

[In Confidence]

Office of the Minister for Social Development and Employment
Cabinet Expenditure and Regulatory Review Committee

Te Haoroa Programme: Ministry of Social Development Data Warehouse Replacement Report Back

Proposal

- 1 The purpose of this paper is to provide a report back on the progress of the Ministry of Social Development's (MSD's) implementation of the Te Haoroa Data Warehouse Replacement Programme (Te Haoroa).

Relation to government priorities

- 2 Te Haoroa has modernised the foundations of MSD's data warehousing capability, ensuring the Ministry is well-positioned to support frontline staff with timely and accurate, client centric data and analytics to deliver on key government priorities, including:
 - 2.1 getting people into employment and lifting economic outcomes;
 - 2.2 Welfare that Works and reducing benefit dependency;
 - 2.3 to effectively understand why people are accessing Emergency Housing and where they exit to so that we can better prevent the need and help people access suitable housing.

Executive Summary

- 3 Te Haoroa is a multi-year programme to modernise the foundations of MSD's data warehousing capability by replacing the current on-premise data warehouse the Information Analysis Platform (IAP) with a fit-for-purpose, flexible, cloud-based solution, provided as a managed service by SAS.
- 4 The new Te Haoroa platform has been implemented (currently running in parallel to the IAP) and is progressing towards full implementation into core business activities by July 2024. It has also delivered additional capabilities to MSD, specifically in the data cataloguing, data quality and data management areas.
- 5 In order to utilise this new technology, MSD has invested in its people's capability with a specific emphasis on new data architecture, analysis and design practices, and new ways of developing data assets and reporting.
- 6 The decommissioning of the existing IAP platform is expected to continue over the next few years, in line with existing licensing agreements with MSD's vendor. From April 2024 the programme has begun off boarding its delivery partner the Tenzing Consortium and started to embed its new operating

model. The programme will formally close in June 2025 with any outstanding actions incorporated into existing governance arrangements.

Background

- 7 MSD's existing data technology platform is the Information Analysis Platform (IAP), an on-premise suite of technologies managed in-house. The IAP is a centralised storage, analysis, and reporting platform and is used by hundreds of staff across both MSD.
- 8 The IAP is over twenty years old. It is prone to regular outages that create risks to client privacy, and directly impact frontline staff and the services clients receive. It also lacks the resilience needed to respond to inevitable disruptions and new service demands and is no longer cost-effective to maintain.
- 9 At Budget 2019, MSD sought funding, in partnership with Oranga Tamariki, to commence a programme of technology upgrades to reduce the risk of severe failure with MSD's computer systems [CAB-19-MIN-0174.36 refers].
- 10 In December 2021, the Cabinet Government Administration and Expenditure Review Committee [GOV-21-MIN-0054 refers]:
 - 10.1 agreed to provide for the implementation of MSD's Te Haoroa programme as outlined in the business case;
 - 10.2 invited the former Minister for Social Development to report back to the Cabinet Government Administration and Expenditure Review Committee on progress in December 2022.
- 11 In December 2022 the programme was still largely focussed on implementing the platform infrastructure and product development was yet to get underway. The report back was therefore delayed until the programme was at a stage where a more meaningful progress update could be provided.
- 12 The approved drawdown was s 9(2)(b)(ii) in capital expenditure and s 9(2)(b)(ii) in operating expenditure to implement Te Haoroa from January 2022.
- 13 Te Haoroa will provide MSD with improved capabilities to make more efficient and informed decisions, facilitate faster and more secure information sharing, improve data governance capabilities, and ensure MSD can identify issues and opportunities more quickly and with greater accuracy. Te Haoroa is also a core enabler for MSD's multi-year transformation programme, Te Pae Tawhiti.

Key achievements since inception

- 14 Since its inception in January 2022, Te Haoroa programme has achieved several significant milestones, which are described below.
 - 14.1 Designed and implemented a new cloud-based data platform with full security certification. MSD's investment in cloud-based infrastructure

aligns to the government’s revised Cloud-First policy for public service departments.

- 14.2 Te Haoroa has newly designed data architecture with an emphasis on accessibility and usability to meet MSD’s, Ministers’, and clients’ future needs.
- 14.3 In order to utilise this new technology, MSD has invested in its people’s capability with a specific emphasis on new data architecture, analysis and design practices, and new ways of developing data assets and reporting.
- 14.4 MSD has successfully implemented a new data governance framework to support the development and embedding of internal standards that apply to how data is gathered, stored, processed, and disposed of.
- 14.5 Te Haoroa has also delivered additional capabilities to MSD, specifically in the data cataloguing, data quality and data management areas. These capabilities support the accessibility and useability of data for front line decision-making.

