



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

15 December 2022

Tēnā koe

On 29 September 2022, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

This is a request for information under the Official Information Act regarding the Te Haoroa data warehouse replacement program.

Please provide the following:

- 1. The number of staff employed in the Strategy & Insights business unit in the years 2019, 2020, and 2021.*
- 2. The number of resignations from this unit in the same periods*
- 3. The annual staff turnover rate as a percentage*
- 4. The number and names of people on the Te Haoroa programme committee, as well as consultants engaged on the project.*
- 5. A list of resignations and/or departures from the committee, as well as project consultants, during each of the years 2019, 2020, and 2021.*
- 6. Copies of the six documents as listed in Annex 1 of the attached business case, namely:*

Te Haoroa Business Case 19 Summary - update for GCDO

Technology Solution Evaluation

Programme Management Committee Terms of Reference

Third draw down Memo

Preventing Failure of critical Services to clients Programme Business Case

BC19 Drawdown Memo #2

- 7. A copy of the Request For Proposal sent to SAS in March 2021*
- 8. The response to that RFP which SAS subsequently provided to MSD*

9. Any documents, minutes, or briefings from the Te Haoroa program management committee, endorsing the single source request for proposal.
10. The agenda and minutes for the Te Haoroa management committee meeting in January, February, and March 2021.

On 28 October 2022, you were advised that the Ministry required more time to respond to this request.

On 25 November 2022, you were notified of the decision that the Ministry had granted your request in part, namely information that relates to your questions one to five and partly for questions six to ten. You were advised that a response with most of the information requested would be provided on or before 13 December 2022. I apologise that this response is a few days late, but the Ministry needed a bit more time to complete its consultations around the material to be released.

In the interests of clarity, I will address each of your requests in turn.

1. The number of staff employed in the Strategy & Insights business unit in the years 2019, 2020, and 2021.

The Strategy and Investments business group was formed around October 2019. Prior to October 2019, the functions of the Strategy and Insights business group were largely within the Insights and Investment business group. For the 2019 year, we have interpreted your request as including the Insights and Investment business group.

See Table One below:

- **Table One: The number of staff employed in the Strategy & Insights business unit in the years 2019, 2020, and 2021**

Table One: The number of staff employed in the Strategy & Insights business unit in the years 2019, 2020, and 2021	
Year (as at 30 June)	Number of full-time equivalent (FTE) staff
2019	121.2
2020	154.8
2021	179.1

Notes to Table One:

The information is reported from the Ministry's HR System (myHR).

The number of staff includes permanent and fixed term employees and is a sum of FTE.

2. *The number of resignations from this unit in the same periods*

See Table Two below.

- ***Table Two: the number of resignations from the Strategy & Insights business unit in the years 2019, 2020, and 2021***

Table Two: the number of resignations from the Strategy & Insights business unit in the years 2019, 2020, and 2021	
Year (as at 30 June)	Number of resignations
2019	12
2020	21
2021	31

Notes to Table Two:

The information is reported from the Ministry's HR System (myHR).

The number of resignations includes permanent and fixed term employees with "resignation" as their cessation reason. (This excludes other cessation types, eg "retirement, end of employment contract").

A fixed term employee 'resigns' if they leave before the end of their employment agreement. These numbers are a headcount.

3. *The annual staff turnover rate as a percentage*

See Table Three below.

- ***Table Three: the annual staff turnover rate in the Strategy & Insights business unit as a percentage in the years 2019, 2020, and 2021***

Table Three: the annual staff turnover rate in the Strategy & Insights business unit as a percentage in the years 2019, 2020, and 2021	
Year (as at 30 June)	Annual turnover rate (percentage)
2019	11.6
2020	10.3
2021	18.8

Notes to Table Three:

The information is reported from the Ministry's HR System (myHR).

The number of staff includes permanent and fixed term employees.

The number of resignations includes permanent and fixed term employees with "resignation" as their cessation reason. (This excludes other cessation types, eg "retirement, end of employment contract"). A fixed term employee 'resigns' if they leave before the end of their employment agreement.

Annual turnover (also known as core unplanned turnover) is calculated on for permanent staff only and includes only 'voluntary' permanent staff leavers with reasons such as resignation, retirement, death, dismissal, and unknown. Redundancies are excluded. Turnover is calculated over the last 12 months and in this case the 12 months are for the year July to June.

4. The number and names of people on the Te Haoroa programme committee, as well as consultants engaged on the project.

The number and names of people on the Te Haoroa programme board can be found on pages 4 and 23 of the *Ministry of Social Development – Te Haoroa Implementation Business case*, the link to which is from the Ministry's website document you provided with your request.

Kelvin Watson from KPMG (page 23) is listed as the External Advisor to the board. The role of the External Advisor is explained on page 25 of the business case.

5. A list of resignations and/or departures from the committee, as well as project consultants, during each of the years 2019, 2020, and 2021.

Table Four below provides a list of resignations and/or departures of committee members from the committee, during each of the years 2019, 2020, and 2021.

- ***Table Four: the list of resignations and/or departures of Ministry of Social Development staff from the committee, during each of the years 2019, 2020, and 2021***

Table Four: the list of resignations and/or departures of Ministry of Social Development staff from the committee, during each of the years 2019, 2020, and 2021	
Year (as at 30 June)	Committee members who resigned/departed by year
2019	Tran Gilmour, Fleur McLaren
2020	Anita Easton, Matt Winter, Adrian Hughes, Arun Rajamani, Sam Daish, George Van Ooyen
2021	Sim Bull, Chris LaGrange, Marissa Whight, Anurag Madan

Table Five below provides the list of resignations and/or departures of project consultants from the committee, during each of the years 2019, 2020, and 2021.

- **Table Five: the list of resignations and/or departures of project consultants from the committee, during each of the years 2019, 2020, and 2021**

Table Five: the list of resignations and/or departures of project consultants from the committee, during each of the years 2019, 2020, and 2021	
Year (as at 30 June)	Project consultants who resigned/departed by year
2019	None.
2020	Saul Leighton, Kevin Mason, Craig Souter, Sam Daish
2021	Timothy Boyd, Miranda Patrick, Roland Bell

6. Copies of the six documents as listed in Annex 1 of the attached business case:

*Te Haoroa Business Case 19 Summary - update for GCDO, and
Preventing Failure of critical Services to clients Programme Business Case*

The Te Haoroa Business Case 19 Summary can be found on the link to the Data Warehouse Replacement programme on the Ministry's website: www.msd.govt.nz/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2022/te-haoroa.html

Technology Solution Evaluation

Please see the attached December 2020 Programme Committee Pack, entitled *2020-12-10 Te Hāoroa – PMC - Agenda and documents*, that contains an evaluation of current SAS products for Te Haoroa data platform:

- **Document 3:** *December 2021 – Te Hāoroa – Product Management Committee meeting pack*, is released with some information is withheld under section 9(2)(b)(ii) of the Act as, if released, it would be likely to prejudice the commercial position of the person who supplied or who is the subject of the information. The greater public interest is in ensuring that the commercial position can be maintained.

Programme Management Committee Terms of Reference

Please find attached document, **Document 6:** *Te Haoroa Programme – PMC ToR v3.0*

Third draw down Memo

The Third draw down memo can be found on the link to the Data Warehouse Replacement programme on the Ministry's website: www.msd.govt.nz/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2022/te-haoroa.html

BC19 Drawdown Memo #2

The BC19 Drawdown Memo #2 can be found on the link to the Data Warehouse Replacement programme on the Ministry's website: www.msd.govt.nz/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2022/te-haoroa.html

7. A copy of the Request For Proposal sent to SAS in March 2021

Please find attached **Document 1: Request for Proposal Direct source SAS Institute (NZ) Limited**.

8. The response to that RFP which SAS subsequently provided to MSD

The document: *SAS Institute (NZ) Limited Response to MSD Datawarehouse Replacement RFP*, dated 12 February 2021, is withheld in full under section 9(2)(b)(ii) of the Act as, if released, it would be likely to prejudice the commercial position of the person who supplied or who is the subject of the information. The greater public interest is in ensuring that the commercial position can be maintained.

9. *Any documents, minutes, or briefings from the Te Hāoroa program management committee, endorsing the single source request for proposal.*
10. *The agenda and minutes for the Te Hāoroa management committee meeting in January, February, and March 2021.*

Please find attached three documents in scope of your request:

- **Document 2: 2021-02-23 Te Hāoroa (Data Warehouse Replacement) PMC- full materials**, is released with some information is withheld under section 9(2)(b)(ii) of the Act as, if released, it would be likely to prejudice the commercial position of the person who supplied or who is the subject of the information. The greater public interest is in ensuring that the commercial position can be maintained.
- **Document 4: January 2021 – Te Hāoroa – Product Management Committee meeting pack**, is released with some information is withheld under section 9(2)(b)(ii) of the Act as, if released, it would be likely to prejudice the commercial position of the person who supplied or who is the

subject of the information. The greater public interest is in ensuring that the commercial position can be maintained.

- **Document 5:** 2021-03-22 Te Hāoroa (Data Warehouse Replacement) Status Report – only, is released in full.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response about the Te Hāoroa data warehouse replacement program, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui



Sacha O'Dea
**Deputy Chief Executive
Strategy and Insights**



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Request for Proposal (RFP)

Direct source

SAS Institute (NZ) Limited

Replacement of the MSD Datawarehouse with a new Data Platform

RFP released: 23 December 2020

Deadline for Questions: 5pm 29 January 2021

Deadline for Proposals: 5pm 12 February 2021

23 December 2020

Mr. Geoff Beynon
Chief Executive Officer
SAS Institute (NZ) Ltd
Level 12, 89 The Terrace
Wellington, 6011
Email: geoff.beynon@sas.com

Re: Request for Direct Source Proposal – Replacement of the MSD Datawarehouse with a new Data Platform

Dear Geoff,

1. The Ministry hereby requests SAS Institute (NZ) Ltd (SAS) provide it with a proposal for Products, Services and Deliverables to support the replacement of the on premises IAP data warehouse with a new hosted data platform at the Ministry.
2. This is a direct source request to SAS. All information contained in this request for proposal is confidential and is provided in accordance with the confidentiality provisions accepted by way of separate agreement that has been entered into between the Ministry and SAS.
3. This programme of work is funded from the BC19 business case and it is anticipated that this programme will run on approved business case funding for a term of a further three years from 2021. The term and form of any contract, if so awarded will be subject to negotiation and mutual acceptance by MSD and SAS.
4. Should SAS intend to submit a proposal to meet this direct source request for proposal, please provide email confirmation by close of business on 5 January 2021 to:
 - a. procurement@msd.govt.nz;
 - b. bill.inglis@mchalegroup.co.nz; and
 - c. timothy.boyd004@msd.govt.nz
5. The Ministry requests SAS review and recognise its obligations with respect to Mana Ōrite¹. MSD is partnering with Statistics New Zealand and other public sector agencies to give effect to the Mana Ōrite agreement. In addition to these obligations, the Ministry also has current and future obligations that relate to Maori data sovereignty and legal jurisdiction of data. The Ministry requests SAS acknowledge these obligations and recognise in a proposal the existence of these obligations and provide an undertaking to use best efforts to work with the Ministry to give effect to these obligations.

¹ Please see <https://www.stats.govt.nz/about-us/what-we-do/mana-orite-relationship-agreement/>

6. The Ministry advises that the procurement of other Products, Services and Deliverables that it may require to replace its Datawarehouse with a new Data Platform are not set out in this proposal request.
7. In electing to respond to this request for proposal, SAS would not be precluded from submitting a response to any subsequent request for proposal, should the Ministry elect to issue such a request.
8. The Ministry will host two initial interactive clarifications workshops during the week of 18 January 2021, with two further interactive clarifications workshops available to be hosted, if so required, during the week of 25 January 2021. Please contact Ms. Paula Murphy, paula.murphy005@msd.govt.nz at the Ministry in order to confirm workshop dates, timing and attendees.
9. On receipt of a proposal from SAS, the Ministry will then formally evaluate the proposal received in accordance with the timetable set out at APPENDIX 1 and in alignment with the evaluation and scoring criteria that is set out in this request for proposal.
10. This request for proposal and the subsequent evaluation of a response from SAS will be conducted in accordance with the Government Rules of Sourcing² and the Ministry's own procurement policies and procedures. It is a requirement that the Ministry evaluates the proposal received with respect to categories that include but are not limited to:

1.	Public value
2.	Alignment to Government and Ministry Objectives
3.	Risk
4.	Capacity and Capability
5.	Price
6.	Due Diligence

11. In addition, this procurement shall be overseen by McHale Group in their capacity as independent probity advisor to the Programme. A letter from McHale Group for your attention is attached to this letter request as APPENDIX 2.
12. Attached to this letter request as APPENDIX 3 is a response form. Please use this form as a guide to complete your proposal. Your proposal, together with any supporting information that is not set out in the response form must be submitted by email by close of business on 12 February 2021. Please email a proposal to:
 - a. procurement@msd.govt.nz;
 - b. bill.inglis@mchalegroup.co.nz; and
 - c. timothy.Boyd004@msd.govt.nz
13. Unless explicitly stated to the contrary, in managing this procurement MSD will endeavour to act fairly and reasonably in all of its dealings with SAS and any third parties, and to follow due process which is open and transparent.

² <https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-rules/>

14. MSD shall adhere to the government's standard RFP Process, Terms and Conditions which apply to this procurement including but not limited to the standard All of Government Terms and Conditions and the Government Rules of Sourcing.

A. Proposal Pre-conditions

15. In preparing a proposal, the Ministry considers the following pre-conditions as mandatory and all pre-conditions MUST be met for a proposal to be considered for evaluation. Evidence to support each pre-condition must be set out in a proposal to be submitted.

1.	Demonstrated success in previous Programme(s) with similar products, services and deliverables;
2.	Demonstrated availability of key personnel including onshore resource, for the duration of the term of any contract awarded;
3.	Demonstrated availability of key personnel during New Zealand business hours as required for the duration of the term of any contract awarded;
4.	Demonstrated ability to competently deliver within a SAFe delivery framework;
5.	No actual, declared or perceived conflicts of interest. ³

B. Proposal Principles for consideration

16. In preparing a proposal, the Ministry considers the principles set out at APPENDIX 4 should be reviewed by SAS and considered in a proposal. The Ministry considers that the following principles should be reviewed by SAS and SHOULD be considered in a proposal:

1.	Cloud First, where practicable to do so
2.	Reduce Asset Ownership
3.	Elastic and Scalable
4.	Modular
5.	Secure by Design

C. Proposal Preferences for consideration

17. In preparing a proposal, the Ministry considers the preferences set out at APPENDIX 5 should be reviewed by SAS and considered in a proposal. The Ministry considers that the following preferences should be reviewed by SAS and SHOULD be considered in a proposal:

³ Please note that as a current supplier to MSD, SAS has been deemed not to have any actual, declared or perceived conflicts for the purposes of this request for proposal unless advised herein by SAS to the contrary.

1.	Agreement Term: Three years with optional two one-year extensions;
2.	Existing Contract for SAS Software tools and products licenses to be incorporated into a new agreement structure that meets the Ministry's current, transition and future state requirements during the agreement term;
3.	Flexibility to install products and or run services in any suitable configuration of on premise, hybrid and or in private and or public cloud;
4.	Preference for Open Standards Architecture;
5.	Preference for modular, flexible, dynamic licensing and or contract terms that permit flexibility and scalability to meet the Ministry's current, transition and future state requirements during the agreement term;

D. Proposal Core Products and Services

18. In preparing a proposal, the Ministry considers the Products and Services set out in the Reference Architecture at APPENDIX 6 should be reviewed by SAS and considered in a proposal. In addition, the Ministry considers that the following Products and Services are core for inclusion in a proposal. Accordingly, these Products and Services MUST be included in a proposal. MSD acknowledges that not all Products and or Services set out in the Reference Architecture may be required to be either supplied and or configured for current, transition and or future state requirements to be met. However, any Product and or Services recommended should not preclude MSD from at a future date, having such Products and or Services configured:

1.	Cloud Hosting Product/Services;
2.	Cloud Storage Product/Services;
3.	Cloud Compute Product/Services;
4.	Data Ingestion Products/Services;
5.	Enterprise Data Layer Products/Services;
6.	Data Driven Business Solutions Products/Services;
7.	Data Visualisation Products/Services;
8.	Data Analytics Products/Services;
9.	Data Decisioning Products/Services;
10.	Data Management and Governance Products/Services;
11.	Data Orchestration Products/Services;

19. Whereby SAS proposes a third-party Product or Service that is not its own Product or Service, please set out in a proposal:

- a. The recommended third-party Product or Service(s);

- b. The basis for any recommendations made;
- c. The terms on which the product or service will be made available (i.e. re-sold, price, recommended, bundled, to be directly licensed or contracted by the Ministry).

E. Proposal Core Deliverables

20. In preparing a proposal, the Ministry considers that the following Deliverables are core for inclusion in a proposal. Accordingly, these Deliverables MUST be included in a proposal:

1.	Reference Architecture Roadmap from Current, to Transition and to Future State;
2.	SAS Product life-cycle roadmap from 9.4 to Viya for the next 36 months;
3.	MSD SAS Product life-cycle roadmap from 9.4 to Viya for the next 36 months;
4.	Integration Services;
5.	Configuration Services;
6.	Proof of Concept Services;
7.	Support Services;
8.	Training Services;
9.	High level Gap Analysis and Recommendations report of MSD required capabilities;
10.	Migration Plan, including migration support and risk controls for new data products that require migration due to SAS product upgrades from 9.4 to Viya;

21. Whereby SAS proposes a third party to deliver a Deliverable, please set out in a proposal:

- a. The recommended third party(s)
- b. The basis for any recommendations made;
- c. The terms on which the deliverable will be delivered, (i.e. time and materials, price, subscription or service).

F. Proposal Non-core Products and Services

22. In preparing a proposal, the Ministry considers the Products and Services set out in the Reference Architecture at APPENDIX 6, should be reviewed by SAS and considered in a proposal. In addition, the Ministry considers that the following Products and Services are non-core for inclusion in a proposal. Accordingly, these Products and Services MAY be included in a proposal. Whereby SAS proposes to partner with any third party for the provision of any of these Products and Services,

any third party should be listed and further information provided so that MSD may evaluate the third party as part of its evaluation of a proposal:

1.	Global Hosting Services for the new Platform;
2.	IAP Managed Services – Hardware, Software, Products & Personnel;
3.	New Platform Managed Services;
4.	New Current, Transition and Future State Operating Model;
5.	Identity and Access Management Managed Services for cloud platform;
6.	Data Product Roadmap Development Services;
7.	Data Product Development Services;
8.	Data Product Management Managed Services;
9.	End-of-Life decommissioning Services for the IAP;
10.	Organisational Change Management Services.

23. Whereby SAS proposes a third-party Product or Service, please set out in a proposal:

- a. The recommended third-party Product or Service(s);
- b. The basis for any recommendations made;
- c. The terms on which the product or service will be made available (i.e. re-sold, price, recommended bundled, to be directly licensed or contracted by the Ministry).

