

19 August 2026

s9(2)(a)

Tēnā koe s9(2)(a)

Thank you for your email, received on 7 August 2026, to Oranga Tamariki—Ministry for Children (Oranga Tamariki) requesting information on the current and planned back-office enterprise systems at Oranga Tamariki. Your request has been considered under the Official Information Act 1982 (the Act).

You have requested:

- *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.*
- *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.*

We have adopted the All-of-Government Common Process Models for back-office enterprise systems using the SAP platform, as detailed in the table below. The SAP Cloud Framework Agreement (CFA) provides a pan-government contract that allows eligible government agencies to buy SAP cloud software and professional services. The government's use of SAP software is to manage back-office enterprise systems such as finance, supply chains and human resources.

Table One: Back-office Enterprise Systems implemented in Oranga Tamariki using the SAP platform by year

System Type	Current System	Implementation Year
Finance (FMIS)	SAP S/4Hana	2023
HRIS	SAP SuccessFactors	2022
Payroll	SAP SuccessFactors	2022

IN-CONFIDENCE

We currently do not have any plans to implement any other back-office enterprise systems. We are unable to provide budget details as this information is commercially sensitive. As such, we are refusing this part of the request under section 9(2)(b)(ii) of the Act, to protect information where the making of the information would be likely to prejudice the commercial position of the person who supplied or who is the subject of the information.

We are also withholding information under section 9(2)(i) of the Act, to enable a Minister of the Crown or any public service agency or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities.

The questionnaire attached has not been completed, as requested. The remaining columns in the information spreadsheet do not apply to Oranga Tamariki, as the relevant systems have already been implemented and are operational.

Oranga Tamariki may make the information contained in this letter available to the public by publishing this on our website with your personal details removed.

I trust you find this information useful. Should you have any concerns with this response, I would encourage you to raise them with Oranga Tamariki. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Information about this is available at www.ombudsman.parliament.nz or by contacting them on 0800 802 602.

Nāku noa, nā



Arun Rajamani
Chief Technology Officer
People, Culture & Enabling Services