



**MINISTRY OF SOCIAL  
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

8 November 2022

Tēnā koe

On 19 September 2022, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

- *A copy of minutes, agendas and any relevant attachments from meetings of the Te Haoroa Implementation Business Case steering group - from October 1, 2021 to December 31, 2021.*

The following three meeting pack documents are within the scope of your request and have been enclosed:

- *Te Haoroa Product Management Committee Meeting Papers, for October 2021*
- *Te Haoroa Product Management Committee Meeting Papers, for November 2021*
- *Te Haoroa Product Management Committee Meeting Papers, for December 2021*

You will note that the names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Some information is also 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.

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](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response, 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](http://www.ombudsman.parliament.nz) or 0800 802 602.

Ngā mihi nui

A handwritten signature in blue ink, appearing to read 'Sacha O'Dea', with a stylized, cursive script.

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

# Te Haoroa Programme

6<sup>th</sup> October

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# Agenda

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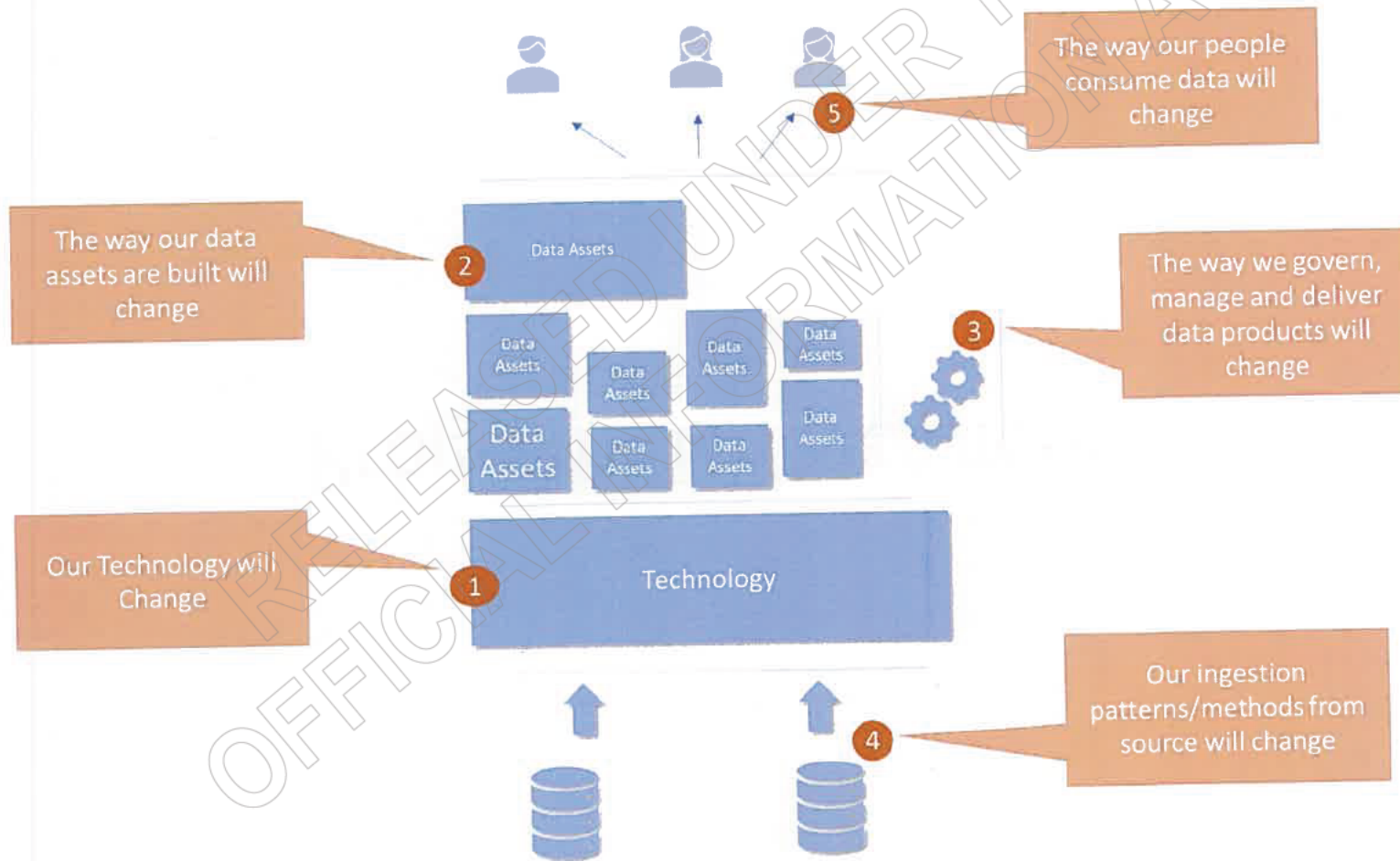
- Chair Intro including minutes/actions (5m)
- Implementation Business Case Feedback (25m)
  - Go through comments submitted pre meeting (if any)
  - PMC Round table – Top of mind
  - Pathway for Treasury Approval
- Programme Overview (10m)
- Enterprise Data Catalogue Memo (10m)
- Closing/ Independent Advisor/AOB (5m)