G. Proposal Additional Products, Services and Deliverables

24. In preparing a proposal, the Ministry shall consider any additional Products, Services and or Deliverables that are not set out in this request for proposal. Whereby SAS proposes any additional Product, Services and or Deliverables, please set out in a proposal:

- d. The recommended additional Products, Services and Deliverables;
- e. The basis for any recommendations made;
- f. The terms on which the Product, Service and Deliverable will be made available (i.e. re-sold, price, recommended, bundled, to be directly licensed or contracted by the Ministry).

H. Proposal Evaluation Criteria

25. A proposal which meets all pre-conditions will be evaluated by MSD in accordance with the Government Rules of Sourcing and the Ministry's Policies and Procedures. Independent Probity oversight shall be provided by McHale Group Limited. The proposal evaluation criteria and guidance notes are set out below:

	Category
1	Public Value
	Describe how you will assist the Ministry to improve publicly valued outcomes;
	Describe how you will assist the Ministry to increase trust and legitimacy;
	Describe how you will help the Ministry to increase the quality of service delivery;
	Describe
2	Alignment to Government and Ministry Objectives
	Describe how you will assist the Ministry to meets its obligations pursuant to the Mana Ōrite agreement, including any addition obligations that relate to Maori data sovereignty and jurisdiction;
	Describe how your core products, services and deliverables will align to the MSD principles set out in the proposal request;
	Describe how your core products, services and deliverables will align to the MSD preferences set out in the proposal request;
	Describe how your core products, services and deliverables will align to the MSD reference architecture set out in the proposal request;
3	Capacity and Capability
	Detail the team you propose to be involved in this work and where they will be geographically located;
	Detail the capability of the Respondent's key personnel that would be assigned to the programme;
	Detail the capability of your team to deliver within a SAFe framework;
4	Risk
	Describe how you would ensure project continuity and cover for your proposed team members in New Zealand;
	Describe how your managed and hosting services provide continuity of services in New Zealand;
	Describe the steps you would take to ensure work is completed on time and aligns to programme objectives;
	Describe how you will address integration risk for products, services and tools between current and new software versions, including third party software and services during the term of any contract awarded;
	Describe how you will address migration risk for products, services and tools between current and new software versions during the term of any contract awarded;
5	Price
	List Pricing for core Products, Services and Deliverables;
	List Pricing for non-core Products, Services and Deliverables;

	List Pricing for additional Products, Services and Deliverables;
	List and outline any promotional pricing, discounts or other price offers that are available to the Ministry;
6	Due Diligence
	Describe how you would provide information to support any further due diligence requests;
	List case studies and/or evidence of similar projects you have delivered that align to the programme's objectives;
	Outline your successes and the lessons you learned from the challenges you faced in similar programme's in New Zealand AND internationally;
7	Additional Information
	List any assumptions you have made in relation to the Requirements.
	List any subcontractor arrangements, if you intend to use subcontractors to supplement your team

I. Proposal Scoring

26. The following scoring scale will be applied by MSD in evaluating a Proposal. Scores by individual panel members may be modified through a moderation process across the whole evaluation panel:

Score	Descriptor
10	World-class additional relevant benefit in...
9	Outstanding additional relevant benefit in...
8	Very good additional relevant benefit in...
7	Good additional relevant benefit in...
6	Marginal additional relevant benefit in...
5	Meets provision of needs in...
4	Marginal deficiency in...
3	Poor deficiency in...
2	Very poor deficiency in...
1	Critical deficiency in...
0	No response to...

J. MSD further Due Diligence

27. In addition to the above evaluation criteria and scoring, the Ministry may undertake further due diligence in relation to the Supplier and or a proposal. The findings of which may be considered in the evaluation process:

Evaluation and diligence options	Criteria		
	Fit for purpose	Ability to deliver	Value for money
Written offer/tender documents	✓	✓	✓
Buyer clarifications of offer	✓	✓	✓
Reference checks	✓	✓	✓
Presentation	✓	✓	
Product testing	✓		
Audited accounts / Credit check			
Companies office check		✓	
Police/security check		✓	

K. Proposal Summary of APPENDICES

APPENDIX 1 – Proposal evaluation timetable

APPENDIX 2 – Independent Probity Advisor letter

APPENDIX 3 - Response Form

APPENDIX 4 – MSD Principles

APPENDIX 5 – MSD Preferences

APPENDIX 6 – Reference Architecture

APPENDIX 1 – Proposal evaluation timetable

This is the MSD timeline for this RFP.

Steps in RFP process:	Date:
RFP Sent to Supplier	23 December 2020
Supplier Briefings	18-29 January 2021
Last date for Supplier questions	29 January 2021
Last date for the Ministry to answer questions	5 February 2021
RFP Closing Date	12 February 2021
Ministry Evaluations	15 February to 12 March 2021
RFP Outcome Notification	12 March 2021
Ministry Due Diligence & Contract Negotiations	12 March to May 2021
Contract Start Date (unless agreed prior)	June 2021

MSD reserves the right at its sole election to amend this timetable at anytime.

APPENDIX 2 – Independent Probity Advisor letter

www.mchalegroup.co.nz



Level 1, 187 Featherston Street
PO Box 25103, Wellington 6146

An independent probity auditor has been appointed by MSD to overview the RFP processes and verify that the procedures set out in the RFP are complied with and that probity principles are adhered to.

The Probity Auditor is not a member of the evaluation team.

The Probity Auditor will:

- ✓ provide independent, high-level opinion and advice to MSD on the probity of this RFP process and management of probity and conflicts of interest; and
- ✓ audit this RFP process and report to MSD and its stakeholders for this RFP process on compliance with the Government's Principles and Rules of Sourcing and best practice regarding probity on the RFP and its subsequent evaluation process.

The Probity Auditor's name and contact details are as follows:

Mr. Bill Inglis

Principal

McHale Group Ltd

PO Box 2134

Wellington 6140

NEW ZEALAND

DDI: +64 4 496 5583

Mobile: +64 27 555 7909

Email: bill.inglis@mchalegroup.co.nz

The Probity Auditor is not an employee of MSD. A Respondent concerned about any probity issue with the RFP process has the right to contact the Probity Auditor and request his review. The outcome will be documented with copies to the Respondent who raised the issue and MSD.

APPENDIX 3 - Response Form

This form is to be used as a guide only. Where it is not practicable to use this form to submit pricing information, please submit pricing information in a form suitable for this request for proposal.

<https://www.procurement.govt.nz/search/?keyword=response+form&action=Search>

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

APPENDIX 4 – MSD Principles

The below guiding principles are taken from established MSD principles in the context of both MSD as a whole and specific to the Datawarehouse Replacement Te Hāoroa Programme.

Principle Provenance	Principle	Details	Context
Te Hāoroa - Data Platform Design Considerations ⁴	Design and build for reusability and reduce data copies and movement	The platform will seek to minimise or reduce the number of integration points, Transitional or single use copies of data and will reduce the steps between the storage and the consumption of data. Data duplication and data in sandpits will be purged regularly and automatically Wherever possible and subject to appropriate technical solution governance approval, artefacts within the Data Platform will be reused rather than copies proliferated.	The solution must minimise data duplication
Te Hāoroa - Data Platform Design Considerations	Governance and assurance	To ensure data is protected, trusted, and authoritative, data within the platform will be managed, secured, retained, and disposed of in compliance with existing Information Governance, Information Management, Information Security, Information Lifecycle, and other policies and frameworks (e.g. DPUP policies and standards). All IT systems used by the Ministry must conform to NZ Government legislation and organisational policies, and should align with NZ Government and Organisational strategies and guidelines	The solution must comply to MSD, government policies and NZ legislation
Technology Strategy Overview	Accessible data and rules	We will design the data and rules in our systems to be accessible via means such as APIs which will provide easy sharing of information between internal Ministry systems and our trusted partners in the social ecosystem.	The platform must support data sharing
Technology Strategy Overview	Modular Systems	We will design our systems to be modularised, consolidating related functions with clearly defined interfaces.	The solution must be modular
Technology Strategy Overview	Open standards	We prefer interchangeable commodity technologies based on open and industry standards. Cloud content, services and applications will be cloud portable	The solution must use open standards
Principles for Information, Technology and Data & Analytics	Deliver Value Early in an Agile manner	We deliver measurable business outcomes as early as possible and learn as we go. Technology components are able to be tested	The solution must be able to rapidly deliver

⁴ MSD will provide SAS with source documentation as appropriate, through the clarification process in January.

		and proved in production like deployments before being embedded.	business value
Principles for Information, Technology and Data & Analytics	Secure by design	Security is end-to-end, multi-layered, and in depth.	The platform will deliver data protection by design
Te Hāoroa	Platform elasticity & scalability	The platform will be able to scale to meet business needs in a cost-effective way, Compute and Storage will be able to change incrementally and rapidly. The platform will be elastic and performant.	The solution must be elastic and scalable
Te Hāoroa	Partnership	MSD and SAS will work in partnership to approve and endorse technology components and high-level architecture. Both parties will have clearly articulated risks and considerations before technology is implemented and both need to commit to MSD's successful implementation.	MSD and SAS must be in agreement and endorse the agreed solution and architecture
Technology Strategy Overview	Reduce asset ownership	We prefer to consume appropriate IT services from partners and vendors for applications and services which are not unique to the Ministry	The solution must minimise commodity IT functions
TH - Data Platform Design Considerations	Cloud First	Data classified as "Restricted" or below will be stored in a public cloud storage facility, subject to the C&A approval process and confirmation that the appropriate security controls are in place. Data will be stored outside of the public cloud by exception only	The solution must provide methods to store all data in the cloud
Technology Strategy Overview	Architect based on business Value	We will ensure that investments focus on the areas of greatest business value, and are architected to sustainably achieve that value. Systems will be architected as a proportional response to requirements based on the business value and expected life of the system	The platform must meet current requirements while providing flexibility to respond to future requirements

APPENDIX 5 – MSD Preferences

In preparing a proposal, the Ministry considers the following preferences should be considered:

Single and/or simple license construct	Licence Term: 3+1+1	
Flexibility in licence model, architecture and product deployment.	<p>A license model that does not constrain MSD in terms of ability to pilot, deploy, migrate or retire individual software products, solution components, environments, or other configurable elements.</p> <p>An ability to adapt the licence model in the event of structure, operating model, or other NZ Government changes to ministerial authorities, responsibilities, laws or policies.</p> <p>Ability to install on premise, in private cloud, or on public cloud⁵, or in a hybrid model.</p> <p>Managed Services costs should not be incurred until solutions have achieved MSD Certification & Accreditation.</p>	
Greenfields platform to replace current capability	The approach to implement the replacement data warehouse will be to create a new data platform as greenfield.	
Ability to scale the platform	The ability to scale compute, storage, users and other resources as and when needed.	
MSD autonomy	MSD can elect to manage, operate and administer all parts of the platform directly where and if necessary.	

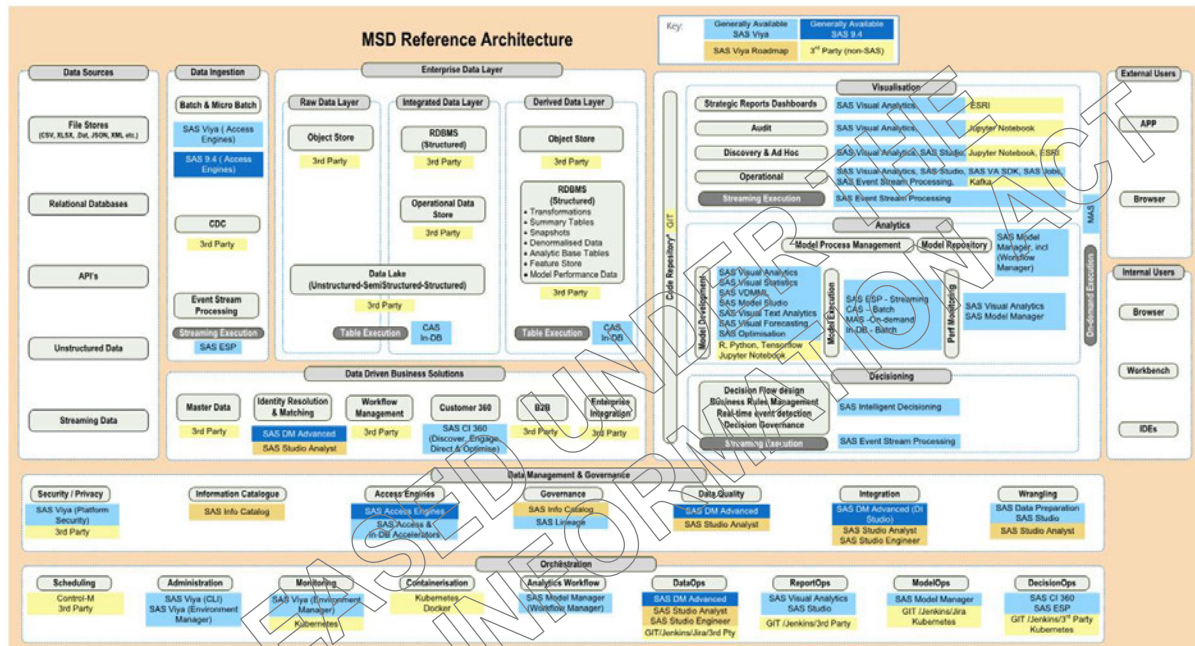
⁵ Please note that SAS can assume MSD is open to hosting in Australian data centres.

APPENDIX 6 – Reference Architecture

Note: This is the same reference architecture diagram that MSD and SAS developed in October and November 2020.

Products and Services should be proposed in alignment to this reference architecture.

Where third party products have been identified, SAS should propose their recommended product or products that are considered suitable, compatible, and can be endorsed, and possibly supplied, for use by SAS.





Agenda

Te Hāoroa Product Management Committee

Date: 23 February 2021 **Time:** 2:00PM till 3:00PM

Venue: 89TT 6.1

Attendees: **Members:** Nic Blakeley (Chair), Jason Dwen, Janet Green, Anurag Madan, Pennie Pearce, Marissa Whight, Kelvin Watson, Rob Hodgson, Sim Bull, Chris LaGrange

In support: Roland Bell (RTE), Tim Boyd, Lena Sapunova

Housekeeping - Nic

Item 1.1 Apologies

Item 2.1 [Previous Minutes and Action Items](#)

Status Reporting - Roland

Item 3.1 Status Report

Benefits Management Strategy - Roland

Item 4.1 Benefits Management Strategy paper for approval

Independent Advisor - Kelvin

Item 5.1 Comments from IA as required

General Business - All

Item 6.1 Comments from IA as required

Summary

Item 7.1 Confirmation of key actions and agreements

Jabber details:

<https://join.msd.govt.nz/invited.sf?secret=QHnlpVXIb6T.qKAFgzrhA&id=802274740>

Phone: 04 916 3990 Pin#: 802274740

Next meeting - Thursday 11 March, 2:00PM – 3:00PM 89TT, 4.1



minutes

BC19 – Te Hāoroa - Product Management Committee (PMC)

Date: 28 January 2021

Time: 1:30pm – 2:30pm

Venue: 89TT, Level 6, Room 6.1

Attendees:

- Nic Blakeley (Chair)
- Rob Hodgson
- Pennie Pearce
- Kelvin Watson
- Chris LaGrange
- Anurag Madan
- Janet Green

Apologies:

- Sim Bull
- Marissa Whight
- Jason Dwen

In support:

- Roland Bell
- Lena Sapunova

Agenda Items**1 Apologies**

- a. Sim Bull, Marissa Whight, Jason Dwen.

2 Previous Minutes and Actions

- Previous minutes were approved
- Chair asked that the content of his email to PMC post the 10/12/20 meeting, was added to the Minutes for the record. Please see Appendix 1.
- Actions:
 - Overarching request was to tidy up Minutes, remove a number that were standard Programme delivery at team level – PMC did not need visibility of those.
 - Closed Dec3-5 – Cost model and budget.
 - Removed & closed six other Actions, part of standard delivery now.

Follow up as at 15 December, tabled 23 February Meeting.

Chair confirmed decision to seek proposal from SAS with support from Deputy Chief Executive, People & Capability – Stephen Crombie, and Chief Executive – Debbie Power. Sent by email to PMC 15 December 2020.

3 Status Report Walkthrough (PDF pp. 13-15)

- Re "High Level Programme Activities" (PDF p. 13): RTE was asked to add important supporting capabilities around people and organisational change; data architecture; and data governance.
- Discussion was that this was a more useful picture than the "Structure of the work programme – current focus" (p. 14), so we will keep p. 13 and retire p. 14 as a graphic we use.
- Re Assurance, discussed whether we should schedule a probity assessment. Will roll into other discussions re Assurance and IQA/TQA advisor.
- Suggestion to use a RACI at some point to get clarity on what different organisations will do for us i.e. MSD vs Delivery Partner vs Technology Partner(s). Will incorporate this as we move forward with our partners.
- Discussion that to address the inevitable risks as we moved into delivery, we consider use of technical "spikes" / prototyping etc. to get early views on technology in particular, and enable pivot-points where we could change direction based on what we learned. Spikes / analysis can serve to de-risk delivery.
- Re "Status Report" PDF p. 15:
 - Will do forecast against budget of \$1.5m for next meeting.
 - Connect with Privacy team re forward resourcing, similar to Security Architect approach.
 - Suggestion to formally note the Oranga Tamariki budget split in-principle decision, in the Minutes & next status report.
 - Re Financials: budget forecast line would be useful, so we can see that we are under, when report says we are.
 - Resource Plan also requested for a future PMC.
- Re "Artefact Re-baselining" PDF p. 16: view was that this was ambitious, so RTE asked to break into more realistic schedule, considering both team production of artefacts (which are not critical path) and PMC's ability to consume them. SRO reminded us that our procurement activities are priority #1.
- Also discussed getting key content PMC needed to consume, one week prior to meeting.
- Financials deep-dive PDF p. 17: for next meeting, will factor in forecast factoring in Oranga Tamariki budget split, and will put in budget forecast line for comparison with actuals.

4 Technology Selection – SAS Direct Source RFP (PDF pp. 18-19)

- RTE verbal update: Commercial Manager feedback post the material being sent to PMC, that the timeline is very optimistic, not conservative. RTE and Commercial Manager to collaborate on realistic dates for the next PMC.
- Various discussion about the procurement plan. Business Owner noted that all the discussions about the procurement processes were commercial in confidence.
- Post-meeting Business Owner sought clarity for the PMC, this is included as Appendix 2.

Subsequent clarification as at 04 February 2021, to be tabled at 23 Feb Meeting.

Assurance:

- The approach to the SAS RFP, including requesting optional extra information requested was confirmed in detail with Probity, and Procurement.
- The general approach to the RFP was confirmed at the 3 and 10 December

PMC meetings, the acceptance of the approach was reflected in the minutes.

