



Public Service Commission

Te Kawa Mataaho

30 July 2026

9(2)(a) privacy

9(2)(a) privacy

Official Information Request

Our Ref: OIA 2026-0202

I refer to your Official Information Act 1982 (OIA) request received by the Public Service Commission Te Kawa Mataaho (the Commission) on 1 July 2026 for:

- The current terms of reference of the Cross-agency ERP Working Group established or referenced by that minute – or of any predecessor, successor or renamed body that has taken over its functions.*
- The membership list of that group (or its predecessor or successor), including each member's role and the agency they represent.*
- The dates on which the group has met since its establishment (and an indication of whether minutes or records of those meetings are held).*
- Copies of minutes or records, appropriately redacted if necessary.*

Our Response

NZ Police sought advice from the Government Chief Digital Office (now GDDA) and lessons learned from other agencies using SAP-based HR systems. To support this, Police and the GCDO jointly established an informal reference group that operated from October 2025 to May 2026.

The group primarily discussed issues arising from Police's SAP implementation, including integration between rostering, SuccessFactors and payroll systems. It also provided a forum for agencies to share experiences, as no central repository of HRMIS learnings existed. Collaboration between Corrections and Police continues as Police progresses its programme.

Information being released

Please find listed in the table below and enclosed, information within scope of your request.

Item	Date	Document Description	Decision
1	11 October 2024	Draft ERM Inter-agency SAP User Group Terms of Reference	Release in full

I have decided to release the document listed above, subject to information being withheld under the following section 9(2)(a) – to protect the privacy of natural persons, including deceased people of the OIA. In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

The key participants in the group were officials from Government Chief Digital Office (GCDO), NZ Police, Department of Corrections and Ministry of Social Development. Officials from the Ministry of Health and the New Zealand Defence Force have attended some of the meetings.

We can confirm that the group met on the following dates:

- 8 November 2024
- 21 November 2024
- 9 December 2024
- 13 February 2025
- 27 February 2025
- 13 March 2025
- 15 May 2025
- 5 June 2025

Information does not exist

No formal minutes were taken for these meetings. Therefore, I am refusing part four of your request under section 18(e) of the Official Information Act 1982 on the grounds the information requested does not exist.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this response (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

Manager – Ministerial and Executive Services
Public Service Commission Te Kawa Mataaho

ERM Inter-agency SAP User Group

Terms of Reference (ToR)

11 Oct 2024



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

Version release plan and history

Version	Date	Initiated by	Description
0.1	14/10/2024	Brenda Sergeant	Initial Draft
0.2			
0.3			
0.4			
1.0			Approval and baseline

Approver

Name	Title	Signature	Date

Acceptance

Members of the ERM Inter-agency SAP User Group agree to these ToR

Role	Acceptance	Date

Consultation

The following business groups have been consulted in the development of these ToR

Name	Title	Date
John Bole	NZ Police Director ERP and Programme Delivery	
Tom Croskery	NZ Police ERM Programme Manager	

Points of contact

Name	Title	Phone	Email
John Bole	NZ Police Director ERP and Programme Delivery	9(2)(a) i	John. Bole@police.govt.nz

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1 Purpose

The purpose of this document is to set out the context, mandate, objectives, and controls for the ERM Inter-agency SAP User Group and how it will support the successful delivery and ongoing management of ERM Solutions within the public service.

2 Public Service Agency Background

Public Service agencies in New Zealand are diverse in the services they deliver to the New Zealand Public, there are some commonalities in the use of corporate solutions and technology across agencies.

The Strategy for a Digital Public Service ¹ gives the opportunity to join up government behind the scenes, working as a unified public service through leadership, culture, skills and behaviours to deliver outcomes for all New Zealanders.

Taking a system-wide view of the ecosystem that government operates, it gives the ability to leverage work already done, or is in progress, and to learn the lessons from other agencies.

Traditionally agencies have worked in isolation, there is an opportunity and a desire to share across agencies. This can contribute to efficiencies and acceleration of design and delivery of solutions. It can encourage and support people with knowledge to support other agencies through secondments and collaboration opportunities.

Given the current fiscal constraints across government, every opportunity to learn from each other, and exchange collateral, and to achieve efficiencies should be sought.

There is commonality amongst agencies in the use of Enterprise Resource Management (ERM), Financial Management Information Systems (FMIS) and Payroll. Some agencies use the same technology, although on different versions and hosting arrangements. Some of the larger agencies use SAP as their primary technology solution. All are at different life-stages with their solution, some have recently migrated to software as a service, others are preparing for end of life for the versions they currently operate on and intend on migrating in the not too distant future.

The GCDO Back-office Digital Transformation Service (BoDTS) is being stood up. BoDTS will design, procure, and make available to agencies, a range of common back-office solutions, saving them time, effort, and cost. This includes delivery of a suite of All of Government Enterprise Resource Planning (ERP) solutions through Marketplace Panels, starting with Financial Management Information Systems (FMIS), followed by Payroll and HR.

There are 42 agencies mandated to use the New Zealand All of Government Common Process Model, and ERP solutions as they become available over the next few years. In the interim GCDO encourage agencies to work together, providing assistance that in investments that delivers value for money, as well as system wide benefits and assets that will reduce unnecessary differences when operating across agencies.