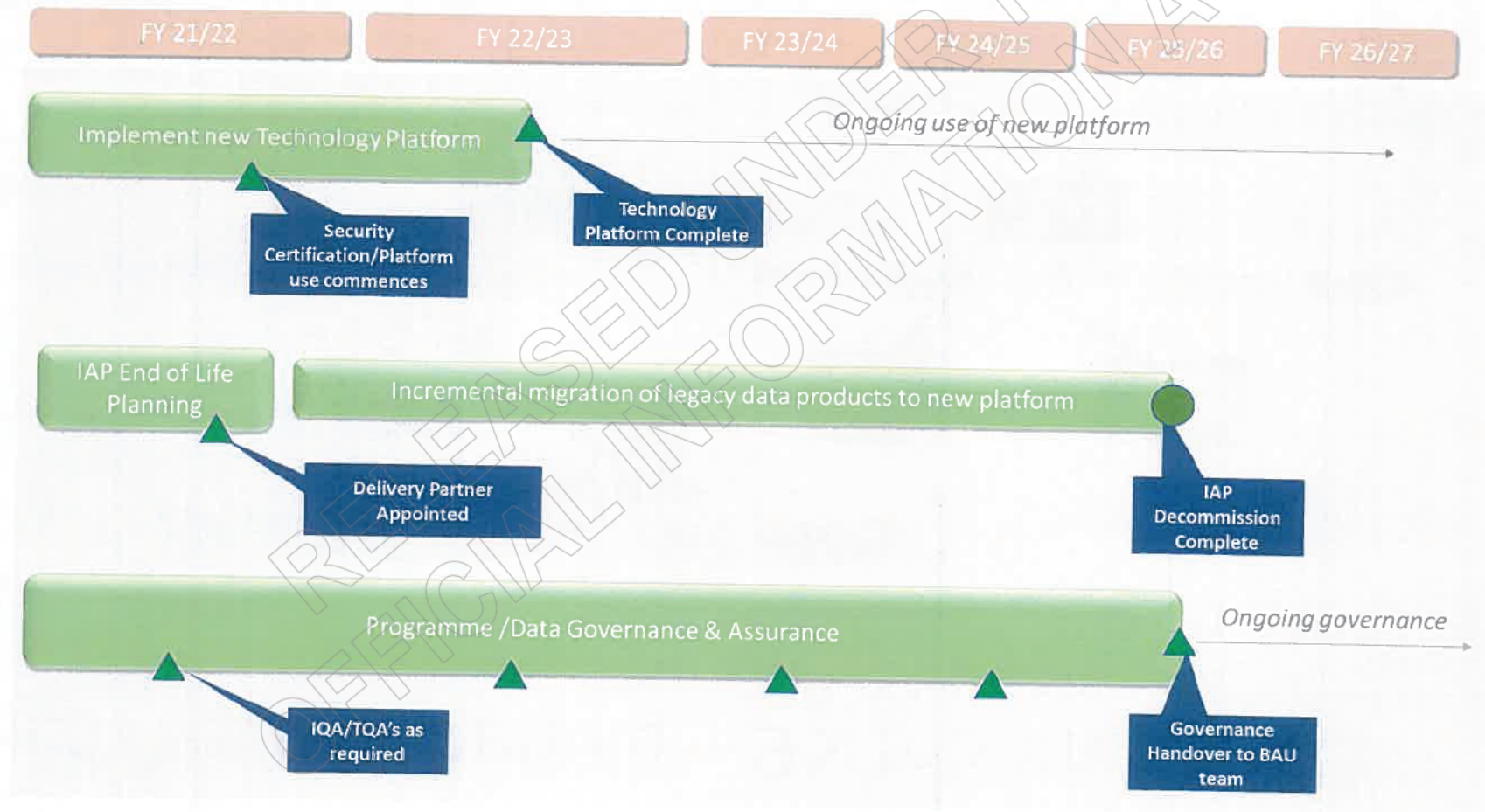
# Programme Overview

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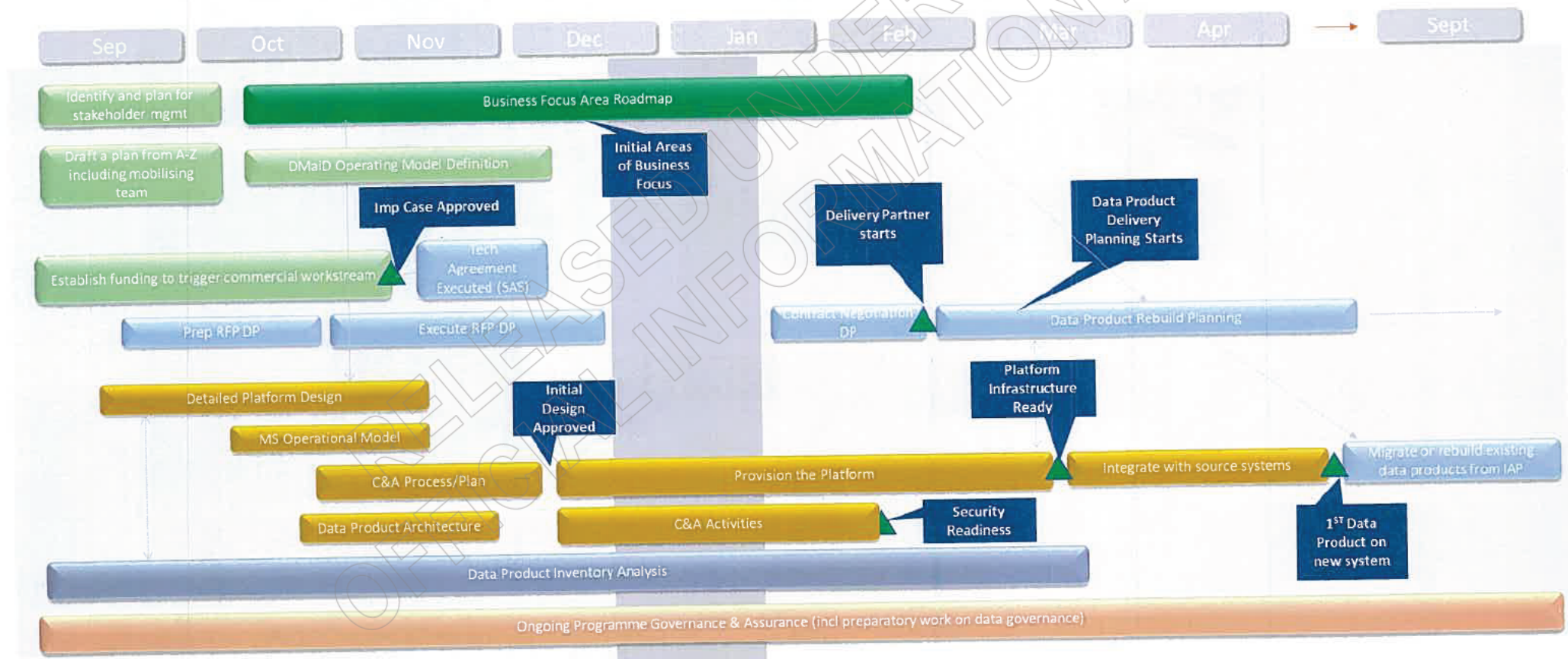
# What is changing with Te Haoroa?