- The scope of the core request is an exact reflection of the reference architecture seen by the PMC.

Partnering to respond:

- Providers can elect to respond with a partner, this is not prohibited in any way by the AoG procurement rules, or MSD policy.

Managing access to information:

- There is language in the Delivery Partner RFP to address the advance disclosure by MSD of certain content in the SAS Direct Source RFP.

There are a number of ways access to 'privileged' information can be managed through the Delivery Partner RFP, including but not limited to RFP respondent information sessions, weighting evaluation criteria to control for advantage, or sharing information under the auspices of an NDA.

5 Delivery Partner (PDF pp. 20-21)

- RTE verbal update as 4. Above re timelines.

6 Special discussion re budget and Oranga Tamariki (PDF p. 22)

- We will cover off in next meeting's forecast.

7 Independent Advisor

- Question re whether change in leadership at Oranga Tamariki would pose risk to Te Hāoroa. Comment was that it may slow the pace at which Oranga Tamariki wanted to exit / create their own new data platform.

8 General Business

- None.

9 Summary

- Top priority were the RFPs and we needed to be realistic about timeframes.

Actions (Updated post 28 January PMC Meeting)

Closed actions will be kept in the table for one month greyed out, then deleted.

Ref #	Area	Who raised	Date Raised	Action Title and Description	Update/Progress on Action	Recommendation	Status	Due Date	Owner
Aug27-6	Programme Name		27/8	Discussion – Should we rename the programme?	Ongoing discussions, suggest push to New Year once we have navigated our major decisions. Nic suggested we take offline.	Keep open but suggest push out to end of March	O	17/12 28/2/21 31/3/21	Chris
Oct14-1	Technology Selection	JD	14/10	ACTION: Roland to capture the action on personas / user journeys.	Post 28/1 comment: removed, this will be scope within the Programme.	Close Chris/Roland recommend getting Delivery Partner on board and doing this work in New Year. It is not essential to selecting Delivery Partner or even Technology selection at a high level; but it will be important for Build phase.	C	31/3/21	Roland, Chris
Oct14-3	Governance of Delivery	CL	14/10	RTE Roland will work with DMaID Operations Manager Mike, on details.	Post 28/1 comment: Business Owner decision 5/2 that IAP Resilience will report in to PMC. Rationale is that this is such an important initiative to stabilise the IAP; as well as being work that will make the eventual	Close	C	30/11/20 28/2/21 31/3/21	Chris, Rob

Ref #	Area	Who raised	Date Raised	Action Title and Description	Update/Progress on Action	Recommendation	Status	Due Date	Owner
					retirement of IAP under Te Hāoroa easier.				
Oct14-5	MSD and Oranga Tamariki approaches to data warehouse replacement	KW	14/10	Chris/Roland to assemble a comparison of the two approaches to data warehouse replacement and come back to PMC. KW qualified 3/12 the expectation was that this is a light touch only.	Suggest push out a month, Oranga Tamariki will be more ready to engage.	Keep open	O	28/2/21 31/3/21	Chris/Roland
Nov5-4	Risks	PP	5/11	Bring back old heat map view for Risks	Post 28/1 comment: removed, this is scope for future reporting when we re-baseline the Risk Management Strategy.	Close	C	17/12 28/2/21	Roland
Nov5-5	Lessons to learn		5/11	Engage with ACC	Post 28/1 comment: removed, this is scope within the Programme and is underway.	Close	C	28/2/21	Chris
Dec3-1	Iwi engagement	RH	3/12	Raise the topic of Te Hāoroa and Iwi engagement at the MSD wānanga	Post 28/1 comment: removed, now BAU.	Close	C	28/2/21	Rob
Dec3-2	Assurance	JG	3/12	Roland to work with Janet and team on Agile Assurance	Post 28/1 comment: removed, this is scope	Close	C	28/2/21	Roland

Ref #	Area	Who raised	Date Raised	Action Title and Description	Update/Progress on Action	Recommendation	Status	Due Date	Owner
				framework for Te Hāoroa	within the Programme and is underway.				
Dec3-3	Delivery Partner paper	KW	3/12	Chris/Roland to consider the interplay between the technology decision and the Delivery Partner in the paper presenting 10/12	Post 28/1 comment: removed, this is scope within the Programme and is underway.	Close	C	28/2/21	Roland/Chris
Dec3-5	Cost model and budget	PP	3/12	Discuss cost model and budget split with OT, as a PMC, given this is a major budget risk for us	Post 28/1 comment: removed, can be discussed as part of overall Financials. As notified by Nic on 22/12/20, a 75% / 25% split has been agreed.	Close	C	10/12	Pennie

To: Product Management Committee

From: Roland Bell, RTE / Programme Manager

Senior Responsible Owner: Nic Blakeley

RAG Status: **AMBER** Amber due to uncertainty of future Programme costs with combined SAS & Delivery Partner costs unlikely to be known til PI #18.

General Progress

PI #17 tracking to plan. Some team members absences (sickness and leave) but minor slippages only, for non critical path items.

Build New Data Platform:

- Key activity is SAS Direct Source RFP. Response received 12/2, distributed to evaluation panel 15/2.
- Indicative date for MSD decision re SAS RFP is 12 March, indicative contract start end of June.

Build New Data Products:

- Key support activity is Delivery Partner RFP. On track to release to down-selected vendors w/s 1/3.
- Indicative date for MSD decision re Delivery Partner RFP is 17 May. Indicative date for contract start is early July.

Data Discovery

- Initial planning started, iterating approach with Core Team + BO.

Supporting & Enabling: Assurance

- Decision 9/2 to proceed to Direct Source RFP, for IQA/TQA provider.

Supporting & Enabling: Artefact Re-baselining

- Benefits Management Strategy for approval today, initial workshops set for benefits measures (for Benefits Realisation Plan).
- Good progress with High Level Programme Scope and Principles.
- Content for refreshed / simplified Vision being finalised. Will need design overlay once content settled.

Decisions

Made:	<ul style="list-style-type: none"> • 22/12/20 decision notified by Chair, to split our budget 75% / 25%, MSD to Oranga Tamariki. Both CAPEX and OPEX. • 9/2/21 to proceed to Direct Source RFP, for IQA/TQA provider.
To be made today:	Approval of the Benefits Management Strategy.
Upcoming:	Down-selection (secondary procurement) of target organisations to whom DP RFP will be issued. To be made by Product Manager, to be ratified formally by Business Owner and SRO.

Financials – refer to detailed breakdown as required

- Tracking under original budget forecast from Oct 2020.
- Impact of 75/25 budget split: forecasting small budget over-run, historic run-rate lower than forecast however. Options exist for over-run e.g. other OPEX sources in BC19 that are underspent.
- Mechanics of budget split with Oranga Tamariki tbc (working with Finance).
- While this FY tracking to available budget, uncertainty of future costs will remain until technology (SAS RFP) and Delivery Partner procurement decisions are made – hence overall programme status of Amber.
- Engagement begun with Strategic Finance on planning for Drawdown for FY21/22.

Dependencies

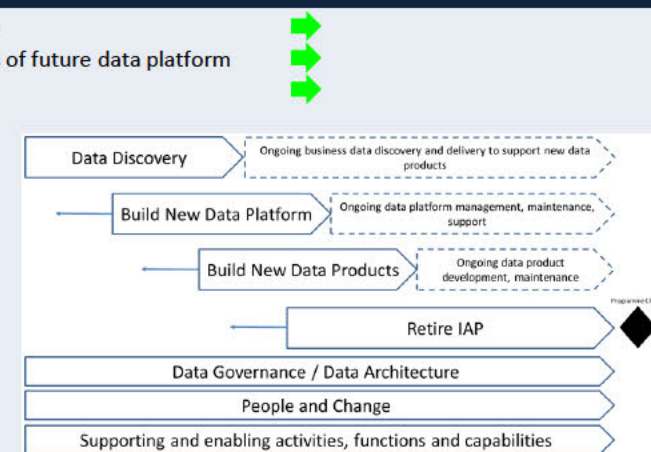
Cloud capability	Placeholder for future dependencies we will have for Cloud capability. Unknown what we will need or when, as technology/tools still unknown. However preference is Cloud for cost + flexibility reasons. Team actively part of Cloud capability-build activity run out of IT, Gavin Horner, RTE Resilience, is leading.
Resourcing	Placeholder for resourcing dependencies to be determined from PI Planning for PI #18. (See also separate section).

PI #17 Objectives

1. Commence procurement for Delivery Partner
2. Commence procurement for selected aspects of future data platform
3. Re-baseline in-scope programme artefacts

Currently tracking green against set PI Objectives.

High level work breakdown structure:



Resourcing

- Senior Programme Advisor starts mid-March (latest). Current Manager of candidate is seeking back-fill.
- Security Architect candidate CVs with CISO. Planning for collaborative interviews with senior technical members in Core Team.
- Planning begun with GGM Commercial Operations, on replacement for our current Commercial Manager once he leaves end of March. Some risk to ability to staff internally, quickly, with right skill-set. Under management.

Organisational Change

This is a placeholder.

- There will be a significant change component in the PIs ahead:
 - When we do future technology/tools upgrades and/or changes.
 - When we implement new processes and new governance for information and data.

Assurance

As per decision, action underway to secure IQA/TQA provider.

Next steps:

- Finalise RFP for IQA & TQA services.
- Confirm pre-release approvals.
- Release to supplier.
- Assess response.
- Schedule the next assessment.

And in parallel to the above:

- Close out previous Readiness IQA actions.

Issues

None currently

Risks (re-baselining still WIP)

Technology Selection

Risk	IF we fail to understand the SAS product roadmaps and future capabilities of their products THEN we may make incorrect technology selection decisions LEADING TO future schedule, quality and/or cost issues for the data platform.
Mitigations	Rigour in the current RFP process; gaining Exec commitments from SAS to stand behind what they propose; reference checking with other customers and getting a commercial deal to mitigate shortcomings with others' experiences; getting 3 rd party analyst input (Gartner, Forrester).
Risk	IF we fail to understand the market alternatives to SAS products sufficiently THEN we may make incorrect technology selection decisions LEADING TO future schedule, quality and/or cost issues for the data platform.
Mitigations	Rigour in the market engagements following decisions that we will <i>not</i> select SAS technologies for particular aspects of the Reference Architecture (e.g. Storage); suitable selection criteria (functionals and non-functionals) and robust MSD assessments; reference site checks; compatibility with SAS technologies we chose to invest in; analyst input.

Delivery Partner Selection

Risk	IF we fail to select a suitable Delivery Partner THEN we may experience sub-optimal delivery LEADING TO future schedule, quality and/or cost issues.
Mitigations	Usage of the appropriate MSD and AoG panels; clear and open communication of our requirements; discussions with delivery teams and not sales representatives from vendors; suitable selection criteria and robust MSD assessments; and reference checking particularly of NZ experiences.
Risk	IF - through the procurement process - vendors have insufficient capacity and/or capability hindering their ability to respond, THEN MSD may receive lower quality responses RESULTING IN difficulties (particularly time delays) securing the Delivery Partner and/or new technologies for the new platform.
Mitigations	Pre-RFP market briefings, giving market advance notice of requests coming and discovering if vendors plan to respond; giving vendors adequate time to respond; quality Q&A sessions through process.
Risk	IF – once selected - vendors have insufficient capacity and/or capability in the skillsets we need, THEN MSD may suffer delivery issues LEADING TO a range of impacts including quality issues, time delays, cost over-runs.
Mitigations	Selecting capable vendors first-up; checking claims of NZ delivery experience in required areas; encouraging them to partner up provided the response is from a single Prime Vendor.

Procurement

Risk	IF we fail to follow the Government Procurement Rules THEN we risk reputational damage LEADING TO downstream difficulties in attracting suitable vendors for MSD endeavours, time delays and possible re-work.
Mitigations	Clear articulation of our procurement approach for both Reference Architecture / Technology Selection and Delivery Partner Selection workstreams, the inter-dependencies between them, and having that validated by Probity Advisor, MSD Procurement and PMC as appropriate. Also, key that we provide DP RFP responders with level playing field given the SAS response to the "Non-core Products and Services".

Budget

Changed given budget split decision	Risk	IF cost estimates from technology and delivery partners (once procurement processes have completed) exceed our allocated budget THEN we may have insufficient funds to complete our own work LEADING TO time-consuming mitigation actions to secure more funding and possible consequential project delays.
	Mitigations	Develop a Plan B for funding top-up if required; break down the work so that progress can be made within available budget.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT



Memo

To: Te Hāoroa Product Management Committee

From: Roland Bell, Release Train Engineer (Programme Manager), Te Hāoroa

Date: 16 February 2021

Security level: IN CONFIDENCE

Programme Benefits Management Strategy

Purpose

1. This paper seeks the Committee's agreement to the Programme Benefits Management Strategy, the first key document required under MSD's Benefits Management approach. This is a pre-requisite for the Benefits Realisation Plan, which is the follow-on more detailed document focussing on measures.

MSD's Commitment to Māori

2. MSD holds personal data on behalf of Māori who use MSD's services that will be stored in MSD's new data platform. MSD is committed to treating this data with respect and demonstrating Mana Manaaki.
3. MSD is engaging in the all-of-government dialogue with Māori, led by Statistics NZ, on Māori data governance. This dialogue goes beyond the boundaries of this project but is relevant when thinking about issues such as: the quality of data on ethnicity and iwi affiliation, the ability to share information easily with iwi partners, and the geographic location data is stored.

Recommendations

4. We recommend that the Product Management Committee:
 - a) **agree** the Te Hāoroa Programme Benefits Management Strategy as outlined in the attached standard Integrated Portfolio Management (IPM) template.
 - b) **agree** to the '**Programme Outcomes**' and '**Benefits**' outlined in the attached Benefits Map (Appendix 1 in the Benefits Management Strategy).
 - c) **note** the '**Potential Measures**' (documented in the Benefits Map, which will form the basis of more detailed planning captured in the Benefits Realisation Plan.

Next Steps

The next steps are to develop a Benefits Realisation Plan which will return to PMC for final approval in March prior to being considered by the Transformation and Investment Committee in the April-May timeframe.



programme benefits management strategy

BC19 Te Hāoroa (Data Warehouse replacement) programme

16 February 2021

Portfolio Lead / Business Owner	Rob Hodgson
Product Manager	Chris LaGrange
RTE / Programme Manager	Roland Bell
Version	0.6

Objective Document ID: _____

Document Control

Document Version

Version	Date	Description	Author
0.1	8 Jul 19	Populate ex ILM	C Soutar
0.2	17 Sep 19	Updated Post Programme Board feedback 11/9	C Soutar
0.3	12/11/2020	Updated to new IPM template format and programme re-set of the benefit map.	Dave O'Sullivan
0.4	2/02/2021	Updates to reflect current state of the portfolio and programme	Roland Bell
0.5	3/02/2021	Updates following review with Portfolio Manager and Product Manager	Roland Bell
0.6	16/02/2021	Updates following review with SRO and Business Owner	Roland Bell

Document Review

Role	Name and Organisational Role	Date
Portfolio Lead / Business Owner	Rob Hodgson <i>Group General Manager Insights MSD</i>	
Product Manager	Chris LaGrange <i>Manager Data Management & Information Delivery</i>	
Portfolio Manager	Laura McVicker <i>Data and Analytics Portfolio Manager</i>	
RTE / Programme Manager	Roland Bell <i>RTE / IT Programme Manager</i>	
IPM Advisor	Michelle Liles <i>Senior Benefits Advisor EPMO</i>	

Document Approval

Role	Name and Organisational Role	Signature	Date
Senior Responsible Owner	Nic Blakeley <i>DCE Strategy and Insights</i>		
Portfolio Lead / Business Owner	Rob Hodgson <i>Group General Manager Insights MSD</i>		

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1.0 Purpose

The Purpose of this document is to outline the strategy for benefits realisation management for the **Te Hāoroa** (Data Warehouse replacement) programme within the Data & Analytics Portfolio.

It includes the following:

- A summary of the background and objectives of the programme, including alignment to MSD's strategy.
- The approach for developing the *Benefits Map* and *Benefits Realisation Plan*.
- The approach for on-going review and monitoring of benefits realisation following the closure of the programme.
- Identification and measurement of value at the initiative level.

2.0 Programme Summary

The Data & Analytics Portfolio's Information Analysis Platform (IAP) has supported MSD and partners for over 20 years. At the core of the IAP, is the Data Warehouse (DW).

The problem is that through years of scale & complexity, the pace of technology change and point solutions to meet multiple project needs, the DW is no longer fit for purpose, carries significant risk (including information security, privacy and operational), and needs significant remediation or replacement to reduce the risks and enable strategic shifts.

Now is our opportunity to enable this strategic alignment for MSD, customers and partners.

The highest level investment objectives in the BC19 Business Case for MSD are:

- Reduce risk of operational failure; and
- Create assets of enduring value.

More specific investment objectives for the **Te Hāoroa** Programme include:

- Fundamentally improve the enablement of trusted & transparent use of data;
- Provide more confidence in the evidence being produced to support good decision making;
- Deliver system reliability, resilience and recovery that meets business needs;
- Enable smarter decision making across channels including on demand;
- Flexibility to support MSD's strategic shifts and meet future demands for service innovation at speed and scale;
- Allows us to focus on a higher percentage of work dedicated towards value generation; and
- Our core datasets are more robust and usable for policy and operations.

In short, future success should result in a significantly lower risk profile, higher productivity and more adaptability.

3.0 Business Areas Impacted

Stakeholders Impacted	Description of Impact of Changes	Timescale for Realisation
Government and Social Sector Partners; plus 3 rd parties	MSD has a large number of data sharing agreements with other agencies and organisations in the Social Sector. These stakeholders will experience future positive impacts in terms of data quality, processes, standards that MSD will adhere to.	The change impacts will not be felt for some time, likely a year hence once a sufficiently robust new platform/capability is built and new data products are built and deployed onto it.
MSD-wide	MSD staff will experience greater reliability and stability in their use of the future new data platform and associated new data products on that platform. This will be underpinned by key enablers such as new processes, new standards and enhanced/new system and people capabilities.	

4.0 Approach to identifying, monitoring and measuring benefits

For each of the measures agreed, baseline measures will be captured prior to the implementation of the new platform and its progressive Go Live with new data products.

As the programme delivers, measures will be captured, analysed and reported in the agreed frequency cycle.

This data will be stored in the EDRMS folder for the **Te Hāoroa** programme under – *Deliver / Benefits Management / Measurement*

<https://objective.ssi.govt.nz/documents/fA1627115/details>

Standards and Processes

The **Te Hāoroa** (Data Warehouse replacement) programme and the Data & Analytics Portfolio will adopt the [MSD Project and Programme Management Framework](#) and the related [Benefits Management Framework](#) including guidance and templates (as published on [Doogee](#) by the IPM) to complete the identification and mapping, as well as the ongoing monitoring and review of benefits.