¹ <https://www.digital.govt.nz/assets/Digital-government/Strategy/Strategy-for-a-Digital-Public-Service.pdf>

3 ERM Inter-agency SAP User Group

3.1 Role and Purpose

There is an expectation from the Crown that agencies will work together to achieve less duplication, reduction of waste, and overall cost savings. The ERM Inter-agency SAP User Group will:

- Agencies working together to increase the collaboration on common system-wide issues.
- Work collaboratively in sharing of ideas, experiences and learnings.
- Provide advice and recommendations to agencies.
- Where possible, share key artefacts in relation to ERM, example procurement, business, change management and technical.

Sub-working groups may be set up to examine in detail some of the options put forward. This will be at the discretion of the group to determine their need.

3.2 SAP and SAP Implementors

SAP and SAP implementors will not be included as members of this user group. That will not preclude them from being invited to meetings for specific topics or for seeking advice.

3.3 Key Accountability

The key accountabilities for the ERM Inter-agency SAP User Group are:

- Attend use group meetings.
- Share learnings.
- Where possible, share artefacts.
- Where possible, sharing of resources amongst agencies.
- In some cases user group members will be approached selectively depending on the subject matter and their knowledge.

3.4 Operating Principles

In order to be an effective and efficient, ERM Inter-agency SAP User Group will:

- Work as a team of engaged individuals acting collectively to achieve cross-agency collaboration and efficiencies.
- Reduction of waste in the public service by where possible re-using of collateral amongst agencies.
- Engage in respectful and robust debate and challenge.
- Focus on the right issues at the right time.
- Provide input and advice to decision makers.
- Exercise sound judgement.
- Operate in an open and transparent way.

3.5 Confidentiality Protocols

For the avoidance of doubt, all materials and information provided to, or shared with, members or attendees will be considered open and able to be shared, unless there is an explicit restriction or instruction to the contrary.

The Official Information Act, Privacy Act and Public Records Act shall apply to all related information as appropriate.

In all instances, it is the responsibility of the ERM Inter-agency SAP User group member to identify any restrictions or caveats to the relevant material or information.

3.6 Decision Making

The ERM Inter-agency SAP Working Group does not hold authority for decision-making.

3.7 Membership

The membership of the ERM Inter-agency SAP User Group is as follows:

BDRG Roles	Name	Group/Role
Chair		
Department of Corrections		
GCDO		
Ministry of Health		
Ministry of Social Development		
NZ Defence Force		
NZ Police	John Bole	Director ERP and Programme Delivery

Wider attendance at meetings will be determined by agenda items and will be at the discretion of the Chair. Delegates will only be allowed with express permission from the Chair.

3.8 Roles and Responsibilities

Chair

The ERM Inter-agency SAP User Group Chair provide leadership for the group.

The Chair will also ensure equal treatment of all members; all members will have the right to express their views and opinions in a safe and trusting environment.

If the Chair is unavailable, the Chair will delegate their authority to an appropriate person to fulfil the role during their absence.

Members

All members are responsible for representing their agency they are a member of and have the authority to respond on behalf of that agency. Members should have suitable knowledge and experience in ERM within their agency. Members are responsible for ensuring appropriate communication to the group they represent and for understanding and presenting the perspectives of the agency they represent.

Quorum

A quorum will be achieved with:

- Chair, plus
- 3 other members.

Delegate Members

Where a member is unable to attend, they may nominate a delegate, this delegation must be approved by the Chairperson prior to the meeting.

3.9 Frequency & Duration

The ERM Inter-agency SAP User Group will meet monthly, with regular meetings scheduled well in advance. Out of cycle meetings will be called at the Chair's discretion as and when required. A minimum of 24-hour advance notice will be provided should an out-of-cycle meeting require urgency.

ERM Inter-agency SAP User Group meetings will be held in Wellington. Teams facilities will be made available for attendees outside of Wellington or people who are unable to join the meeting in person.

3.10 Key Input

The ERM Inter-agency SAP User Group will receive a meeting pack a minimum of three working days in advance of the regular User Group meeting.

As a minimum the pack will contain the following:

- A meeting agenda.
- Previous meeting minutes.
- Agreed Action Points and their current status.

Additional documentation may be included based on the meeting agenda approved by the Chair.

Requests for inclusion of items on the agenda are to be coordinated through the Secretariat, who is responsible for the support and secretariat function for the group. The secretariat will seek the Chair's approval prior to distribution of the pack.

3.11 Minutes

Key decisions and actions will be recorded during each meeting by the Secretariat. Minutes will be submitted to the Chair for endorsement before being released to the members for confirmation. Previous meeting minutes will be formally approved at the next meeting.

Action points requiring response and the decisions made during the meeting will be released to the ERM Inter-agency SAP User Group members within three working days of the meeting being held to ensure timely action and transparency of decision-making.

3.12 Review of Terms of Reference

The ERM Inter-agency SAP User Group will review these Terms of Reference, including accountabilities, at least once a year as part of a wider governance review.