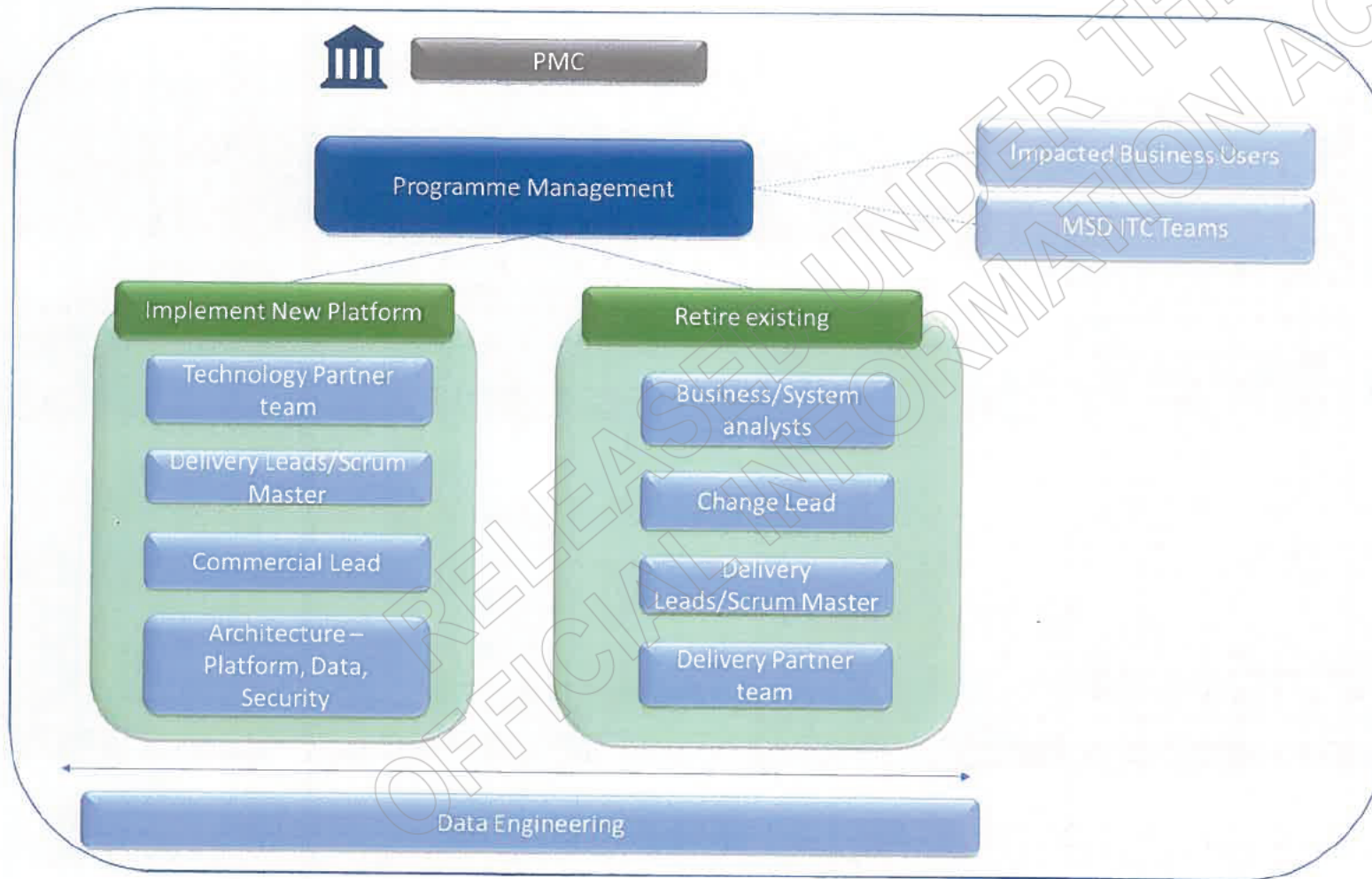
# High Level Schedule – 6 Year View



# High Level Schedule – 9 x month view



# Programme Structure



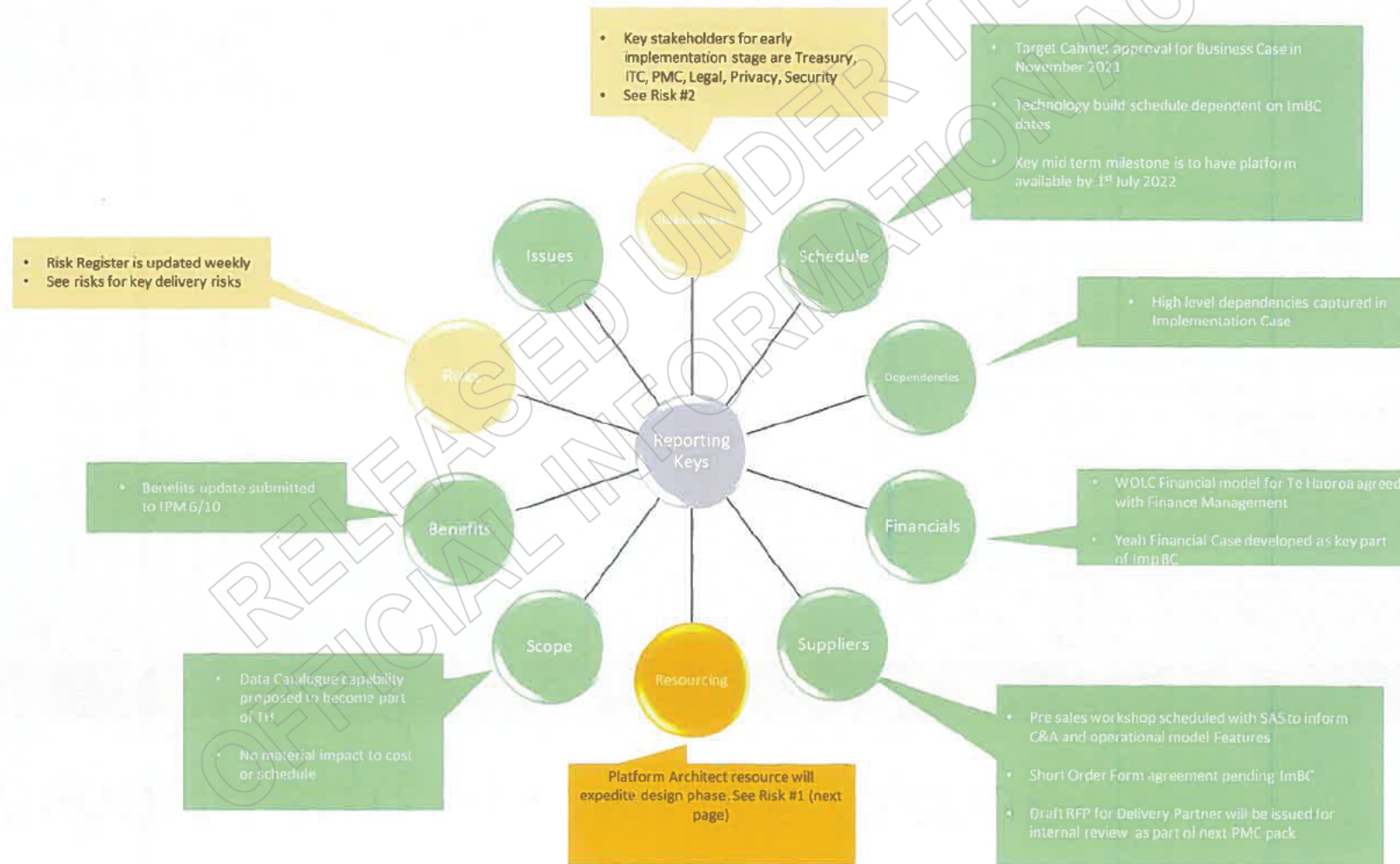


# Key Risks\* to Programme Objectives- Horizon

Objective	Description	Likelihood	Consequence	Mitigation Approach
Retire IAP	The IAP is likely being used for capabilities beyond its data warehousing intent. As we triage data products for rebuild on the 'new', we will uncover technical debt, some of which may be significant and costly to address (outside of a data warehouse).	Probable	Major	<ul style="list-style-type: none"> <li>We will leverage our knowledge of IAP (inventory analysis), SAS's technical migration capability, business usage of data products to flag technical debt early.</li> <li>We will use PMC, Design Committee, Technical Design Committee for material decisions on a case by case basis.</li> <li>We expect these to start surfacing during 2022/23</li> </ul>
Retire IAP	The level of support required by MSD for Oranga Tamariki's exit from IAP is currently unknown. As such there is an inherent risk to our 'retire IAP' high level plan	Possible	Moderate	<ul style="list-style-type: none"> <li>The programme will set up a frequent engagement with Oranga Tamariki to triage data products and develop intricate understanding of each other's plans and approaches.</li> <li>We will start these programme delivery focussed engagements during 2021.</li> <li>Any material change (using our financial model as baseline) in support will be escalated to governance.</li> </ul>