Principals for successful Benefits Realisation

MSD has identified five principles to support the business benefit management approach:

- Principle 1. Business benefits are not automatically realised. Business benefits realisation is beyond project/programme management and Agile delivery, and requires active monitoring during the delivery of initiatives, the effectiveness of embedding changes and the achievement of outcomes.
- Principle 2. Business benefits realisation integrates closely with the Project, Programme, Agile delivery and Change Management Frameworks.
- Principle 3. Each business benefit needs to have a designated owner (the benefit owner must be a Tier 2 or Tier 3 in the organisational structure).
- Principle 4. Each business benefit must be SMART – Specific, Measurable, Attributable, Realistic and Timebound.
- Principle 5. Business benefits can be financial or non-financial.

Change management

The [Change Toolkit](#) will be applied to the programme. These tools and templates will be used to plan, design and deliver a change management approach to ensure the successful realisation of business benefits.

Risk and Issue management

Risks to benefit realisation will be identified and managed in line with the MSD Risk Management approach (as published to [Google](#) by the Risk and Assurance team).

For the life of the Programme the Programme Manager will be accountable for ensuring that a risk register is maintained, updated and reviewed. Any risks or issues which impact the realisation of any benefits must be escalated up to the Benefit Owner.

When the delivery Programme is closing, the Benefit Owner becomes responsible for monitoring risks or issues which impact the realisation of any remaining benefits.

Benefits Map

The Te Hāoroa Benefits Map (see [Appendix 1 – Benefits Map](#)) will be used to illustrate the benefits that have been identified and show the relationship between the investment objectives, programme outcomes, benefits and measures.

This map will be developed through engagement workshop(s) with:

- Nic Blakeley - *DCE Strategy and Insights*
- Rob Hodgson - *Group General Manager Insights MSD*
- Chris LaGrange - *Manager Data Management & Information Delivery*
- Laura McVicker - *Portfolio Manager, Data & Analytics Portfolio*
- Roland Bell - *RTE / IT Programme Manager*

Benefits Realisation Plan

A *Benefits Realisation Plan* will be developed following approval of this Benefits Strategy. The process for developing the plan will include workshops to:

- identify and prioritise the benefits;
- agree ownership of each benefit;
- develop measures and target values;
- build benefit management action plans (timelines, responsibilities, and resources);
- implement on-going benefits tracking and reporting process.

The Benefits Realisation Plan is a living document to be updated during the life of the benefit to reflect any changes to what and how they will be managed – see [Change control](#) below.

Refer to [Doogee](#) for the most up to date template.

Benefit Profile

For each benefit identified in the high level benefit map a *Benefit Profile* will be completed which will describe all aspects of the benefit including ownership, measurement and realisation timeframe.

The Benefits Profile is a living document and will be updated for the life of the benefit to reflect any changes to what and how they will be managed.

Refer to [Doogee](#) for the most up to date template.

Change control

Any Programme changes (particularly objectives and/or time) which impact the realisation of benefits during the lifetime of the Programme will result in a *Variation Request* being raised, in consultation with the Benefit Owner(s), for sign off by the Transformation and Investment Committee/PEC or its delegate (see the separate Variation Request guide for approval thresholds). The updated *Benefit Realisation Plan* is to be appended to the Variation Request.

If after the Programme has closed and the realisation of benefits is not tracking as detailed in the *Benefits Realisation Plan*, the Benefits Owner is responsible for developing any necessary interventions or remedial actions and presenting these to the Transformation and Investment Committee, or its delegate, for approval.

Benefit reporting

Identified Benefit Owners will play a key role in maintaining oversight and reporting of the business benefits realised/to be realised, through the programme and beyond, including realisation confidence reporting to Transformation and Investment Committee; this may extend for some time post closure of the Programme.

The report informs Transformation and Investment Committee of:

- updates to planned benefits;
- actual results achieved to date;
- the RAG confidence for remaining benefits, including any risks or issues impacting the benefit;
- recovery plans for benefits that are off-track.

Reporting provided by Benefit Owners will be consolidated across MSD's work programme and presented to the Transformation and Investment Committee. Reporting is facilitated by the Integrated Portfolio Management team (IPM, formally EPMO) with support from other PMOs.

This reporting also informs updates to central government, including The Treasury.

The reporting update includes an open/achieved/cancelled status for each benefit. Once all associated measured have been achieved and maintained, the benefits report will be used to formally close the benefit(s) and no further reporting will be required.

Identify and measure value

This Benefits Management Strategy and the follow-on Benefits Realisation Plan is written at the programme level for Te Hāoroa. Any subsequent Epics that are created within the programme will be in support of the benefits discussed in these two document, and no additional Benefits Management Strategy or Benefits Realisation Plan will be required.

5.0 Roles and Responsibilities

Key benefits realisation roles for the **Te Hāoroa** programme:

Role	Name and Organisation Role
<i>Senior Responsible Owner</i>	Nic Blakeley <i>DCE Strategy and Insights</i>
<i>Data and Analytics Portfolio Lead and Te Hāoroa Business Owner</i>	Rob Hodgson <i>Group General Manager Insights MSD</i>
<i>Product Manager, Te Hāoroa</i>	Chris LaGrange <i>Manager Data Management & Information Delivery</i>
<i>Portfolio Manager, Data and Analytics Portfolio</i>	Laura McVicker <i>Portfolio Manager</i>
<i>Benefit Owner</i>	Tba in Benefits Realisation Plan
<i>Measure Owner</i>	Tba in Benefits Realisation Plan
<i>Measure Owner</i>	Tba in Benefits Realisation Plan
<i>Change Manager</i>	Tba in Benefits Realisation Plan
<i>IPM Advisor</i>	Michelle Liles <i>Advisor EPMO</i>
<i>RTE / Programme Manager</i>	Roland Bell <i>RTE / IT Programme Manager</i>

RASCI for the **Te Hāoroa** programme: (suggested, will be updated as appropriate)

High level activity	Sponsor	Benefit Owner	Portfolio Manager	Business Analyst	Architect	Measure Owner	Change Manager	Delivery Team(s)	IPM
<i>Pre-business case</i>									
Identify high-level benefits	I	A/R	I	S	S	C	C	NA	S
<i>During business case development</i>									
Benefit identification workshop (s) to refine benefits and identify benefit measures	C	A	I	R/S	S	S	S	NA	S
Create Benefits Map	I	I	I	R	S	I	S	NA	S
Create Benefits Profile (BP) and Benefits Realisation Plan (if required) ¹	I	A	I	R	S	C	C	NA	S
Obtain sign off for BRP/BP	A/R	S	I	I	I	I	I	NA	S
<i>Post-business case approval</i>									
Ongoing monitoring ²	R	A/R	I	S	S	R	S	S	S
Tri-annual benefits update reporting ³	R	A/R	I	S	I	R	C	S	S
Measure benefits ⁴	I	A	I	S	I	R	S	I	S
Formally close the benefits achieved / cancelled during delivery	C	A/R	I	S	I	S	I	C	S
Close Value Stream	A	C	I	C	I	I	C	R	S
<i>Post-delivery</i>									

¹ Refer to [Benefits Management Requirement criteria on Dooodle](#): Helping you > Project Management at MSD > Benefits Management at MSD

² Being actively engaged in the progress of the Value Stream delivery and aware of risks/issues/variatio ns impacting realisation, including the review of monthly reports or participating in stand ups and PI Planning.

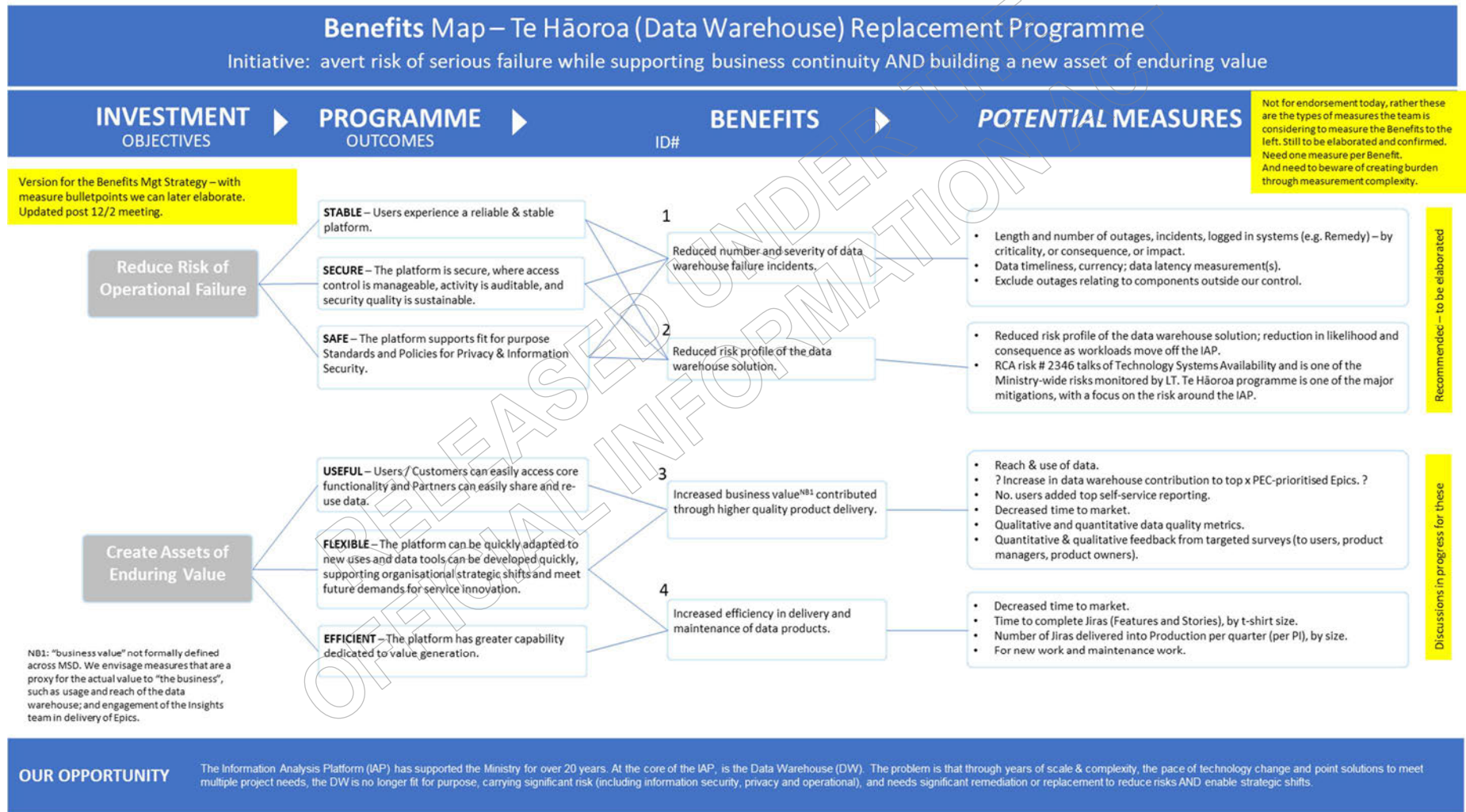
³ For submitting to Transformation and Investment Committee.

⁴ Note: benefits measuring activities do not have to align with tri-annual reporting updates. Benefits measurements may occur on a monthly, quarterly or even annual frequency, dependent upon the measure.

<i>High level activity</i>	<i>Sponsor</i>	<i>Benefit Owner</i>	<i>Portfolio Manager</i>	<i>Business Analyst</i>	<i>Architect</i>	<i>Measure Owner</i>	<i>Change Manager</i>	<i>Delivery Team(s)</i>	<i>IPM</i>
<i>Continue monitoring</i>	R	A/R	I	S	S	R	S	NA	S
<i>Continue Tri-annual benefits update reporting</i>	R	A/R	I	S	I	R	C	NA	S
<i>Continue to measure benefits</i>	I	A	I	S	I	R	S	NA	S
<i>Formally close the remaining achieved / cancelled benefits</i>	I	A/R	I	S	I	S	I	NA	S

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Appendix 1 – Benefits Map





agenda

Te Hāoroa programme

Product Management Committee meeting

Date: 10 December 2020 **Time:** 2:00pm – 3:00pm

Venue: 89TT, Level 2, Rooms 2.1 & 2.2

Invitees: Nic Blakeley (Chair), Jason Dwen, Janet Green, Anurag Madan, Pennie Pearce, Marissa Whight, Kelvin Watson, Rob Hodgson

In Support Chris LaGrange, Chantel Piper, Roland Bell

Apologies Sim Bull

* = Standing Agenda Item

Item	Agenda item	Lead	Paper	Duration
1	Apologies*	Nic	None	
2	Previous minutes and action items*	Nic	Word doc of Minutes Actions on pp. 4-7	5 mins
3	Reference Architecture / Technology Selection: <ul style="list-style-type: none">Evaluation of current SAS products for Te Hāoroa data platform - Memo for approval	Chris	Separate Memo New 10/12	30 mins
4	Delivery Partner: <ul style="list-style-type: none">Delivery Partner Selection - Memo for approval	Chris	Separate Memo With changes recommended 3/12	5 mins
5	Independent Advisor* <ul style="list-style-type: none">Any further reflections	Kelvin		5 mins
6	General business*	Nic	None advised	
7	Summary* <ul style="list-style-type: none">Key actions, agreements, notes	Nic		5 mins
8	Next meeting: 17 Dec 2020, 1:30pm, venue tba			

Jabber details:

<https://join.msd.govt.nz/invited.sf?secret=QHnlpjVXIb6T.qKAFgzrhA&id=802274740>

Phone: 049163990, then enter 802274740



Minutes

BC19 – Te Hāoroa - Product Management Committee (PMC)

Date: 3 December 2020

Time: 1.00pm – 2.00pm

Venue: 89TT, Level 2, Room 2.1

Attendees:

- Nic Blakeley (Chair)
- Rob Hodgson
- Janet Green
- Pennie Pearce
- Kelvin Watson
- Chris LaGrange

Apologies:

- Sim Bull
- Anurag Madan
- Jason Dwen
- Grant Keen
- Marissa Whight

In support:

- Vinay Badigar
- Tim Boyd
- Roland Bell
- Saul Leighton
- Chantel Piper

Agenda Items

1 Apologies

- Sim Bull, Anurag Madan, Jason Dwen, Grant Keen, Marissa Whight.
- We concluded we did have a quorum.

2 Previous Minutes and Actions

- Previous minutes have been approved
- Actions
 - Aug27-1 and Aug27-5 have been closed.
 - Keep Aug27-6 open.
 - Close Oct14-2.
 - Oct14-3 push to New Year.
 - Oct14-5 push to New Year, noting comment that this is a light touch only compare & contrast.
 - Oct14-6 – close.
 - Nov5-1, 5-2, 5-3 – close.
 - Keep open Nov5-4, 5-5.
 - Re Nov5-5: engagement with ACC is underway.

Discussion around the cost model with OT; can we cover in General Business, or next time? See new Action Item Dec3-5.

There will be two more meetings this year and there are two decisions to be made before Christmas – delivery partner will be the focus today, technology question around SAS will be the focus at next week's meeting.

On track to have paper ready for next week's meeting.

3 Status Report Walkthrough

- Overall status is green (note later comment below however that it actually feels amber not green).
- Aiming to table on 10/12 is what functional areas there are, if any, for which we ask SAS alone for a formal proposal – or do we go out to market?
- If we did go out to market it does not preclude SAS responding.
- Delivery partner selection is the Memo today.
- Budget discussions with OT – what is the most reasonable way to determine the split – do a relative sizing of the general metrics that would inform the cost to build and run a platform for each organisation.
- We will look at metrics such as number of users, number of data sources, number of reports. We have agreed on a set of measures and have agreed on a set of weightings for these measures – now collecting the underlying metrics.
- Should be in a position next week to work out what the percentage split would be.
- Use this percentage sizing to determine what amount of capital and opex to give each organisation.
- There is a risk around the budget, however at the moment we are tracking.
- Everyone is happy with the changes made to the ToR
- The overall feel from the committee is that we are more like an amber at the moment rather than a green, given the outstanding actions and questions to answer.
- Things we need to focus on as a Committee are the technology selection and budget (with Oranga Tamariki).

3.3 Financials

- Recut the forecast and there have been a number of new assumptions brought in.
- Key things are – this is opex only, all the work we will be doing is opex. This is because we are in a discovery phase, we're not working on any assets at the moment.
- It would be worth looking at the features for PI17, what's intended for PI18 and check this with finance; see new Action Item Dec3-4.
- Rob is going to have a discussion with Anita about what they need in the short term.
- Other big determinant of budget consumption is when the Delivery Partner will come on board.
- Will report every second PMC on finances.

3.9 Assurance

- Discussion on when the best time was to bring in ITQ/TQA. Roland to work with Janet; see new Action Item Dec3-2.

4 Technology Selection

- Completed 22 hours of vendor briefings with SAS.
- Had meetings and discussions with FMG, Inland Revenue, and ACC.
- Completing and finalising the scoring on a detailed technology assessment.
- Completing market research – Gartner and Forrester.
- Now in the process of condensing all of this material together and finalising the findings for next week.

5 Delivery Partner

- The memo covers three core components – partnering model, scope of services, capabilities needed from the delivery partner.
- Looking to approve today: the formal approval of the partnering model, the scope of services, and the capabilities that we need.
- The procurement approach will be brought back with the technology selection paper. See new Action Item Dec3-3.
- Partnering model – using a blended team approach integrating both delivery partner staff and MSD staff into Agile delivery teams.
- If we wanted the delivery partner to integrate some technologies – getting the different technologies to work together – this would fit the category of an outcome we could contract to.
- Change the wording from time and materials to milestone and feature delivery-based approach.
- Scope of services – engage the delivery partner to develop a roadmap jointly with MSD.
- Dependent on sorting the financials with OT – can't go out to market before we know what our budget is.
- Have to recognise a risk around this – one of the issues is bias – by picking this partner they will naturally be biased towards the products they are familiar with.
- Can you go out with a list of technologies and potentially what the architecture is, or do you talk about it in terms of functions?
- Workstreams – rename these feature sets? Or groups of features.
- Capabilities – core things we need to select the vendors against.
- Data warehouse and business intelligence skills are core.
- Data product development and data delivery is core.
- Management operations of the data products is core.
- Data governance and data architecture is also core.
- Then there will be the supporting capabilities.
- In addition to weighting we also have critical capabilities that they must have.
- Is there a sense of how many organisations will fit this list?
- Possibly about a dozen firms in NZ who will fit this list – this is based on the 63 responses to the data consultancy panel RFP.
- Do we want someone who has experience working in a blended team?
- We want to meet the team face to face.
- Some of these capabilities are core, some are preferred or nice to have.
- Don't approve this today – we're quite close but we don't actually need to – we have next week and the rest of the procurement conversation.
- Workstreams – apart from language change we were comfortable with that set.
- Capabilities – reflect on this conversation to try and give a sense of what's most critical and the what and how aspects to it.
- Bring back for next time with the other Memo.