Implementation

- 15 Implementation is well advanced with the primary objective to be fully integrated into core business delivery in July 2024, ensuring data is accessible and usable. The Ministry will start to maximise its benefits from Te Haoroa at this time.
- 16 To decommission the existing IAP the Ministry is required to assess existing, and future, technology solutions with the intent to migrate the existing operational workloads off the IAP.
- 17 Decommissioning activities have commenced with the removal of data assets and reporting.
- 18 The primary deliverables through to June 2025 are described in the below table. The decommissioning of the existing IAP platform is expected to continue over the next few years, in line with existing licensing agreements with MSD’s vendor.

Milestone/Activity	Timeframe
Te Haoroa integrated into core business operations	July 2024
Te Haoroa delivery partner off boarding has begun	April 2024 – December 2024
New operating model(s) embedded	July - December 2024
Continuing IAP data warehouse	The decommissioning of the existing IAP platform is expected to continue

decommissioning	over the next few years, in line with existing licensing agreements with MSD's vendor.
Programme formally closed – outstanding actions incorporated into existing Ministry governance arrangements.	June 2025

Cost-of-living Implications

19 There are no cost-of-living implications associated with this paper.

Financial Implications

20 Since funding was approved for Te Haoroa in December 2021, approximately 85 percent of approved capital expenditure and 70 percent of approved operating expenditure has been spent, this includes the full year forecast spend for the 2023/2024 fiscal year.

s 9(2)(b)(ii)

21 Te Haoroa is scheduled for completion in the 2024/2025 financial year, with funding of s 9(2)(b)(ii) annually allocated for baseline funding in outyears.

22 There are no fiscal risks arising from the remaining implementation milestones of Te Haoroa.

Legislative Implications

23 There are no legislative implications arising from this paper.

Impact Analysis

24 Neither a Regulatory Impact Statement nor a Climate Implications of Policy Assessment is required for this paper.

Population Implications

25 Through the delivery of more efficient and accurate insights Te Haoroa will support work across MSD to understand how certain populations interact with our services and how we can best deliver these services to achieve key government priorities.

Human Rights

26 There are no implications for human rights associated with this paper.

Use of External Resources

27 To support MSD's migration to the new cloud-based service, MSD required an expert delivery partner with experience in using modern data warehousing technologies.

28 The Tenzing Consortium was successful in tendering for the work via an All of Government Consultancy Services Panel procurement process.

29 The scope of the services provided by Tenzing Consortium has included:

29.1 platform architecture design and implementation;

29.2 data architecture design and implementation, including the design and build of underlying data assets to meet Te Haoroa's accessibility and useability standards; and

29.3 operating model design and implementation

29.4 capability uplift of existing staff.

30 The Tenzing Consortium will begin offboarding from Te Haoroa in April 2024. A small number of experts will remain in an advisory capacity until December 2024.

Consortium Service	Offboarding Timeline
Operating Model Implementation	April-June
Data Domain (foundational) Asset Design and Build Development	July-September
Data Asset Design and Build Support	December

Consultation

31 The Government Chief Data Officer, the Department of the Prime Minister and Cabinet, and the Treasury have been consulted on this paper.

Communications

32 There are no communications activities associated with this paper.

Proactive Release

- 33 This paper will be proactively released with any relevant redactions as appropriate, consistent with the Official Information Act 1982.

Recommendations

The Minister for Social Development and Employment recommends that the Committee:

- 1 **note** that in Budget 2019, Cabinet approved funding for the Ministry of Social Development's (MSD) data warehouse replacement programme, Te Haoroa [CAB-19-MIN-0174.36];
- 2 **note** that in December 2021, Cabinet agreed to provide s 9(2)(b)(ii) for the implementation of Te Haoroa [GOV-21-MIN-0054];
- 3 **note** that Te Haoroa commenced in January 2022;
- 4 **note** Te Haoroa has designed and implemented a new cloud-based data platform with full security certification;
- 5 **note** in order to utilise this new technology, MSD has invested in its resource capability with a specific emphasis on new data architecture, analysis and design, and new ways of building data assets and reporting;
- 6 **note** Te Haoroa has also delivered additional capabilities to MSD, specifically in the data cataloguing, data quality and data management areas, which support the accessibility and useability of data for front line decision-making;
- 7 **note** that Te Haoroa will be integrated into core business delivery by July 2024, and the programme officially wound up in June 2025.

Authorised for lodgement

Hon Louise Upston

Minister for Social Development and Employment