Retire IAP	There is a risk that our definition of 'retire IAP' is not universally understood by all affected stakeholders.	Low	Moderate	<ul style="list-style-type: none"> <li>We will decompose the definition as part of our change management effort on Te Haoroa – migration of data workload, disposal of data, turning off of servers, rendering technology in accessible etc. We have enough time to reach a consensus and common understanding.</li> </ul>
Implement New	There is a risk that our Imp Business Case is not approved by Treasury or enters further update cycles, meaning that we cannot start build activities by December as planned.	Possible	Major	<ul style="list-style-type: none"> <li>A critical part of mitigation for this risk is ensuring PMC conduct thorough review of the Implementation Case.</li> <li>Once endorsed by PMC, will proceed to TIC on 21<sup>st</sup> October.</li> </ul>
Implement New	There is a risk that we are too prescriptive in our paper based design of the operational model (e.g. granular definition of roles/responsibilities) for the new managed services. This could lead to formal agreements from SAS not being signed off and the platform being unused.	Possible	Major	<ul style="list-style-type: none"> <li>This is a new type of service for MSD. We would like tolerance to trial and error in order to refine detailed service level agreements. Much of existing data security risk controls will be responsibility of SAS.</li> <li>There may be precedence with other consumption services such as Office 365</li> <li>There are key stakeholders such as Privacy, Security, ITC, Legal, which need to be comfortable with this approach.</li> <li>Pulling these stakeholders together will take time.</li> </ul>

These are a programme perspective on risks. We are working to refine with Organisational Assurance & Communications w/c 4<sup>th</sup> Oct