Actions (Updated post 3 December PMC Meeting)

Closed actions will be kept in the table for one month greyed out, then deleted.

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
Aug27-1	Stakeholder briefings	?	27/8	Background briefing with Sim and Jason	Jason briefed 12/10 Met with Sim also.	Recommend close.	C	5/11	Chris
Aug27-5	Product Management Committee Overview and Purpose: the Terms of Reference		27/8	Review and Approve the composition and purpose via an update to the ToR	Changes to ToR requested at 5/11 PMC: - Janet is not Voting Member; - Add Change Management oversight / responsibilities for PMC	Recommend close	C	5/11	Roland
Aug27-6	Programme Name		27/8	Discussion – Should we rename the programme?	Ongoing discussions, suggest push to New Year once we have navigated our major decisions. Nic suggested we take offline.	Keep open	O	17/12 28/2/21	Chris
Oct14-1	Technology Selection	JD	14/10	ACTION: Roland to capture the action on personas / user journeys.	Relatively big piece of work	Chris/Roland recommend getting Delivery Partner on board and doing this work in New Year.	O	31/3/21	<u>Roland</u> Chris

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
						It is not essential to selecting Delivery Partner or even Technology selection at a high level; but it will be important for Build phase.			
Oct14-2	Technology Selection	SB	14/10	Get advice from Sim about who to engage with, re Māori Data Sovereignty / engaging Iwi through the programme	Chris/Roland met with Sim. Now aware of Kirikowhai Mikaere and also connected with Temepara Witika and Chris Miller, working with Pennie on Māori Data Governance.	Recommend close	C	30/11/20	Roland, Chris
Oct14-3	Governance of Delivery	CL	14/10	Chris to bring back paper on scope of Resiliency Board and recommendation(s) for how PMC might expand its scope of governance to that work too, in addition to Te Hāoroa.	Suggest push to New Year once we have navigated our major decisions	Keep open	O	30/11/20 28/2/21	Chris, Rob
Oct14-5	MSD and Oranga Tamariki approaches to data warehouse replacement	KW	14/10	Chris/Roland to assemble a comparison of the two approaches to data warehouse replacement and come back to PMC.	Suggest push to New Year once we have navigated our major decisions. KW qualified 3/12 the expectation was that	Keep open	O	28/2/21	Chris/Roland

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
					this is a light touch only.				
Oct14-6	Artefact Re-baselining	PP	14/10	Roland to get input from Pennie's team (Information, Privacy, Information Security) on their required input to our artefact re-baselining. Speak to Hannah M and Connie W in the first instance.	Done, agreed what artefacts need to be reviewed and which do not	Recommend close	C		<u>Roland</u>
Nov5-1	Maori Data Governance	PP	5/11	Connect with Temepara Witika and Chris Miller.	Chris has met with Temepara, he will start to attend our weekly team meetings.	Recommend close	C		<u>Chris</u>
Nov5-2	Artefact re-baselining	RB	5/11	Ref page in the Te Hāoroa Report on the artefacts that Information Group is interested in (following Roland meeting with Connie and Hannah in Pennie's team)	See this week's report p. 10	Recommend close	C		<u>Roland</u>
Nov5-3	Finances	PP	5/11	Ensure the forecast is accurate and lodged with Finance.	This was done	Recommend close	C		<u>Roland</u>
Nov5-4	Risks	PP	5/11	Bring back old heat map view for Risks	In progress	Keep open	O	17/12 28/2/21	<u>Roland</u>
Nov5-5	Lessons to learn		5/11	Engage with ACC	In progress	Keep open	O	28/2/21	<u>Chris</u>

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
Dec3-1	Iwi engagement	RH	3/12	Raise the topic of Te Hāoroa and Iwi engagement at the MSD wānanga			O	28/2/21	Rob
Dec3-2	Assurance	JG	3/12	Roland to work with Janet and team on Agile Assurance framework for Te Hāoroa			O	28/2/21	Roland
Dec3-3	Delivery Partner paper	KW	3/12	Chris/Roland to consider the interplay between the technology decision and the Delivery Partner in the paper presenting 10/12	Some initial thinking has been done but not sufficient to make the paper presenting 10/12. Envisage presenting an approach in the New Year post decisions 10/12.		O	28/2/21	Roland/Chris
Dec3-4	Cost classification	PP	3/12	Check whether the work we are planning to do in PI #17 and #18 is OPEX or CAPEX	Roland has set meeting up with Anna Brice on 16/7.		O	29/1/21	Roland
Dec3-5	Cost model and budget	PP	3/12	Discuss cost model and budget split with OT, as a PMC, given this is a major budget risk for us			O	10/12	Pennie

Memo



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

To: Te Hāoroa Product Management Committee
From: Chris LaGrange, GM DMAID (Representing Core team)
Date: 10 December 2020
Security level: IN CONFIDENCE

Evaluation of current SAS products for Te Hāoroa data platform

s9(2)(b)(ii)



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¹ Risk Ratings:

- High – Can cause impacts to cost, time or complexity, with limited ability to control.
- Medium - Can cause impacts to cost, time or complexity but can be controlled within the programme.
- Low - Can cause impacts to cost, time or complexity but would be tolerable.

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Memo



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

To: Te Hāoroa Product Management Committee
From: Chris LaGrange, GM DMAID (Representing Core team)
Date: 310 December 2020
Security level: IN CONFIDENCE

Delivery Partner Selection Approach

Purpose and strategic alignment

1. This paper seeks the Committee's agreement the scope and approach to selecting a delivery partner for the Te Hāoroa programme.

MSD's Commitment to Māori

2. MSD holds personal data on behalf of Māori who use MSD's services that will be stored in MSD's new data platform. MSD is committed to treating this data with respect and demonstrating Mana Manaaki.
3. MSD is engaging in the all-of-government dialogue with Māori, led by Statistics NZ, on Māori data governance. This dialogue goes beyond the boundaries of this project but is relevant when thinking about issues such as: the quality of data on ethnicity and iwi affiliation, the ability to share information easily with iwi partners, and the geographic location data is stored.

Introduction

At the Product Management Committee on 5 October 2020 the following decisions were agreed:

Partnering approach

- a) **agree** to engage a delivery partner, working in a single blended team with MSD staff, and contracted based on skills and capabilities as part of a longer-term relationship
- b) **agree** to select a delivery partner and develop a roadmap jointly, drawing on strategy work already undertaken

Based on the above actions, the **Te Hāoroa** programme team has undertaken the following activities:

- Developed the scope of services and evaluation criteria that will be used to evaluate and select the delivery partner
- Determined options for the procurement process to select the delivery partner

Summary of Decision

We recommend that the Product Management Committee:

- Note** that while Business Committee and Product Management Committee noted the partnering model when it was first proposed (13 August and 27 August meetings respectively), further to decisions made at 14 October PMC we are today providing more detail on how we will work with the delivery partner (pp. 3-4);
- Approve** the proposed scope of services we require from the delivery partner, and the capabilities we expect them to demonstrate (pp. 5-7).

Consideration: Partner Selection and Technology Selection

The decision on technology approach may impact the approach taken to engaging the delivery partner. Because of this, the approach to engage the delivery partner will be included in the Technology approach decision paper scheduled to be presented at the next Te Hāoroa Product Management Committee.

Some work-stream feature sets will require technical skills and experience from the delivery partner in the relevant technology products. The delivery partner may be needed for some parts of the technology selection process, albeit only where procurement rules permit. Other work-stream feature sets in the programme are not dependent on specific technology choices.

The work that will require partner capabilities relevant to the technology selected are identified below.

Context for Decision

The Te Hāoroa partnering model was first discussed with Business Committee on 13 August, who noted the details and that the model was to be confirmed and agreed by the new Product Management Committee.

On 27 August the partnering model was discussed with Te Hāoroa Product Management Committee although not formally approved.

In this Memo, further to the decisions at 5 October Product Management Committee to agree the partnering approach, we elaborate further details in terms of the procurement approach, the intention to use blended teams, and the services and capabilities we will need for the programme.

Partnering model

Delivery of the Te Hāoroa programme will require capabilities and capacity to supplement MSD internal staff. Based on the decision (noted above) the intent is to on-board a partner in a blended team model, creating a hybrid programme team made up of MSD staff and delivery partner staff. A single vendor may not provide all capabilities needed, such as the SAS skills needed for IAP work, so some work may need to be separately contracted, or subcontracted.

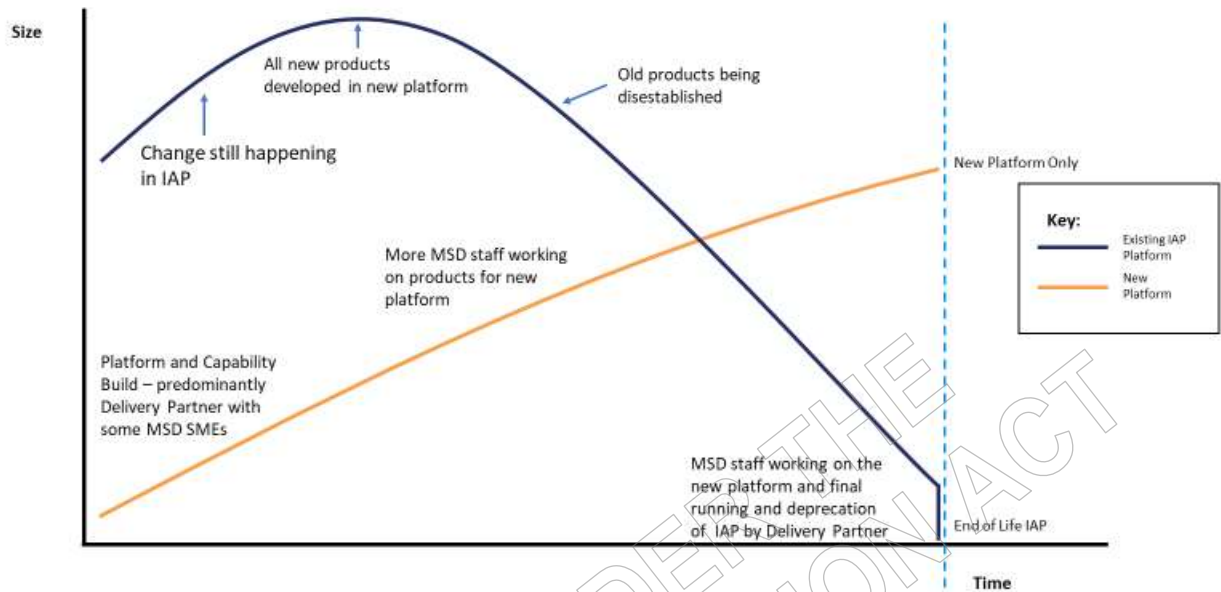
Procurement Approach

Under this model the recommended commercial approach is to select a time and materials based engagement, following a secondary procurement process using approved government panels and engage on a Programme Increment (PI) by Programme Increment basis (three monthly), collaboratively planning feature-based delivery and resourcing requirements with the Delivery Partner. This way the Delivery Partner participates in the planning process and has certainty for the next three months, and is able to ramp resourcing up and down in full consultation with MSD. The shared partner/MSD responsibilities will make outcome or deliverable based commercial agreements difficult to manage, as delivery of these outcomes will require ongoing input, collaboration, and responsibilities from both the partner staff and MSD staff. Some components of the delivery plan could however be contracted for outcomes, this will be evaluated during development of the full programme roadmap.

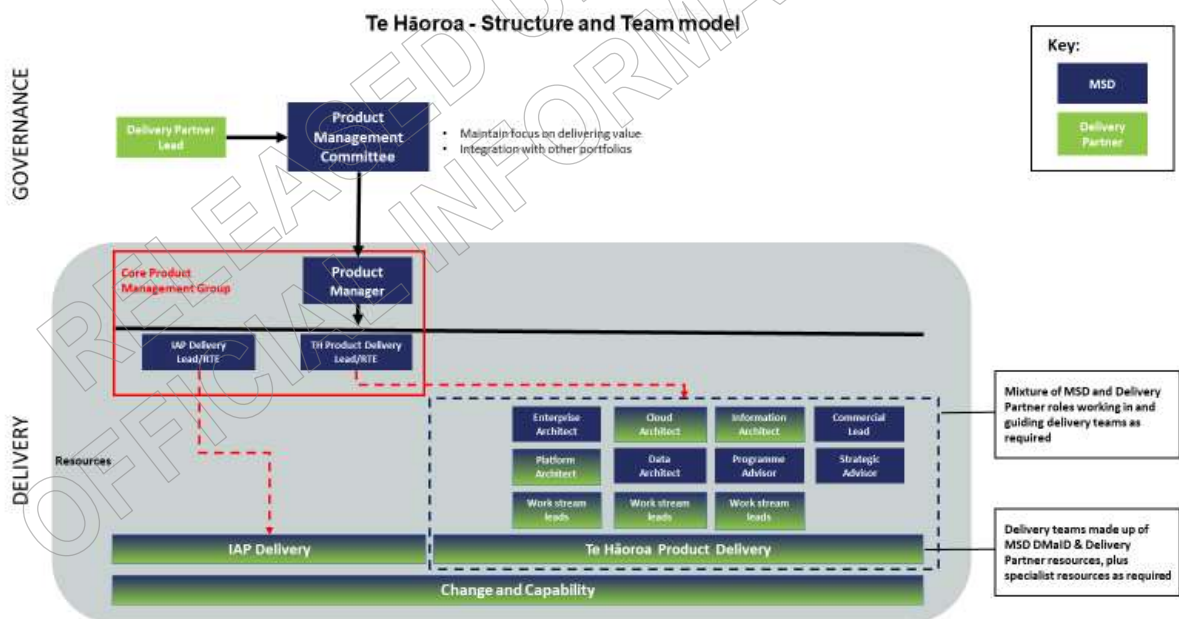
Blended Team Approach

A number of MSD staff will also be required to work as part of the programme team. The delivery partner will also need to provide backfill resources to take on MSD staff responsibilities, to free our people to participate in the programme. This allows MSD staff to develop new capabilities needed working alongside delivery partner experts. The delivery partner staff will become integrated into the day to day operations and delivery of the IAP, allowing the transition of management of the IAP to the delivery partner over time. Handover of essential skills and knowledge between both MSD and the delivery partner is embedded over the full duration of the programme.

Te Hāoroa Programme Lifecycle



The structure of the programme team will be composed as follows:



Programme Teams

The Product Management Committee will oversee both development of the IAP and the Te Hāoroa platform. This function will evaluate Epics and features, and make decisions on how best to deliver them, either on the current IAP or the new Te Hāoroa platform, considering both short term and long-term goals, across current and future platforms. This will allow Te Hāoroa to run as part of the Data and Analytics portfolio integrated with the IAP pipeline of work rather than run separately.

Under the Product Management Committee, three groups will form the delivery structure for the programme:

- IAP Delivery: This is the existing DMAID team in Insights MSD. This group will continue operations and delivery on the IAP platform.
- Te Hāoroa Delivery: This group will implement, develop and operate the new data platform.
- Change and Capability: This team will establish new capabilities, governance, ways of working, operating models, and other non-technical practices.

MSD and the delivery partner will establish agile delivery teams, which will include both partner and MSD staff as team members. It is expected that initially, a small number of teams, comprised mainly of delivery partner staff with some MSD SMEs will commence work. Each programme increment the number of teams, and composition of teams, will be assessed, and additional teams may be established, or current teams may wind down. This will be based on successful delivery of programme increment goals.

Delivery Partner Scope of Services Needed

To provide the services required, the delivery partner will be required to provide staff, intellectual property, and services for the following capabilities.

Programme Roadmap and Delivery Plan

The delivery partner will initially be engaged to work with the MSD programme team, key stakeholders, and other relevant MSD staff to develop a detailed roadmap and delivery plan for the programme. It is envisaged that this plan will include the following work-streams/feature sets¹, although some work-streams/feature sets may not include the delivery partner in some parts, as noted below:

Technology selection, deployment, configuration and administration: We will conduct a procurement process to determine technology and tools. After this process, installation, configuration, and ongoing establishment and operation of management and administration practices will follow. **After technology selection, the skills needed for the deployment and subsequent phases of this work are technology dependent.**

Data Product Roadmap Development and Product Delivery: Provides the core delivery service for Programme outcomes following implementation of the technology infrastructure and software, aligned to the MSD portfolio roadmaps, also working to deliver core MSD data products shared across portfolios, such as client, service, location, benefit, etc. **The capabilities needed for the delivery phase of this work are technology selection dependent.**

¹ A feature set is a Scaled Agile term for a group of like features, often planned for delivery by the same team.

Organisational Change Management: Actively involving stakeholders, using effective communications, training and skills development, user migration planning and user adoption strategies will need continuous planning and management to be successful, over the full life of the Programme.

Governance & Assurance: In addition to Programme governance, establishment of MSD data governance practices to ensure we are focusing on delivering quality and value with data, balanced by responsibly. Some parts may exclude the delivery partner, including programme governance, and an independent quality assurance (IQA) and technical quality assurance (TQA) function.

Data Architecture: Data architecture practices will be needed for developing, deploying and using models, policies, rules and standards that govern which data is collected, and how it is stored, arranged, integrated, and put to use in data systems. This work will document MSDs current data landscape, model the platforms intended data architecture, and provide guidelines for managing data from initial capture in source systems to analysis and use to make decisions.

Data and Analytics Operating Model implementation: Implement an improved future-state data and analytics operating model for MSD, including establishing clear roles and responsibilities across data and analytics teams, procedures, policies, and controls, and ongoing delivery and operational support practices.

IAP Remediation: An existing, separately funded resilience Programme is in flight. The delivery partner will be used to continue work on security, hardware, application, and technical debt remediation on the IAP platform, to ensure business continuity until decommissioning. **SAS Capabilities are needed for this work.**

IAP Delivery and Operation: To enable MSD staff to transition to Te Haoroa, the delivery partner will backfill MSD staff on IAP delivery and operations. This process will be gradual, MSD staff transitioning over time as work requirements and capabilities permit. **SAS Capabilities are needed for this work.**

IAP Decommissioning: This workstream will manage the actual data migration, user migration, function migration and service transition needed to complete the decommissioning. Identification, management and resolution of key dependencies on the IAP will be performed by this function, which are essential to ensure a non-disruptive end of life plan for the IAP. **SAS Capabilities are needed for this work.**

Oranga Tamariki Offboarding: Oranga Tamariki's migration off the IAP needs to be completed. To achieve this the Programme will require data migration, new data interfaces, interagency data sharing agreements, shared services agreements, and other changes. **SAS Capabilities are needed for this work.**

Service management: The Programme will need to manage the new platform, and oversee the IAP platform until decommissioning. This work will include selection and implementation of management models for IAP and new platform

operations, including managed services, integrated services, or hybrid vendor/MSD teams. **SAS Capabilities are needed for this work.**

Cloud Establishment: This work-stream/feature set will work in partnership with the Cloud Business Office, MSD IT, CISO, IT Security, and information governance, to ensure the successful adoption of cloud capabilities and services.

