

2 September 2026

Ref: OIA26-TW19

s9(2)(a)
Managing Director, s9(2)(a)
Via email: s9(2)(a)

Dear s9(2)(a)

Thank you for your email of 10 August 2026 requesting information as follows:

"We are undertaking research into the current use and planned replacement, upgrade or implementation of back-office business systems across the New Zealand public sector. The purpose is to identify entities with upcoming initiatives that may benefit from adopting the All-of-Government Common Process Model (AoG-CPM), and to understand which entities are already planning to use it. [Link: Information about the All-of-Government Common Process Model] To minimise the administrative burden on already stretched resources, we have attached a simple spreadsheet containing an Instructions tab, Definitions tab and a short Questionnaire tab for completion."

I have considered your request under the Official Information Act 1982 (OIA). Please find my decision on your request set out below.

Response

Current Te Waihanga back-office systems are itemised in the attached spreadsheet template you provided. I advise that we do not have plans to replace or upgrade current systems nor implement new systems and consequently your request for further details in this regard is refused under section 18(e) of the OIA as the information requested does not exist.

I trust this response addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my response.

Please note that this letter (with your personal details removed) may be published on the Commission's website.

Yours sincerely

Vanisa Dhiru
General Manager, Corporate

Attachment: OIA26-TW19 OIA Enterprise Systems Return Template

Enterprise Business Systems – OIA Return Template

Entity name	Te Waihanga	
OIA reference	OIA26-TW19	
Entity contact	Ministerial Services	
Contact email	oia@tewaihanga.govt.nz	
Date completed		02 Sept 2026
Return to	s9(2)(a)	

Purpose

This template supports an Official Information Act request concerning current and planned enterprise business system initiatives. Please complete one row for each applicable system, or provide an existing roadmap, portfolio register, procurement plan or equivalent document that contains the requested information.

Completion guidance

- 1 Complete one row for each current or planned project.
- 2 Use the drop-down options provided where available.
- 3 Approximate dates and budget bands are acceptable where exact information is not yet determined.
- 4 Role titles are sufficient for the programme sponsor or business owner; personal names are optional.
- 5 If no applicable projects exist, select 'No applicable projects' in the declaration below.

Field	Definition / Guidance
Current Phase	Use one of: Discovery, Business Case, Funding Approved, Requirements, Procurement Planning, RFP/RFT Preparation, RFP/RFT Open, Evaluation, Contract Awarded, Implementation, Testing, Go-Live, Completed, On Hold.
Expected RFP/RFT Release	Expected date the procurement will be advertised or released to market.
Implementation Start	Expected date implementation activities commence.
Expected Go-Live	Planned production go-live date.
AoG Marketplace	Indicate Yes, No or To Be Confirmed if procurement is expected to use the NZ Government Marketplace.
AoG CPM	Indicate Yes, No or Considering to reflect whether the All-of-Government Common Process Model is expected to be used. https://azimuth.co.nz/Back-office_Transformation.html
Estimated Budget / Band	Provide an estimate or band (e.g. <\$1M, \$1–5M, >\$5M) if exact figures are unavailable.
Programme Sponsor / Business Owner	Role title is sufficient; a personal name is optional.
Comments	Any additional context helpful to understanding the project timing or scope.
Alternative Response	If this information already exists in a programme roadmap, portfolio register, procurement plan or similar document, that document may be provided instead of completing the spreadsheet.
Procurement timing highlights	On the Project Return tab, an expected RFP/RFT release date within the next six months is highlighted amber. A past date is highlighted red unless the project phase is Completed.

System Type	Current System	Proposed/New System	Current Phase	Expected RFP/RFT Release	Implementation Start	Expected Go-Live	AoG Marketplace (Y/N/TBC)	AoG CPM (Y/N/Considering)	Estimated Budget / Band	SRO (Senior Responsible Office or Role)	Comments
Finance (FMIS)	Xero, ApprovalMax	N/A - refused under s 18(e)									
Procurement	GETs/Marketplace	N/A - refused under s 18(e)									
HRIS	BambooHR	N/A - refused under s 18(e)									
Payroll	Smartly	N/A - refused under s 18(e)									
Asset Management											
Other											
EXAMPLE	SAP ECC6	TBD	Business Case	01 Mar 2027	01 Aug 2027	01 May 2028 TBC		Considering	\$5m–\$10m	CFO	