# This reporting period Status Dashboard





# Key short term risk we are managing

ID	Description	Likelihood	Consequence	Approach
1	There is a risk that critical path activities for the technology managed services are delayed due to the <b>lack of platform architecture resource</b> . The impact of this could result in a delay to the 'Platform Ready' milestone due to significant cycles of review and deliberation over decisions related to managed service operating model/security/platform configuration.	Probable	Major	<ul style="list-style-type: none"> <li>Discuss with PMC</li> <li>Confirm funding &amp; draft role specification</li> <li>Onboard platform engineer as part of Te Haoroa programme team.</li> </ul>
2	There are considerable number of MSD stakeholders to engage in order to approve the technology managed services ' <b>Full Form</b> ' agreements. There is a risk that this is a prolonged process ( <b>schedule risk</b> ) and involves external legal consultants ( <b>cost risk</b> ).	Possible	Major	<ul style="list-style-type: none"> <li>We will identify the stakeholders and engage with programme purpose and overall delivery plan</li> <li>We identify contentious areas within Full Forms; Most will be standard T&amp;C's from SAS.</li> <li>We will establish a review schedule and factor in any previously unassumed costs.</li> <li>We will work to ensure the Full Form Agreement schedule is completed before the critical date of 30/6/22 (Platform ready for MSD Use).</li> <li>If risk level deteriorates, we will raise at November PMC.</li> </ul>
3	There is a risk that our proposed <b>schedule</b> for appointing the <b>RFP delivery partner</b> is not achievable. This would be triggered if Cabinet approval is deemed a prerequisite to release RFP in the market.	Possible	Major	<ul style="list-style-type: none"> <li>We have drafted a granular schedule targeting a delivery partner decision by 21<sup>st</sup> December. We are working with Procurement to refine this &amp; understand pre requisites and any potential impacts.</li> <li>Our intention is to issue a draft RFP &amp; updated procurement/evaluation plan to the PMC members by 8<sup>th</sup> October.</li> </ul>

These are a programme perspective on risks. We are working to refine with Organisational Assurance & Communications w/c 4<sup>th</sup> Oct





## minutes

### BC19 – Te Haoroa - Product Management Committee (PMC)

Date: 12 August 2021 Time: 2:30pm – 3:30pm  
Venue: 89TT, Level 4, Room 4.1 & Microsoft Teams

#### Attendees:

- Nic Blakeley (Chair)
- Kelvin Watson
- Rob Hodgson
- Mike Rankin
- Jason Dwen
- Lorna Bunt

#### In support:

- Alida Muller (Secretariat)
- Timothy Boyd
- Janet Green
- s 9(2)(a) (Guest)
- s 9(2)(a) (Guest)

#### Apologies:

- Tracy Voice
- Pennie Pearce
- Marissa Whight

#### Attachments:

- Te Haoroa PDF Meeting pack

### Agenda Items

#### Housekeeping – Nic

Item 1.1 Apologies – noted above.

Item 2.1 Welcoming new team members and guests:

- Lorna Bunt – General Manager Planning and Analysis, Client Service Support
- Tracy Voice – Group GM Improvement Systems and Technology

Item 3.1 Previous Minutes and Action Items: 7 July PMC Meeting Minutes approved.

Ref #	Title and Description	Owner:	Update to PMC meeting
July07-1	Feature level Progress/ Status	Mike	Included in the 13 Aug PMC pack for review: Close action

## Status Reporting – Mike

### Item 4.1 Status Report (Further detail in the attached meeting pack)

- **TH Programme overall RAG** status report included: **amber** – unchanged, due to uncertainty regarding future programme costs & funding not yet secured due to Treasury's new requirements.
- **Onboard Technology partner** – status report included: **amber** – “Status remains the same due to delays in commercial negotiations and additional pre requisites by Treasury. The MSD Legal Team has progressed well with the review of the SAS Heads of Agreement (HoA) document. Re draft will be provided in a format that can be shared with SAS General Council in the week of 9 August. MSD Legal team will prepare a risk table for distribution to the Business Owner; Commercial review by Gartner has now been closed Gartner were unable to respond to the scope of the requested review; Drawdown Memo & ImBC: The Draft ImBC and supporting materials are planned for presentation to Treasury requesting approval on 18 August. As at 6 August indication is that this is likely to be delayed. This objective will return to green once the ImBC and SAS HoA are approved, and new Programme timelines is accepted.”
- **Discussions & questions:**
  - The SAS HoA MSD Legal review has been completed and send to SAS; the number of items flagged for review has been drastically reduced. The SAS legal council will complete their review next; we hope to have the contract finalised by next week.
    - Kelvin: Where did we end up regarding pricing during the SAS negotiation process? Initially duplicated costs which was discussed and reduced, and we are now in line with what we hoped for without reducing our scope. No project scope has been reduced during negotiations.
  - ImBC is now with the Commercial Manager for his input and updates. Treasury expectations regarding artifacts needed as supporting materials to the ImBC needs to be confirmed.
    - Suggested approach would be that they allow us to submit supporting materials in a cadence cycle to give us the time needed to prepare and update.
    - Kelvin: Did we negotiate with Treasury on the initial BC requirement? Yes, we are now only required to develop an Implementation BC and not a full BC. Treasury's biggest interest is in scope and cost which will be clarified through the ImBC.
    - Janet: Interested in the Change and risk documentation that will be supporting the ImBC and it would advisable to let KPMG/ assurance Partner review these documents. Important to use the Ministry's approved frameworks.
    - The ImBC will aim to be ready for submission to Treasury before the next PMC takes place – **it will be socialised with the PMC prior to Treasury review.**
  - Agreement that we are tracking in the right direction and moving towards where we need to be to finalise our ImBC and negotiation and review process of the SAS HoA.
- **Complete initial preparatory activities for Technology partner** – Status report included – not discussed: **green** – “Our new feature status report is included in the materials for the 12 August PMC and majority of features are on track for this PI; We have recruited sufficient resources to complete the features planned for PI 19; The information required for C&A planning workshops have been exchanged between MSD CISO team and SAS workshops are planned in Sprint 4 (Late August).”
- Taken as read.
- **Schedule IQA** – Status report included – not discussed: **green** Onboarding activities to ensure KPMG (Assurance Partner) resources will have the required access by 1 September are on track.”
- Taken as read.
- **Key decisions** included in report – not discussed:
  - “Made since last: No new
  - To be made today: “Advice on risk visibility.