Capability introduction and improvement: New development practices, software product skills, data management skills, data literacy, and new operational practices are needed. This workstream will provide learning and development, mentoring and coaching, and expert advice, to enable the capability lift required.

Once the roadmap and detailed plans for these work-stream/feature sets are complete, the Product Management Committee should evaluate the plans to confirm what roles and responsibilities the delivery partner then assumes for the execution phase of the roadmap.

Delivery Partner Required Capabilities

To successfully deliver the above services, the following capabilities, in order of importance, will need to be strongly demonstrated by the selected delivery partner:

Data warehouses & Business Intelligence/Analytics platform integration, architecture, development and management (Critical Capability) This capability should be a central practice in the partners organisation, and the partner should have an established track record in these practices in New Zealand. Relevant experience, and a strong competency with sufficient staff capacity in the selected technologies for the platform are essential. This should include expertise in all phases of the platform lifecycle, such as capacity planning and management, release management and continuous integration, incident and problem management.

Expertise in data product development, delivery and management. (Critical Capability) The primary activity for the Te Hāroa Programme, the development and ongoing delivery of data products should be a core competency for the delivery partner. This should include expertise in data and analytics product lifecycles, patterns, approaches and frameworks.

Expertise in data governance. (Critical Capability) Successful implementation of a data governance practice in MSD will require strong capability from the partner. This should include experience with common data governance solution frameworks such as DAMA, DGI/Data Governance Institute, Erwin Data Intelligence, GDE DEMS, etc. Direct experience in the implementation of data governance processes, principles, policies, controls, standards and best practices is essential.

Expertise in data architecture. (Critical Capability) As a primary deliverable for the programme, data architecture should be a core competency for the partner. This should include the development, use and management of enterprise information and data architectures, data platform architectures, and data modelling. Strong capability in common data platform architecture and modelling practices, such as dimensional

modelling, is essential. Experience in distributed data models and architecture on cloud is also essential.

Expertise in SAS. (Primary Capability, could be subcontracted) These To successfully support the delivery, management and eventual decommissioning of the IAP platform, the partner will need core competency in the management, administration and delivery of SAS products on both SAS 9 and Viya.

Experience in Organisational change management (Primary Capability, could be subcontracted) , including stakeholder management, user adoption, communications planning, and risk management. The successful implementation and roll-out of the platform, governance, operating model, and tools will require strong and ongoing change management capability.

Expertise in the development and implementation of data and analytics operational and organisational models. (Primary Capability, could be subcontracted) These models should include data management and delivery, administration and support, self service, data quality management, training and capability development, and organisational roles and responsibilities. Experience in the implementation of these models should be demonstrated.

Expertise in agile delivery and SAFe. (Preferred Capability) The partner organisation should have experienced agile practitioners and experience in delivery of data platforms using agile methods. Strong experience in SAFe, data ops & dev ops is highly preferable. This expertise will ensure the partner can execute successfully within the MSD investment and delivery system.

Experience in large New Zealand public sector organisations. (Preferred Capability) A strong understanding the working culture, policies and practices of public sector organisations will ensure the roadmaps, plans and solutions are achievable, realistic and align to MSDs operating model.

Experience in management and leadership consulting. (Preferred Capability) To be successful the programme needs to be well aligned to MSDs vision and strategy and be engaged with other strategic and operational initiatives. Core competency in strategic planning, leadership engagement and advice, enterprise planning, and programme performance management (using KPIs and metrics) are essential.

Delivery Partner Capabilities

To successfully deliver the above services, the following capabilities will need to be strongly demonstrated by the selected delivery partner:

Data warehouses & Business Intelligence/Analytics platform integration, architecture, development and management including expertise in all phases of the platform lifecycle, such as capacity planning and management, release management and continuous integration, incident and problem management,

Expertise in data product development, delivery and management. This should include expertise in data and analytics product lifecycles, patterns, approaches and frameworks.

Expertise in data governance. Direct experience in the implementation of data governance processes, principles, policies, controls, standards and best practices is essential.

Expertise in data architecture. Strong capability in common data platform architecture and modelling practices, such as dimensional modelling, is essential. Experience in distributed data models and architecture on cloud is also essential.

Expertise in the development and implementation of data and analytics operational and organisational models. These models should include data management and delivery, administration and support, self service, data quality management, training and capability development, and organisational roles and responsibilities.

Expertise in agile delivery and SAFe. Strong experience in SAFe, data ops & dev ops is highly preferable.

Expertise in SAS. To successfully support the delivery, management and eventual decommissioning of the IAP platform.

Experience in large New Zealand public sector organisations. A strong understanding the working culture, policies and practices of public sector organisations.

Experience in management and leadership consulting. Core competency in strategic planning, leadership engagement and advice, enterprise planning, and programme performance management (using KPIs and metrics) are essential.

Experience in Organisational change management, including stakeholder management, user adoption, communications planning, and risk management.



agenda

Te Hāoroa programme

Product Management Committee meeting

Date: 28 January 2021 Time: 1:30pm – 2:30pm

Venue: 89TT, Level 6, Room 6.1

Invitees: Nic Blakeley (Chair), Jason Dwen, Janet Green, Anurag Madan, Pennie Pearce, Marissa Whight, Kelvin Watson, Rob Hodgson, Sim Bull

In Support Chris LaGrange, Roland Bell, Lena Sapunova

Apologies Sim Bull

* = Standing Agenda Item

Item	Agenda item	Lead	Paper	Duration
1	Apologies*	Nic	None	
2	Previous minutes and action items*	Nic	Word doc of Minutes Actions on pp. 3-5	5 mins
3	Status Report walkthrough*	Roland	A3 Monthly Status Report	10 mins
	3.1 Overall status / general progress			
	3.2 Key decisions made / needed			
	3.3 Financials		PPT report p. 10	
	3.4 Dependencies		A3 Monthly Status Report	
	3.5 Issues			
	3.6 Risks			
	3.7 Resourcing			
	3.8 Org Change			
	3.9 Assurance			
4	Reference Architecture / Technology Selection <ul style="list-style-type: none">Update and next steps	Roland	See PPT report p. 11	10 mins
5	Delivery Partner: <ul style="list-style-type: none">Update and next steps	Roland	See PPT report p. 13	10 mins
6	Special Discussion: <ul style="list-style-type: none">Budget and Oranga Tamariki	Rob / Roland	See PPT report p. 15	5 mins

7	Independent Advisor* • Any further reflections	Kelvin	See PPT report p. 16	5 mins
8	General business*	Nic	None advised	
9	Summary* • Key actions, agreements, notes	Nic		5 mins
8	Next meeting: Suggest three weeks hence i.e. 18 February			

Jabber details:

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Minutes

BC19 – Te Hāoroa - Product Management Committee (PMC)

Date: 10 December 2020

Time: 2.00pm – 3.00pm

Venue: 89TT, Level 2, Room 2.1 & 2.2

Attendees:

- Nic Blakeley (Chair)
- Rob Hodgson
- Pennie Pearce
- Kelvin Watson
- Chris LaGrange
- Anurag Madan
- Jason Dwen

Apologies:

- Sim Bull
- Marissa Whight
- Janet Green

In support:

- Grant Keen
- Vinay Badigar
- Tim Boyd
- Roland Bell
- Saul Leighton
- Chantel Piper
- Lena Sapunova

Agenda Items**1 Apologies**

- a. Sim Bull, Marissa Whight, Janet Green.
- b. We concluded we did have a quorum.

2 Previous Minutes and Actions

- Previous minutes were approved
- Actions
 - No items closed, comments from 3/12 meeting still stand; most are now not due til end of February.
 - Key focus for today is two Memos for approval rather than Actions.

3 Reference Architecture / Technology Selection

- PMC discussed the "Evaluation of current SAS products for Te Hāoroa data platform" memo.

- The Core Team had not reached a consensus and therefore did not make a preferred option recommendation.
- The discussion covered:
 - Option 1: Ask incumbent technology provider (SAS) to respond with proposal to utilise SAS products in the future data platform;
 - Option 2: go to market for selection of technology products (an option that would not preclude SAS from responding along with other vendors).
- The Chair invited team members to share any views and commended the effort of the analysis.
- PMC had a broad discussion including:
 - The relative merits of staff using a known platform, existing confidence in vendor support, stability, security, and migration;
 - Whether the perceived technology gaps in some instances were worth pursuing a full market response, for example should the public service be on the bleeding edge of technology or prioritise stability;
 - Whether the decision point was significant enough to trigger a re-visitation of our technology roadmap;
 - Public value and the easing of the change management burden for our staff by keeping with the same vendor and broad technology set, albeit a new architecture;
 - The different experience of staff at technical vs. executive level engagements with the vendor
- The Chair sought the view of the Independent Advisor who could see the case for both options but recommended Option 1 on balance. Based on the advice provided in the paper, and the majority view of voting PMC members, Option 1 was confirmed.
- The Chair undertook to affirm the decision with the Deputy Chief Executive People & Capability, Stephen Crombie, and the Chief Executive, Debbie Power.

4 Delivery Partner Selection Approach

- Memo had been discussed at the 3/12 PMC. Changes in today's version were:
 - Replacing "workstream" with "feature set";
 - Changing description of the procurement approach to match MSD's three-monthly PI planning whereby objectives and resourcing are set for each successive PI and that this is done in collaboration with the Delivery Partner;
 - Outlining importance of the "Delivery Partner Required Capabilities" (Critical, Primary or Preferred).
- Memo / Approach was approved.

5 Independent Advisor

- No additional comments.

6 General Business

- None.

7 Summary

- Chair to talk to Debbie and Stephen regarding the decision.

Actions (Updated post 3 December PMC Meeting)

Closed actions will be kept in the table for one month greyed out, then deleted.

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
Aug27-6	Programme Name		27/8	Discussion – Should we rename the programme?	Ongoing discussions, suggest push to New Year once we have navigated our major decisions. Nic suggested we take offline.	Keep open	O	17/12 28/2/21	Chris
Oct14-1	Technology Selection	JD	14/10	ACTION: Roland to capture the action on personas / user journeys.	Relatively big piece of work	Chris/Roland recommend getting Delivery Partner on board and doing this work in New Year. It is not essential to selecting Delivery Partner or even Technology selection at a high level; but it will be important for Build phase.	O	31/3/21	<u>Roland</u> <u>Chris</u>
Oct14-3	Governance of Delivery	CL	14/10	Chris to bring back paper on scope of Resiliency Board and recommendation(s) for how PMC might expand its scope of governance to that work too, in addition to Te Hāoroa.	Suggest push to New Year once we have navigated our major decisions	Keep open	O	30/11/20 28/2/21	Chris, Rob
Oct14-5	MSD and Oranga Tamariki approaches	KW	14/10	Chris/Roland to assemble a comparison of the two	Suggest push to New Year once we have	Keep open	O	28/2/21	<u>Chris/Roland</u>

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
	to data warehouse replacement			approaches to data warehouse replacement and come back to PMC.	navigated our major decisions. KW qualified 3/12 the expectation was that this is a light touch only.				
Oct14-6	Artefact Re-baselining	PP	14/10	Roland to get input from Pennie's team (Information, Privacy, Information Security) on their required input to our artefact re-baselining. Speak to Hannah M and Connie W in the first instance.	Done, agreed what artefacts need to be reviewed and which do not	Recommend close	C		Roland
Nov5-4	Risks	PP	5/11	Bring back old heat map view for Risks	In progress	Keep open	O	17/12 28/2/21	Roland
Nov5-5	Lessons to learn		5/11	Engage with ACC	In progress	Keep open	O	28/2/21	Chris
Dec3-1	Iwi engagement	RH	3/12	Raise the topic of Te Hāoroa and Iwi engagement at the MSD wānanga			O	28/2/21	Rob
Dec3-2	Assurance	JG	3/12	Roland to work with Janet and team on Agile Assurance framework for Te Hāoroa	Meeting scheduled with Risk & Assurance for Fri 29 th . Question is why would we not use same provider as	Keep open	O	28/2/21	Roland

Ref #	Area	Who raised	Date Raised	Action Title and Description (as captured in 27 Aug meeting Minutes)	Update/Progress on Action	Recommendation	Status	Due Date	Owner
					Identity Modernisation?				
Dec3-3	Delivery Partner paper	KW	3/12	Chris/Roland to consider the interplay between the technology decision and the Delivery Partner in the paper presenting 10/12	Emerging view – see PPT Report. Scope left for DP depends on what scope SAS choose to propose.	Keep open	O	28/2/21	<u>Roland/Chris</u>
Dec3-4	Cost classification	PP	3/12	Check whether the work we are planning to do in PI #17 and #18 is OPEX or CAPEX	Roland has set meeting up with Anna Brice on 16/12.	Recommend close, Roland had meeting with Finance and agreed our current work for PI #17 was OPEX and likely for PI #18 also.	C	29/1/21	<u>Roland</u>
Dec3-5	Cost model and budget	PP	3/12	Discuss cost model and budget split with OT, as a PMC, given this is a major budget risk for us	As notified by Nic on 22/12/20, a 75% / 25% split has been agreed.	Keep open to discuss specific next steps. Suggest this is a specific Agenda item for first meeting in January.	O	10/12	<u>Pennie</u>

Te Hāoroa Product Management Committee

28 January 2021

Te Hāoroa – PMC Report

The extendable net

Ka pū te ruha, ka hao te rangatahi
[As an old net withers another is remade]

Venue

Date: 28 January 2021 **Time:** 1:30 – 2:30PM

Venue:

- 89TT room 6.1

For Jabber Users:

<https://join.msd.govt.nz/invited.sf?secret=QHnIpiVXIb6T.qKAFgzrhA&id=802274740>

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- Phone: 049163990, then enter 802274740

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2. Previous minutes and action items

- Ref Word doc on Minutes and Actions on pp. 3-5

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3. Status Report walkthrough

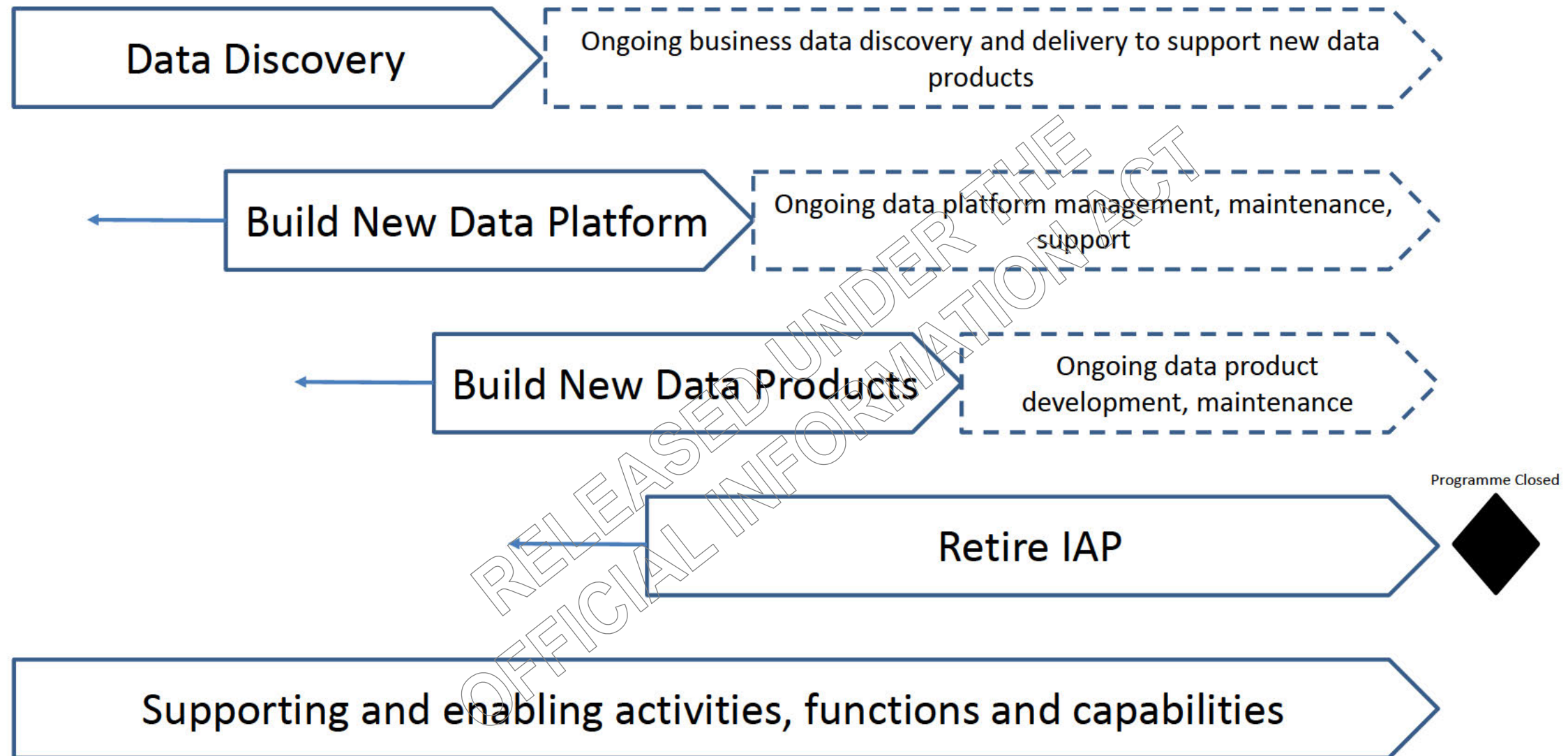
- Ref separate A3 Status Report covering standing agenda items on the following pages

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Te Hāoroa (Data Warehouse Replacement) High Level (“Level 0”) Programme Activities

- At the most coarse / summary level, everything we will do in the life of Te Hāoroa will fall within one of the five areas below
- This is the highest level work breakdown structure, based on a deliverable perspective



Legend

- = key programme activity & establishment of persistent MSD capability;
- = explore opportunities to started ASAP;
- = ongoing activity, progressively moving from programme to BAU

- For discussion / feedback
- Idea is to have single frame to describe programme, from which everything else can be elaborated
- From programme perspective we can start to ask/answer schedule and scope questions, and have MVP conversations e.g.
 - How much data discovery is needed before we can start and finish building the data platform
 - How much data discovery and how much of the data platform is needed before we can start to build new data products
 - What we can begin retiring from the IAP and when, can we start changing ways of working now
- PI Planning and Feature set development can start from these

Te Hāoroa (Data Warehouse Replacement)

Structure of the work programme – current focus

- Activities around the Independent Quality Assurance (IQA) and Technical Quality Assurance (TQA) reviews that we are obligated to secure given our Treasury Risk Profile Analysis (RPA) rating of "Medium".

- Early critical path activity.
- Includes the SAS direct source RFP, whereby we will acquire an agreed set of SAS technologies / tools for future data platform.
- Will also include non-SAS components:
 - already used at MSD;
 - not used at MSD but are 3rd party components we will need to acquire.

