also likely to be more nimble and responsive to their needs than government and able to respond more rapidly.

...➤ **Improved access to data also allows users and interest groups to draw their own conclusions on policy matters, thereby increasing the transparency of agency decision-making. This, in turn, will lead to increased trust in government.**

As an FEA becomes more important, governance of the direction, allocation of resource responsibility, and funding support will increase. Models such as the All-of-government Operations Advisory Board and the Digital Strategy Steering Committee have been set up to help cross-agency governance. Comparable sector groups include the Education Sector ICT Standing Committee, the Health Information Strategy Action Committee (HISAC), and the Justice Sector Information Committee. Further developments will be undertaken in these areas to provide the support and direction needed for an FEA to be implemented successfully.

Agency	An organisation in the Public Sector (central and local government).
Blog	A weblog, usually shortened to blog, is a website where regular entries are made (such as in a journal or diary) and presented in reverse chronological order. Blogs often offer commentary or news on a particular subject, like food, politics, or local news; some function as more personal online diaries. A typical blog combines text, images, and links to other blogs, web pages, and other media related to its topic. Most blogs are mainly textual although many focus on photographs, videos, or audio. The word 'blog' can also be used as a verb, meaning adding an entry to a blog.
Department	A generic term for a diverse range of agencies that serve as instruments of the Executive Government of New Zealand, as well as some agencies in the legislative branch of government (i.e. the Parliamentary Service and the Office of the Clerk of the House of Representatives), and that, together with all Ministers of the Crown and the Sovereign, legally constitute the 'Crown'.
Enterprise architecture	The practice of applying a comprehensive and rigorous method for describing a current or future structure for an organisation's processes, information systems, personnel, and organisational sub-units, so they align with the organisation's core goals and strategic direction. Although often associated strictly with information technology, it relates more broadly to the practice of business optimisation in that it addresses business architecture, performance management, and process architecture as well. The main purpose of creating an enterprise architecture is to ensure business strategy and IT investments are aligned. Enterprise architecture allows traceability from the business strategy down to the underlying technology.
Federated enterprise architecture	The application of enterprise architecture practices to an overarching organisation composed of fully autonomous or semi-autonomous organisations working together to achieve the over-arching organisation's core goals and strategic directions.

Folksonomy	A collaboratively generated, open-ended labelling system that enables Internet users to categorise content such as web pages, online photographs, and web links. The freely chosen labels, called tags, help to improve search engines' effectiveness because content is categorised using a familiar, accessible, and shared vocabulary. The labelling process is called tagging. Two widely cited examples of websites using folksonomic tagging are Flickr and Del.icio.us.
ICT	Information and communication technologies – the use of electronic devices and applications to convert, store, protect, process, transmit, share, and retrieve information.
Podcasts	Podcasting is distributing multimedia files, such as audio programs or music videos, over the Internet for playback on mobile devices and personal computers. The term podcast, like radio, can mean both the content and the method of delivery.
SMS	Short Message Service is a service available on most digital mobile phones (and other mobile devices, e.g. a pocket PC, or occasionally desktop computers). It allows short messages (also known as text messages, or more colloquially SMSs, texts, or txts) to be sent between mobile phones, other handheld devices, and landline telephones.
Social networking websites	Social networking refers to a category of Internet applications which help connect friends, business partners, or other individuals using a variety of Web 2.0 tools. Examples are MySpace and Bebo.
VoIP	Voice over Internet Protocol routes voice conversations over the Internet or through any other IP-based network. It means Internet connections can be used for telephone conversations, often in conjunction with video imaging.
Web 2.0	Refers to a second generation of services available on the World Wide Web that lets people collaborate and share information online. In contrast to the first generation, Web 2.0 gives users an experience closer to desktop applications than the traditional static web pages. The concept may include blogs and wikis.
Wiki	A type of website that allows users to add, remove, or otherwise edit and change most content quickly and easily, sometimes without needing to register. This ease of interaction and operation makes a wiki an effective tool for collaborative writing. The term wiki can also refer to the collaborative software itself (wiki engine) that underpins the operation of such a website, or to certain specific wiki sites, including the computer science site (and original wiki), WikiWikiWeb, and online encyclopaedias such as Wikipedia. 'Wiki-wiki' means 'fast' in Hawaiian.