- Upcoming: Treasury and GCDO support of MSD's business case and requested Drawdown #3; SRO endorsement of the SAS HoA; Delivery Partner RFP finalisation, shortlist & release date"
- Discussions: Taken as read – no discussion.
- **PI-19 Objectives & relating features – Status report section: Section is unchanged – not discussed**
- **Financials – Status report included:** "Current spend in FY21/22 is 181k which represents an underspend of 121k against a 302k forecast. While in this FY the spend is tracking under the 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."
  - Currently still underspending. Currently working to complete the Implementation Business Case.
- **Resourcing:**
  - **Leaving:** None.
  - **New starters:** Welcome to Luke Watson – PM – Started 19 July at 50% Capacity. Will assist with C&A and other aspects.
  - **Recruiting:** Programme Manager, Interview went well with potential candidate; SAS Developer, market very tight for these resources; Planning underway for additional Core Team roles and use of existing DMAID team; Sizing for Data Architect is in progress. Programme Manager/ External advisor from IR will be onboarded to support the programme.
- **Assurance – Status report included – not discussed:** "KPMG are currently working on a CSO for the engagement. Estimated start date is 1 September."
  - Taken as read.
- **Delivery Partner:** The RFP is drafted, awaiting confirmation of release date from the Business Owner.
- **Dependencies:**
  - **Status report included – not discussed:** "Information Group: Contention exists on CISO resources with the IAP recertification due in September being prioritised. Some progress on C&A planning will be progressed in PI19 but a plan and timeline cannot be finalised until PI20. It is still expected that an accreditation can be achieved by June 2022."
  - Taken as read.
- **Risks – Two risks included in the Status report – not discussed:**
  - "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: Clear programme scope allows Delivery Partner to provide their best estimate when releasing the DP RFP, develop a Plan B for funding top up if required; break down the work so that progress can be made within available budget"
  - "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; explore ways of allowing remote resources to contribute to the programme (this is happening for FMIS programme, for example)"
  - Further risk discussion followed as part of agenda item 10.1
- **Issues – Progress report included – not discussed:**
  - ID #12 "MSD Identity Modernisation Programme unable to commit resources at PI Planning for PI-19. Under management with Product Manager and Business Owner."
    - Taken as read.



- **Milestones:** Taken as read – no further discussion.
- **IAP Resiliency:** Taken as read – no further discussion.

## Commercial & Financial Updates:

### Item 5.1 Feature Status Report:

- Report included according to previous PMC request.
- Feedback:
  - Well received noted that it is a good summary and easy to understand – small changes suggested.
    - Kelvin: liked the format and clear view. Some questions regarding commentary to clarify status, progress made versus initial plan, and clear path to green for each feature currently amber.
  - DP Features: **DP RFP is currently with Product Manager, working to clarify specific requirements, will be sending to Rob for review and then shared with PMC.**
    - DP will be released following positive feedback from Treasury regarding the TH ImBC and once we reach the required level of confidence in the SAS HoA.
  - Feature Status report will be a standing agenda item moving forward.

### Item 6.1 Timeline for approval for approval steps of the SAS HoA:

- Updated timeline to show the ImBC and its impact on the HoA approval timeline included in materials.
- **Broader timeline that incorporates the ImBC, Drawdown, SAS HoA and DP RFP steps and estimated release dates needs to be developed and included in the next PMC meeting.**

### Item 7.1 TCO & CCO Model: No further discussion

### Item 8.1 Treasury – 2021/22 Drawdown: No further discussion

## Other Business:

### Item 9.1 Change & Engagement approach – paper included in the meeting pack – Ana:

- **Questions and discussions:**
  - Work is based on MSD Framework and principles to ensure a clear vision and direction that we need to move towards.
  - Progress and updates needed in the Change and Engagement approach is dependent on confirmation of some key dates.
  - Draft plan and timeline to implement key change and engagement activities reflected in paper handed out to the group. The draft dates reflected is expected to change and plan will be updated to match once confirmed.
  - Good overall reactions from the group and happy with this step reflecting the initial high level framing of the Change & Engagement approach.
  - **PMC looks forward to seeing further details on Comms and engagement activities with a clear timeline and milestones at the next meeting.**
    - Eager to see that engagement and collaboration starts as early as possible after Treasury and Cabinet approvals;
    - Interest in seeing the stakeholder and user communities that we will be engaging with and timeline on how this will be rolled out. Important to engage during the product design and setup steps.
    - Awareness in MSD noted by PMC members of upcoming change in the way people work and possible upskill (training) required highlighting the need and expectations of receiving clear communication and engagement around all change aspects resulting from the Programme.
    - PMC encourages continued collaboration with the MSD Change Management group moving forward.

- Comms and engagement plans need to clearly show that this process will be continued as a two way conversation.

### Item 10.1 Draft Risk Strategy – Luke

- Risk strategy attached to meeting pack for further detail.
- **Questions and discussion:**
  - This paper is currently just a draft for initial review and not yet requesting endorsement by PMC.
  - The previous risk strategy was updated and aligns with MSDs framework and Principles.
  - The final Risk Strategy will be coming back to PMC at the next meeting for endorsement.
  - Draft Risk strategy was well received by PMC requesting full visibility of Programme risks moving forward.
  - The Programme team does have bi-weekly Risk workshops and we currently have about 34 risks registered.
  - Janet: Recommends that a good approach is to start with a full risk review and decide on level of visibility and intervals of reviews after this first review.
  - Kelvin: Draft high level Risk strategy looks good, suggest that after the first full review we move into a 1 pager risk report like the format of our Feature Status report.
  - Changes are likely to result from the IQA.
  - **Programme Risks will be a standing agenda item from the next meeting onwards, the first review including the full list of risks with level of detail and report format required at future meetings to be confirmed after initial review.**