- Chevrons match what we will track on the Kanban board / Trello / eventually Jira
- We will add more as needed
- These categories will form the basis of our planning / tracking / reporting

Assurance

Procurement

supports

supports

Reference Architecture / Technology Selection

Delivery Partner Selection

Artefact Re-baselining

Organisational Change Management

Programme Management

Activities supporting:

- the 2021 negotiations with SAS;
- the selection of a Delivery Partner;
- the selection and procurement of non-SAS technology / tools.

- Placeholder for what will become a key area to support the changes to ways of working with data at MSD and the technical changes that will underpin those changes.

- Early critical path activity.
- Activities supporting the selection of the Delivery Partner with whom we will establish a strategic ongoing relationship for the duration of Te Hāoroa.

- Activities to re-baseline Initiate Phase artefacts to cater for the change in strategic context with Oranga Tamariki plus the re-envisioning of Te Hāoroa.
- This work is important but in and of itself is not on the critical path.

- This activity captures the cadence of Programme Management and Governance reporting, including fit with emerging MSD Portfolios, PI Planning and other MSD SAFe ceremonies.
- Risk, Issue, Dependency, Financial, Stakeholder management are key areas here.

Te Hāoroa (Data Warehouse Replacement) Status Report – 28 January 2021 (17.2.2)

Commentary

3.1.a. Overall status: ●

Amber due to uncertainty of future Programme costs with SAS proposal due only in February and Delivery Partner costs unlikely to be known til PI #18.

Positives however are: decision 10 Dec to issue direct source RFP to SAS creates a known platform from which to plan; and subsequent in-principle decision to share budget with Oranga Tamariki 75/25 also provides certainty for budget modelling.

3.1.b. PI #16 - Progress vs stated Objectives ●

FYI for PMC that we have defined Te Hāoroa as follows on the 56TT Level 7 Collaboration Space for the MSD Integrated Work Programme “Data & Analytics” board, a simple single paragraph:

“Te Hāoroa will deliver data warehouse system reliability, resilience and recovery through:

- Progressive build of new data products (determined by organisational need and value) on a new data platform, embedding new ways of working for data; and
- Eventual decommissioning of the Information Analysis Platform (IAP)”

Ref our stated Objectives for PI #16:

#1: Commence secondary procurement for a Delivery Partner

⇒ As PMC is aware, while we laid the foundations in PI #16 for going to market, we did not start the Procurement process, but we will within three weeks.

#2: Complete high level Reference Architecture workshops

⇒ This was completed with input from SAS.

Reference Architecture / Technology Selection.

Also Agenda Item #4

Deep-dive PMC Report p. 10

- Direct source RFP issued to SAS 23/12. Requested response by 12/2.
- Clarification workshop and email exchanges w/e Fri 22/1.
- News 25/1 that SAS has selected Tenzing as subcontractor for the RFP.

Delivery Partner Selection.

Also Agenda Item #5

Deep-dive PMC Report p. 12

- “Delivery Partner Selection Approach” approved 10/12 by PMC, this has foundation for what we need from market.
- Statement of Needs in draft / review & feedback cycle with team.
- Aiming to issue to market within three weeks.

Artefact Re-baselining (non critical path).

- Benefits Strategy workshops being set up, to be followed by Benefits Realisation Plan. Will need PMC endorsement once done.
- Vision / Scope / Principles ownership assigned and individuals building plans to update and circulate for team review and feedback, prior to endorsement by next PMC.

Other:

- In-principle decision to split budget 75/20 with Oranga Tamariki.

3.2 Key Decisions ●

Key decisions to date: (See EDRMS A12413446 for full Decisions Register)

- None since last meeting

Decisions to be made today:

- None

Other Decisions upcoming:

- Down-selection (secondary procurement) of target organisations to whom DP RFP will be issued. To be made by Product Owner, to be ratified by Business Owner and SRO.

3.3 Financials ●

- Financials tracking under budget.
- Using OPEX only currently.
- Large forecast burn associated with Delivery Partner later in FY. Actual costs consumption very sensitive to timing: speed of resource scale-up, numbers onboarded, any Proofs of Concept run and any budget provided to Oranga Tamariki.
- Forecast re-cut slightly from December version, ref PMC Report for details.

Deep-dive PMC Report p. 9

3.4 Dependencies ●

- **Cloud capability.** Placeholder for future dependencies we will have for Cloud capability. Unknown what we will need or when, as technology/tools still unknown. However preference is Cloud for cost + flexibility reasons. Team actively part of Cloud workshops run out of IT.

3.5 Key Issues ●

- None currently

3.7 Resourcing ●

- Offer made to Senior Programme Advisor. HR process underway. Is an internal staff member.
- Agreement with CISO office to hire a Security Architect who will be 100% funded by Te Hāoroa. Unlikely to be required until PI #18 however starting process now due to market scarcity of these resources.

3.8 Org Change Profile ●

- This is a placeholder.
- There will be a significant change component in the PIs ahead:
 - When we do future technology/tools upgrades and/or changes
 - When we implement new processes and new governance for information and data.

3.9 Assurance ●

- Meeting with GM Workplace Integrity Fri 29/1.
- Actions underway to close out previous Readiness IQA, and to determine if we can adopt same Assurance approach and IQA/TQA vendor as Identity Modernisation programme.

3.6 Key Risks ●

Risk Register is a key artefact being re-baselined, workshop(s) with Core Team scheduled across next two iterations.

Key risks we see impacting current workstreams:
(still work-in-progress with team)

Technology Selection

IF we fail to understand the SAS product roadmaps and future capabilities of their products THEN we may make incorrect technology selection decisions LEADING TO future schedule, quality and/or cost issues for the data platform.

⇒ Mitigations include: rigour in the current RFP process; gaining Exec commitments from SAS to stand behind what they propose; reference checking with other customers and getting a commercial deal to mitigate shortcomings with others' experiences; getting 3rd party analyst input (Gartner, Forrester).

IF we fail to understand the market alternatives to SAS products sufficiently THEN we may make incorrect technology selection decisions LEADING TO future schedule, quality and/or cost issues for the data platform.

⇒ Mitigations include: rigour in the market engagements following decisions that we will not select SAS technologies for particular aspects of the Reference Architecture (e.g. Storage); suitable selection criteria (functionals and non-functionals) and robust MSD assessments; reference site checks; compatibility with SAS technologies we chose to invest in; analyst input.

Delivery Partner Selection

IF we fail to select a suitable Delivery Partner THEN we may experience sub-optimal delivery LEADING TO future schedule, quality and/or cost issues.

⇒ Mitigations include: usage of the appropriate MSD and AoG panels; clear and open communication of our requirements; discussions with delivery teams and not sales representatives from vendors; suitable selection criteria and robust MSD assessments; and reference checking particularly of NZ experiences.

We may not be able to get the skills that we need from the marketplace, in the timeframes we need them.

⇒ **IF - through the procurement process - vendors have insufficient capacity and/or capability hindering their ability to respond, THEN MSD may receive lower quality responses RESULTING IN difficulties (particularly time delays) securing the Delivery Partner and/or new technologies for the new platform.**

⇒ Mitigations include: pre-RFP market briefings, giving market advance notice of requests coming and discovering if vendors plan to respond; giving vendors adequate time to respond; quality Q&A sessions through process.

⇒ **IF - once selected - vendors have insufficient capacity and/or capability in the skillsets we need, THEN MSD may suffer delivery issues LEADING TO a range of impacts including quality issues, time delays, cost over-runs.**

⇒ Mitigations include: selecting capable vendors first-up; checking claims of NZ delivery experience in required areas; encouraging them to partner up provided the response is from a single Prime Vendor.

Procurement

IF we fail to follow the Government Procurement Rules THEN we risk reputational damage LEADING TO downstream difficulties in attracting suitable vendors for MSD endeavours, time delays and possible re-work.

⇒ Key mitigation is: clear articulation of our procurement approach for both Reference Architecture / Technology Selection and Delivery Partner Selection workstreams, the inter-dependencies between them, and having that validated by Probity Advisor, MSD Procurement and PMC as appropriate. Also, key that we provide DP RFP responders with level playing field given the upcoming SAS+Tenzing response to the SAS RFP “Non-core Products and Services”.

Budget

IF we transfer too much of the Te Hāoroa budget to Oranga Tamariki THEN we may have insufficient funds to complete our own work LEADING TO time-consuming mitigation actions to secure more funding and possible consequential project delays.

⇒ Mitigations include fact-based negotiations between the agencies, and MSD developing a Plan B for funding top-up if required; breaking down the work so that progress can be made within available budget.

Te Hāoroa (Data Warehouse Replacement) Artefact Re-baselining activities for PI #17

- A view of the activities under “Artefact Re-baselining” is provided below.
- This plus the SAS RFP timeline (p. 12 of the meeting-pack) and the Delivery Partner RFP timeline (p. 14 of the meeting-pack) are the major current activities relating to Technology Selection and Delivery Partner Selection.
- The source work breakdown structure (WBS) is a living document in EDRMS and will be used for planning, tracking and reporting.
- We will add to this as further activities are planned, e.g. activities for Data Discovery
- We will use standard SAFe Iteration/Sprint Planning plus Demos/Retrospectives to plan, track and pivot as necessary through the PI.

[illegible]

3.3 Financials – to end Dec 2020

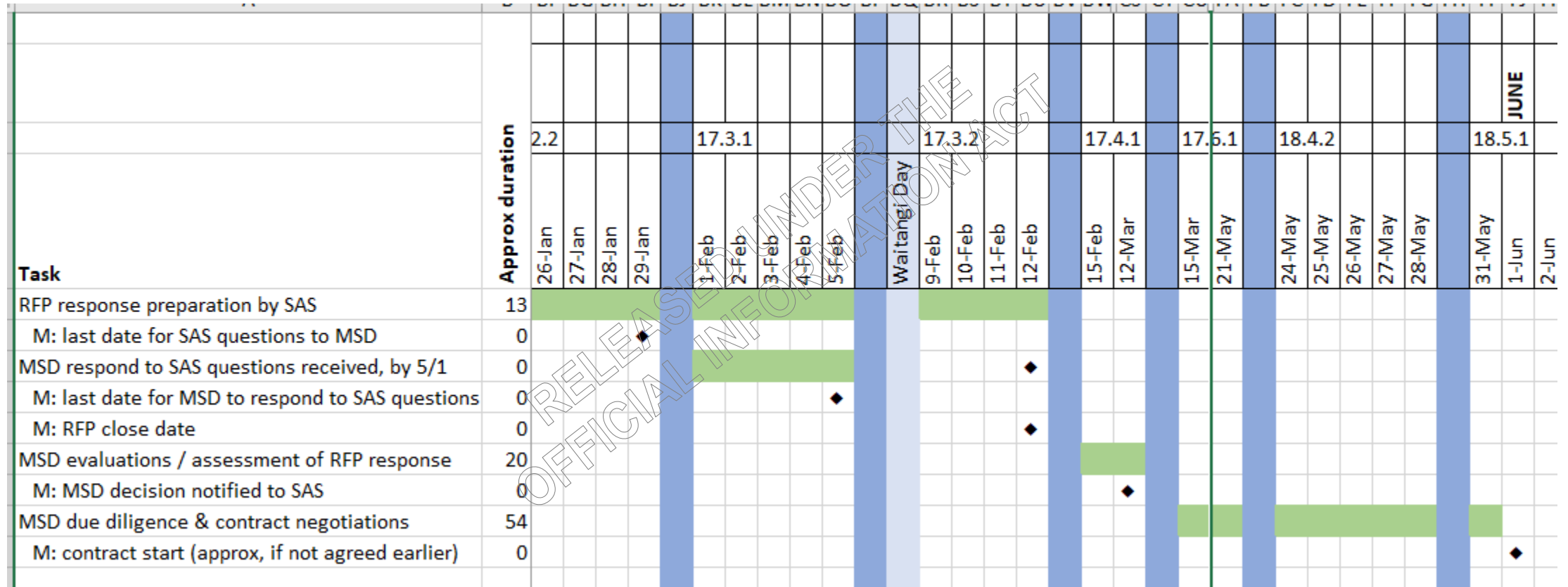
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4. Technology Selection – SAS Direct Source RFP

- Met with SAS 20/1 for clarifications re the Direct Source RFP issued on 23/ 12.
- RFP included section “Proposal Non-core Products and Services” which listed many of the services we would otherwise require from Delivery Partner. Concept is that SAS, optionally with a partner, can propose those services should they chose.
- SAS and Tenzing have agreed prime contractor / subcontractor arrangements. Tenzing has confirmed it will waive the right to respond to the upcoming Delivery Partner RFP.
 - A clarification session has been booked for Friday 29/1 with SAS+Tenzing.
- SAS + Tenzing have notified their intention to respond to “all core/non-core and optional components of the RFP”.
 - We will aim to discover on Friday exactly what this means e.g. if they intend to propose non-SAS technical components.
- We are navigating carefully and will seek Probitry & Procurement advice to balance the potential benefits of this partnership, with the principle risk that vendors responding to the DP RFP perceive that the playing field is not level.
- PTO for estimated timeline for bringing SAS + Tenzing on board, should they be successful.

4. Technology Selection - SAS RFP timeline

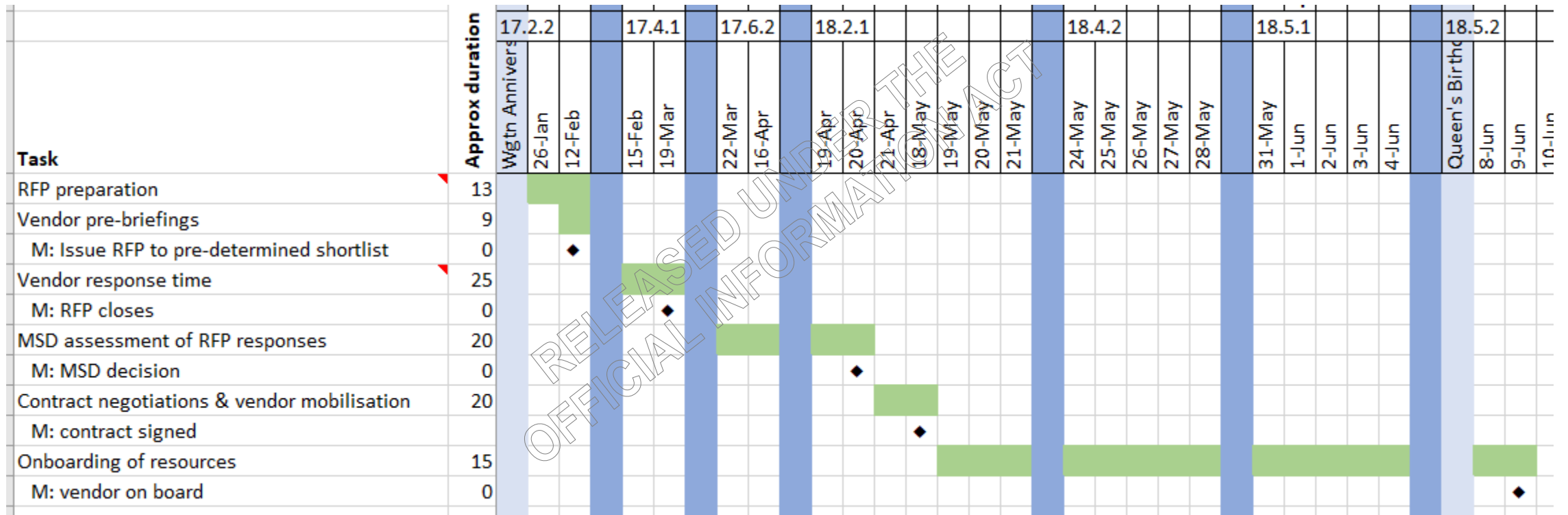


The above are conservative estimates of duration (see column "approx duration") of the sequence of major activities in procurement. We will look to shorten these timeframes wherever possible, being careful not to sacrifice quality in the process and in our choosing and engaging of the Delivery Partner.

5. Delivery Partner

- Ref commentary on previous slide.
- There are still services we need from a Delivery Partner that we do not expect SAS/Tenzing to propose.
- Further discussions needed, including advice from Probity and Procurement, to inform final shape of DP RFP.
- PTO for estimated timeline for bringing DP on board – a conservative view.
- We are seeking opportunities to bring this schedule back; start tasks earlier / reduce elapsed time.

5. Delivery Partner - timeline



The above are conservative estimates of duration (see column “approx duration”) of the sequence of major activities in procurement. We will look to shorten these timeframes wherever possible, being careful not to sacrifice quality in the process and in our choosing and engaging of the Delivery Partner.

6. Special discussion: budget and Oranga Tamariki

- Ref Nic's email 22/12 re 75/25 budget split for both CAPEX and OPEX.
- Questions remain:
 - For OPEX for FY20/21, is this a straight 75/25 split for the full FY? Or is it a split for ½ the year given that's when the agreement was reached?
 - What will turn in principle to a final decision on the split?
- If our FY20/21 OPEX \$2m budget becomes \$1.5m:
 - DP costs for FY are currently estimated at \$580k assuming an (aggressive and unlikely) April-May ramp-up
 - We could look hard at re-classifying the work the DP was doing, assuming they are associated with “enduring assets”

7. Independent Advisor

Notes, observations and reflections from the Independent Advisor.

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8. General Business

Any advised?

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9. Summary from Chair

Review key actions, notes and any decisions.

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END

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To: Product Management Committee

From: Roland Bell, RTE / Programme Manager

Senior Responsible Owner: Nic Blakeley

RAG Status: **AMBER** Amber due to uncertainty of future Programme costs with combined SAS & Delivery Partner costs unlikely to be known til PI #18; and extra time taken in procurement delaying milestones

Progress

PI #17 tracking to plan for two Objectives; but Delivery Partner (DP) procurement Objective delayed. Original milestone for DP RFP to be sent to suppliers 22/2; however Business Owner made decision to delay and now not issue until further decisions are made on SAS RFP. New DP RFP issuing milestone tbc.

Build New Data Platform:

- Key activity remains SAS Direct Source RFP. Individual functional review evaluations completed 5/3, SAS informed of intention to start contract negotiations 12/3.
- Ongoing work on price due diligence; see separate commentary.

Build New Data Products:

- Key support activity is Delivery Partner RFP. Final content is dependent on SAS RFP decisions.
- Delivery Partner RFP will not be released to market until further SAS RFP decisions are made. Hence all Delivery Partner RFP milestones are delayed, new dates tbc. This is contributing to Amber status.

Discovery

- High level planning done, eight Features developed for PI #18.
- Team requiring additional / new resources to support delivery.
- Collaborating with Information Group on both Feature elaboration and new Te Hāoroa-focussed resources.
- Discovery Features include work to prepare for Technology and Delivery Partners coming on board.
- Consolidating and listing all policies and inputs to streamline onboarding. Assembling these as Dependencies.

Supporting & Enabling: Artefact Re-baselining

- Vision and Scope will be brought to 1/4 PMC for noting.