### Item 11.1 Forward agenda:

- Standing Risk section to be included:
  - September: Final Risk Strategy – for endorsement
  - September: Risk report reflecting all risks for initial review – guidance on future reporting format
- October PMC: October
- August/ September: Circulated to the PMC members added as noting for the next agenda: SAS, Cabinet paper & ImBC.
- September Meeting: Updated timeline including all commercial steps (ImBC; Drawdown #3; DP RFP & SAS HoA approval steps.
- September: Comms and Engagement Plan
- Ongoing – standing agenda item: Feature status report

### Item 12.1 Data Governance discussion – Mike

- Further consideration will be given to start sooner with planned Data Governance activities aiming to align with transformation work in MSD. Will investigate getting support from partners to start with the overall MSD Data Governance work.
- The TH Delivery Partner will have a TH focus over TH Data Governance specifically.
- Kelvin: Having MSD Framework in place prior to onboarding the TH DP will be beneficial to the programme. MSD focus as a start with TH specific work developed alongside our DP but in alignment with Ministry guidelines.
- Further discussions at future PMC meeting as required.

### Independent Advisor – Kelvin:

### Item 13.1 Comments from IA as required

- IA Responses to specific areas incorporated in meeting notes for those sections.

### Summary:

### Item 14.1 Confirmation of Key actions and agreements:

- Te Haoroa team actions stipulated and tracked as part of the forward agenda section (Item 11.2)
- **New Actions:**
  - Mike to socialise the final Implementation Business Case with PMC members prior to Treasury review.
  - Mike to socialise the updated DP RFP with PMC members prior to release.
- No decisions noted.

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### **Actions (Updated post 7 July 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
July07-1	Feature level Progress/Status	Kelvin		Feature level status report to be prepared – ongoing report back to PMC.	Completed & included in the 12 August meeting materials – first review completed, updates will continue (living document)		Close	12 August	Mike
Aug13-1	Commercial	Nic		Socialise the final Implementation Business Case with PMC members prior to Treasury review.	New		New	TBC	Mike
Aug13-2	Commercial	Nic		Socialise the updated DP RFP with PMC members prior to release.	New		New	TBC	Mike





# Agenda

## BC19 – Te Haoroa - Product Management Committee (PMC)

**Date:** 3 November 2021

**Time:** 2:00pm – 3:00pm

**Venue:** 89TT, Level 2, Room 2.1 & Microsoft Teams

### Attendees:

- Nic Blakeley (Chair)
- Kelvin Watson
- Rob Hodgson
- Jason Dwen
- Lorna Bunt
- Tracy Voice
- Pennie Pearce

### In support:

- Alida Muller (Secretariat)
- Janet Green
- Fintan Blake
- Joe Henderson

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**Item 1.1** Chair Intro including minutes & actions – Nic Blakeley

**Apologies received:** Nil

**Previous Minutes:** 6 October for approval

**Current Actions:**

Ref #	Title and Description	Owner :
Aug13-2	Socialise the updated DP RFP with PMC members prior to release.	Joe & Fintan
Oct6-1	Distribute the updated ImpBC with the PMC including the original BC-19 BC.	Fintan
Oct6-2	To have a discussion with Karen Dawson to talk about best approach on DP RFP release timeframe – to confirm if it could be an accepted approach to release the DP RFP to the market ahead of ImpBC approval from Treasury.	Joe & Fintan
Oct6-3	To look at the Corporate Portfolio's dashboard report and use their template for Te Haoroa PMC reporting moving forward.	Joe

**Item 2.1** Change manager introduction – Sarah

**Item 3.1** Delivery Partner Procurement Process: Update – Fintan

**Item 4.1** Implementation Business Case (ImpBC): Update – Fintan

**Item 5.1** Technology Build Timeline – Fintan



**Item 7.1**

**Closing/ Independent Advisor/ AOB**

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# Te Haoroa Programme

3 November

# Procurement & Evaluation Principles

- Conduct fair, efficient and competitive process.
- Ensure we make our decision based on both written and face to face (key personnel) responses.
- Ensure we reach out to credible respondents with the right context around what we are looking for.
- Make it straightforward to respond.

# What capabilities are we asking for?

## Leadership

- ✓ Data Strategy
- ✓ Data Architecture
- ✓ Operating Model
- ✓ Data Governance



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## Technical Data

- ✓ Cataloging
- ✓ Modelling
- ✓ Integration
- ✓ Engineering
- ✓ Visualisation
- ✓ SAS Programming



25

## Delivery, Change & Implementation

- ✓ Data Portfolio Planning & Delivery
- ✓ Data Migration Delivery
- ✓ Data Analyst /Consumer Change Management



25

## Capacity to deliver

- ✓ Resource Plan
- ✓ Key Personnel



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# Procurement Options

## Secondary Procurement

## Open Tender



- Smaller quantum of suppliers targeted, based on DIA, MBIE data warehousing panel options
- Stipulate 'prime' so that consortiums can form (subcontractors)



- Delivery Partner on board in March 2022



- Lower MSD effort, smaller scale process to run, less risk

- All potential suppliers, no restrictions

- Delivery Partner on board estimated September 2022 (Per Commercial)

- Anticipate many responses/clarifications, higher effort, additional risk
- MSA's to be negotiated from scratch
- Rationale for open tender to be discussed and endorsed by MBIE, DIA given secondary procurement options exist