Key Decisions

Made since last meeting:	<ul style="list-style-type: none"> SAS RFP: 12/3 decision to proceed to pricing assessment (due diligence and contract negotiations). Delivery Partner (DP) RFP: decision <i>not</i> to issue DP RFP until further decisions made on SAS RFP.
To be made today:	<ul style="list-style-type: none"> None.
Upcoming:	<ul style="list-style-type: none"> SAS RFP assessment, recommendation from Assessment Panel will be brought to a future PMC. Down-selection (secondary procurement) of target organisations to whom DP RFP will be issued. To be made by Product Manager, to be ratified formally by Business Owner and SRO, target 26/3.

Financials

- Tracking under revised budget forecast re-baselined at 22/2 meeting. Currently forecasting \$1.48m OPEX spend for FY20/21.
- Impact of 75/25 budget split with Oranga Tamariki: awaiting their feedback by end of March on whether split is needed at all.
- \$500k provision made in OPEX budget for FY20/21 in the event Oranga Tamariki confirm their need.
- If needed: mechanics of budget split will be notified in three Ministers Memo for MSD BC19 Drawdown #3 for next FY.
- While this FY tracking to available budget, uncertainty of future costs will remain until technology (SAS RFP) and Delivery Partner procurement decisions are made and estimates provided – contributing to overall programme status of Amber.

Dependencies

Cloud capability	Dependency on MSD Cloud capability lift. Unknown specifically what we will need or when, as technology/tools still unknown. However preference is Cloud for cost + flexibility reasons. Team actively part of Cloud capability-build activity run out of IST, led by Gavin Horner, RTE. MSD Cloud Epic has high PEC priority at #13 for PI #18.
Informing strategies, frameworks	Dependency on MSD enterprise Information Governance Framework, Master Data Management Framework, Data Sovereignty, Māori Data Governance to inform Te Hāoroa. Te Hāoroa contributing to Feature elaboration and Feature delivery with Info Group.

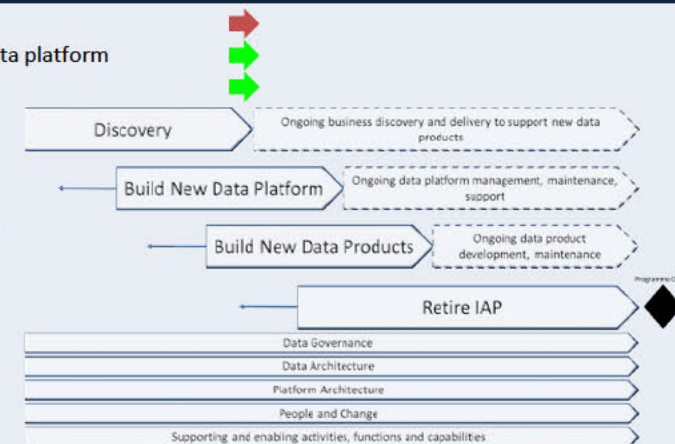
PI #17 Objectives

- Commence procurement for Delivery Partner
- Commence procurement for selected aspects of future data platform
- Re-baseline in-scope programme artefacts

Currently tracking green against Objectives #2 and #3.

Delivery Partner Objective #1 at risk; may be delayed until April (PI #18) pending further SAS RFP decisions made through due diligence / contract negotiations period. New milestones tbc.

High level work breakdown structure:



Resourcing

- Senior Programme Advisor, Alida starts 22 March.
- Security Architect resourcing starting again. First candidate did not accept MSD's offer.
- Drawing up role descriptions for Information Architect and Privacy Specialist (in Info Group); and Business Analyst (in Te Hāoroa Core Team).
- Seeking Agile Coach (part of approved DMAID resourcing boost).

Assurance

- As per decision, action underway to secure IQA/TQA provider.
- RFP issued to single supplier 8/3.
 - RFP closes 31 March; MSD decision by 31 April; due diligence and contract negotiations scheduled for May.

And in parallel to the above:

- Close out previous Readiness IQA actions.

SAS Direct Source RFP – Pricing Due Diligence – Status from Commercial Manager

- Evaluation panel for the Direct Source RFP met on the 5th March.
- A conditional recommendation to proceed into price negotiations, seek further clarifications and undertake due diligence was unanimously provided by the evaluation panel and subsequently endorsed by the Business Owner and SRO.
- Notice to SAS of this decision was provided on 12th March.
- Due diligence now in progress.
- The team will provide further updates as to progress by the end of April.

Risks (re-baselining with Core Team w/e 26/3)

Only key risk where mitigations are still being developed is:

Budget	Risk	IF cost estimates from technology and delivery partners (once procurement processes have completed) exceed our allocated budget THEN we may have insufficient funds to complete our own work LEADING TO time-consuming mitigation actions to secure more funding and possible consequential project delays.
	Mitigations include	<p>Develop a Plan B for funding top-up if required; break down the work so that progress can be made within available budget.</p> <p>Licensing breakdown and MSD view of speed of uptake of new technologies / burn down of current.</p> <p>SAS contract negotiations, with alternative options if acceptable SAS agreement cannot be reached.</p> <p>Clarity of scope allowing Delivery Partner to provide best estimate when we commence work with them.</p>

Issues

	None to raise
--	---------------

Milestones	Date	Comments
SAS RFP		
MSD decision	12 March	Decision made to proceed to due diligence and contract negotiations. SAS notified.
SAS on board	30 June	On track
Delivery Partner RFP		
RFP closes	16 April	Delayed, new date tbc.
MSD decision	17 May	Delayed, new date tbc.
DP on board	2 July	Delayed, new date tbc.

IAP Resiliency

- IAP Resiliency ties together several initiatives to maintain and optimise the Information Analytics Platform (IAP). This includes remediation of identified security risks, upgrading key dependencies of the platform, management of technical debt and the creation of certain new products that ensure the platform is functionally modern.
- This stabilisation of the IAP will facilitate an orderly ramp-down as we commence decommissioning activities, leading ultimately to the retirement of the platform.
- A stable IAP also provides the opportunity for our staff to spend less time managing issues and risks on the existing platform, and more time transitioning to the new data platform and new ways of working.
- The IAP overall Residual Risk Rating is presently at 'High' - due the risks raised for the current version of SAS software reliance on Adobe Flash and for risks related to the ongoing security review. These are being mitigated by work underway in PI #17 and planned for PI #18.

Month	Data Warehouse availability						Self-service reporting availability		
	# of IAP Outages	Hours IAP unavailable	% uptime of IAP	# of times IAP didn't have current data	Hours IAP didn't have current data	% time IAP had current data	# of self-service reporting outages	Hours SAS VA unavailable	% uptime of self-service reporting
Feb-21	0	0	100%	0	0	100%	2	2	100%

PMC Forward Agenda (items will be re-prioritised based on timing of SAS RFP recommendation and decision, and other critical-path items)

1 April	Vision, High Level Programme Scope, Scope Principles – for Noting only (will be approved by BO/SRO)
15 April	Risks and Risk Management Strategy – for review and approval
29 April	Agile Assurance Plan – for review and approval

Te Hāoroa

The extendable net

Ka pū te ruha, ka hao te rangatahi
[As an old net withers another is remade]



Terms of Reference (ToR)

Te Haoroa Programme (new Data Warehouse
replacement)

Product Management Committee (PMC)

V3.0, 5 August 2022

Document Review and Sign-off

Acceptance of Terms of Reference

This version of the Terms of Reference (ToR) for the Te Haoroa Programme Product Management Committee (PMC) builds on previously approved versions and incorporates changes to reflect:

- A monthly status report is provided to PMC reporting on the Oranga Tamariki Decoupling
- Related documents updated to include:
 - Te Haoroa Implementation Business Case
 - Benefits Realisation Plan
 - Cabinet paper
 - Approval to lodge
- Investment objectives updated to reflect current Benefits Realisation Plan
- PMC Composition updated to reflect changes in staff and member titles
- Relationships updated to include:
 - Technical Design Committee (TDC)
 - Transformation Investment Committee (TIC)
 - Strategy & Insights LT
 - Service Delivery Leadership Group
 - Service and enabling Portfolios
 - Information and Privacy Group, ICT
 - Integrated Portfolio Management (IPM)

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1 Document Purpose

This document contains the Terms of Reference for the **Te Haoroa Programme (new Data Warehouse replacement)** Product Management Committee (PMC).

This will be a living document and will be updated during the programme lifecycle of this three-year change initiative, as the PMC considers and approves, fit for purpose governance.

2 References – Related Documents

This document should be read in conjunction with the following:

- B19 Technology Business Case: [A12231274](#)
- B19 Technology Business Case Package 1 Management Case: [A11792819](#)
- Te Haoroa Implementation Business Case: [A13790501](#)
- Data Warehouse Scope document: [A11843826](#)
- Programme Assurance Plan: [A11970041](#)
- Benefits Realisation Plan: [A13295550](#)
- [Cabinet paper: Te Haoroa - Ministry of Social Development Data Warehouse Replacement: A14183206](#)
- [REP21121337 Approval to lodge - Te Haoroa Implementation Business case \(signed by Minister Sepuloni\): A13798095](#)

The Management Case describes the relationship between this programme and the other governance and assurance mechanisms in use.

The Scope is the founding document describing the expected outcomes and deliverables for which this PMC has oversight.

3 Product Management Committee Purpose

3.1 Te Haoroa Programme Executive Summary

The Ministry's data warehouse has a high risk of breaching privacy rules. It is also at high risk of operational failure, resulting in clients' benefits and service to clients being disrupted, and the inability to deliver organisational strategic goals due to the unusually high maintenance, unplanned work, recovery, and support load.

The investment objectives in the Business Case are:

The investment objectives outlined in the Technology Business Case are:

- Reduce risk of operational failure
- Create assets of enduring value

The programme outcomes outlined in the Benefits Realisation plan are:

- Reduce risk of operational failure:
 - **STABLE** – Users experience a reliable & stable platform.
 - **SECURE** – The platform is secure, where access control is manageable, activity is auditable, and security quality is sustainable.

- **SAFE** – The platform supports fit for purpose Standards and Policies for Privacy & Information Security
- Create assets of enduring value:
 - **USEFUL** – Users / Customers can easily access core functionality and Partners can easily share and re-use data.
 - **FLEXIBLE** – The platform can be quickly adapted to new uses and data tools can be developed quickly, supporting organisational strategic shifts and meet future demands for service innovation.
 - **EFFICIENT** – The platform has overall a lower cost taking, all costs and considerations into account. The principal focus here is greater capability dedicated to value generation.

This is a programme led by MSD.

3.2 Primary Functions

The primary function of the PMC is to take responsibility for the achievement of in-scope objectives to enable the benefits as agreed in the Implementation business case. The PMC will maintain oversight of programme deliverables, provide direction to the programme, as well as monitor and review the programme status.

The PMC provides a stabilising influence and gives direction, guidance and decision making to support the successful delivery of the programme. This guidance extends to ensuring the readiness of the business to realise the business benefits of the programme.

In practice these responsibilities are carried out by performing the following functions:

- Ensuring the programme has appropriate management structures and controls in place to deliver its intended products.
- Ensuring the programme has an achievable benefits realisation plan and the programme is managed to enable the realisation of the identified benefits.
- Ensuring the programme is appropriately resourced.
- Ensuring that programme risks are managed.
- Ensuring the continued strategic alignment of the programme throughout its duration.
- Providing assistance to the programme when issues are escalated.
- Ensuring the programme is managed to the agreed schedule, budget, scope, quality and benefits profile.
- Ensuring that scope aligns with the agreed business requirements of the Business Owner and key stakeholder groups.
- Controlling changes to the programme via the variation request process as emergent risks and issues force changes to be considered.
- Monitoring and review of critical dependencies.
- Resolving programme conflicts/disputes, reconciling differences of opinion & approach.
- Formal acceptance of programme products (deliverables).
- Formal agreement of the design and build of the initial data information products
- Monitoring and review of the programmes progress and status at regular PMC meetings.

3.3 Approval Responsibilities

The PMC is responsible for approving major programme elements within the defined scope of the programme, such as:

- Prioritisation of programme objectives and outcomes.
- Epics and Lightweight Business Cases to meet programme objectives and outcomes.
- The use of the programme budget is appropriate.
- Any changes to the programme budget do not negatively impact identified benefits.
- Risk management strategies to address potential threats to the programme's success have been identified, estimated and approved, and that the threats are regularly re-assessed.
- Programme management and quality assurance practices.
- Approval/endorsement of programme plans, schedules, budget, scope and benefits.
- Approve/reject deviations from agreed plans via the Variation Request process.
- Provide approval for final products (deliverables).
- Approve the formal closing of the Programme via the Closure Report.

3.4 Decision Making Responsibilities

The PMC holds decision making rights within the remit/scope of the programme. If changes to the programme will impact scope, on other business areas not previously identified, or they have implications for the Ministry's wider strategy or requires the re-allocation of resources to develop or implement the programme, then the PMC must seek approval from a higher governance group as described in the Management Case (Business Committee).

3.5 PMC Composition

Name/Title	PMC Role	Decision Rights
Nic Blakeley <i>Acting Deputy Chief Executive; MSD Transformation</i>	SRO (Chair – overall responsibility for ensuring the programme achieves Business Case outcomes)	Y (1)
Jason Dwen <i>General Manager Data Management and Information Delivery; Product Manager for Data Platform</i>	Business Owner (owner of programme products / deliverables including defining scope, priorities and approach)	Y (2)

Name/Title	PMC Role	Decision Rights
Tracy Voice <i>Group GM Improvement Systems and Technology</i>	Senior Internal Suppliers (provide knowledge and experience of the main discipline(s) involved in the production of the programme's products (deliverables) and the supporting platforms)	Y (3)
Fleur McLaren <i>Group General Manager Insights MSD</i>		Y (4)
Lorna Bunt <i>General Manager Planning and Analysis</i>	Senior Users (provide business feedback on deliverables and advise on timing to implement those deliverables)	Y (5) Y (6)
Hannah Morgan <i>Acting Chief Information Security Officer and Chief Privacy Officer</i>	Information Security and Privacy Advisor (ensures alignment to MSD policies and champions security and privacy by design)	Y (7)
Janet Green (Non-voting member) <i>General Manager Workplace Integrity</i>	Risk & Assurance Advisor (monitoring of programme risk management & assurance activities)	N
Marissa Whight <i>Policy Manager</i>	Policy Advisor (provides feedback on deliverables / products and their alignment with MSD policy implementation)	Y (9)
Kelvin Watson <i>Independent Advisor</i>	External / independent Advisor (provides external technical and delivery advice and guidance)	Y (10)
Joe Henderson (Non-voting member) <i>Programme Manager</i>	Programme Manager (leads delivery and manages to agreed scope, schedule, cost with the appropriate management for risks, issues, dependencies, constraints)	N

Note: The SRO is the ultimate decision maker, supported by the PMC.

3.6 Quorum

For the PMC meeting to be effective, a majority of PMC decision making members must be in attendance for key decision making. This equates to more than half the number of decision-making members.

Where possible, members should either delegate or provide out of session comments if they cannot attend a meeting. Delegations or substitutions are permitted, on the provision that those who attend the meeting are aware of the issues being dealt with and have the authority to make informed decisions.

Decisions shall be by consensus where possible, with the final decision to be taken by the PMC (Chair) if necessary.

3.7 Terms of Appointment

The SRO will oversee any changes to PMC member appointments.

3.8 Relationships

The PMC has a number of direct relationships with key stakeholder groups across MSD. These include:

- Architecture Council
- Integrated Portfolio Management (IPM)
- Data Management Review Group (DMRG)
- Technical Design Committee (TDC)
- Transformation Investment Committee (TIC)
- Strategy & Insights LT
- Service Delivery Leadership Group
- Service and enabling Portfolios
- Information and Privacy Group, ICT

3.9 Non Decision-Making Groups

As required, advisory/working groups will be established to support the workstreams within the programme.

The roles of these groups are to provide subject matter advice to the programme team and the PMC. The advisory/working groups do not have decision making responsibilities.

4 PMC Roles & Responsibilities

PMC members are not directly responsible for managing programme activities, but provide support and guidance for those who do. Thus, individually, PMC members should:

- Understand the strategic implications and outcomes of initiatives being pursued through programme outputs.
- Understand the strategic implications and outcomes of the programme and ensure these are supported by the programme outputs.
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued in the programme.
- Appreciate the significance of the programme for some or all major stakeholders and represent their interests.
- Have a broad understanding of programme management issues and approach being adopted.
- Provide support and guidance to the Programme Manager to enable them to manage the programme.

In practice, this means they:

- Review the status of the programme via regular status reports.
- Ensure the programme's outputs meet the requirements of the end users and key stakeholders i.e. the programme's products (deliverables) are fit for purpose and not 'gold plated' or sub-standard.
- Help balance conflicting priorities and resources.
- Provide guidance to the Programme Team and users of the programme's products (deliverables).
- Consider ideas and provide guidance or assistance in resolving issues raised/escalated.
- Check adherence of programme activities to standards of the MSD project management framework (PMF).
- Conduct periodic reviews of the programme Business Case to ensure continued viability of the programme.
- Foster positive communication outside of the Programme Team regarding the programme's progress and outcomes.
- Report on high level programme progress to any higher governing authorities.

It should be understood that neither Project/Programme Management nor the Programme Team alone can deliver on a programme. Every programme requires the active participation and action of the PMC to succeed. While Programme Management manages a programme on behalf of the Business Owner, the PMC both guides and enables Programme Management.

[Note: For further information on the role and responsibilities of the PMC, refer to the Programme Governance Guidance Information provided on doogle or within the Project Management Framework.](#)

5 Administration of Board Matters

5.1 Meeting Schedule and Process

The PMC will meet monthly (or as required) to keep track of issues and the progress of the programme's implementation and on-going support to its stakeholders.

The SRO chairs the PMC and facilitates the Meetings.

5.2 Method of Working

Agendas and papers will be circulated to all members at least 2 working days prior to the scheduled meeting.

It is expected that members will have read the papers in advance of the meeting to facilitate expedited decision making and reduce delays.

It is expected the status report and supporting material will be taken as read. The programme team will talk to any specific questions raised by the PMC but will not be talked to in detail.

Minutes will be kept of all meetings and reviewed by the Chair (or delegate), before circulation to the Board members and approved by the Board at the following meeting.

5.3 Conflicts of Interest

All members are responsible for declaring any actual, potential or perceived conflicts of interest. In all cases where a conflict of interest exists, or may be reasonably perceived to exist, the Chair will decide on whether the member, having disclosed the interest:

- May participate as an active member of the PMC
- May attend the PMC meetings as a non-decision-making role
- Is not suitable to sit on or attend PMC Meetings.

5.4 Evaluating PMC Performance

The PMC will ensure that an assessment of its performance and this Terms of Reference is undertaken at least once every 6 months to ensure that it is effective, provides quality service and meets the expectations of the SRO. This will be done as part of the assurance process, as defined in the Management Plan.