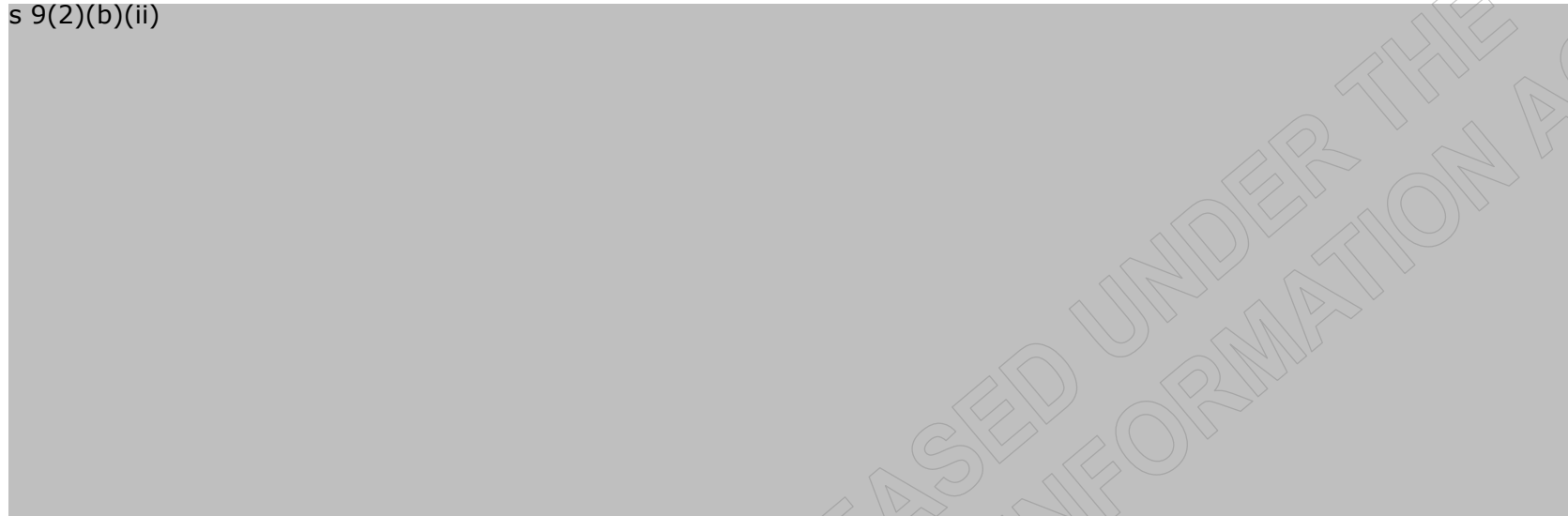
# Secondary Procurement – who to target?

- Per Procurement Board 21<sup>st</sup> October 2021: *“Analyse available secondary procurement options to inform where to target”*
- Available panels are DIA Marketplace and MBIE AOG Consulting Tiers
- Commercial have indicated one panel should be used for secondary procurement (not multiple)
- Drafted framework and rationale for analysis
- Results indicate MBIE AOG Business Consulting Tier 1 as most suited secondary procurement channel



# Secondary Procurement – MBIE AOG Business Change Panel – Tier 1 Only

s 9(2)(b)(ii)



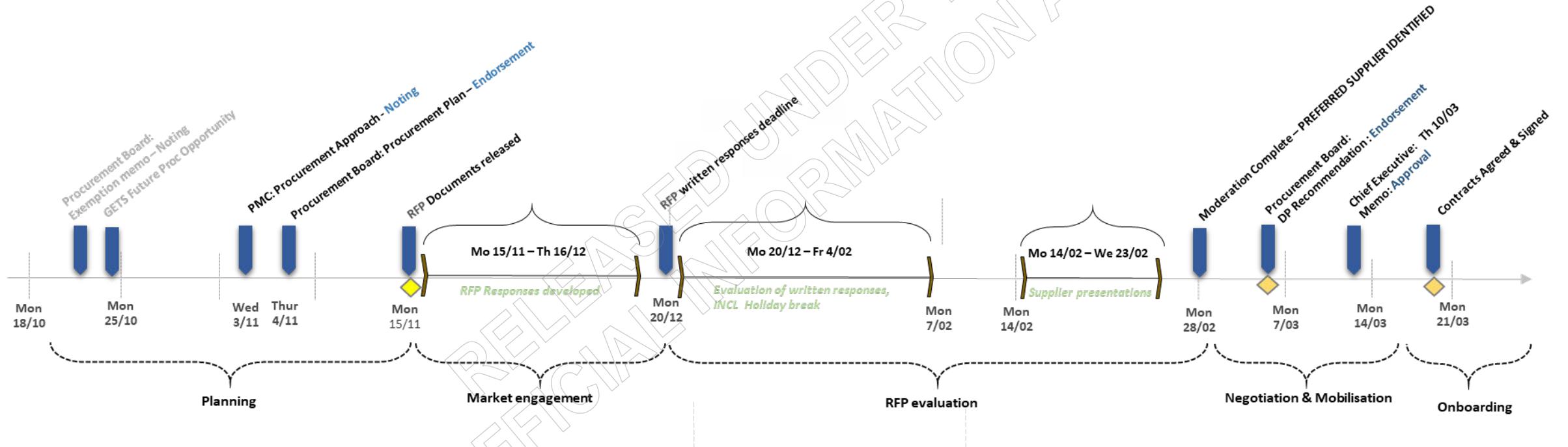
• s 9(2)(b)(ii)



Shortlisting Rationale	
Capacity:	We envisage a team of 10-15 from our Delivery Partner. As such we would like to shortlist organisations with > 50 consulting staff Our knowledge of respondent capacity is based on prior knowledge in case of MSD Data panel, and a review of consulting websites.
Capacity:	We have restricted to MBIE Aog Tier 1 suppliers
Capacity:	If a entity does not have a website, we have marked it 'N' for capacity.
Data Leadership, Technical, Implementation Capabilities	There are a number of entities on the MBIE Consulting Business Change panel that are not data focussed (e.g. Construction). We remove these from our shortlist
Data Leadership, Technical, Implementation Capabilities	DIA Marketplace. There are 8 data related catalogues. If a provider does not meet four of these, we have removed from shortlist



# Delivery Partner Timeline





# Evaluation Considerations

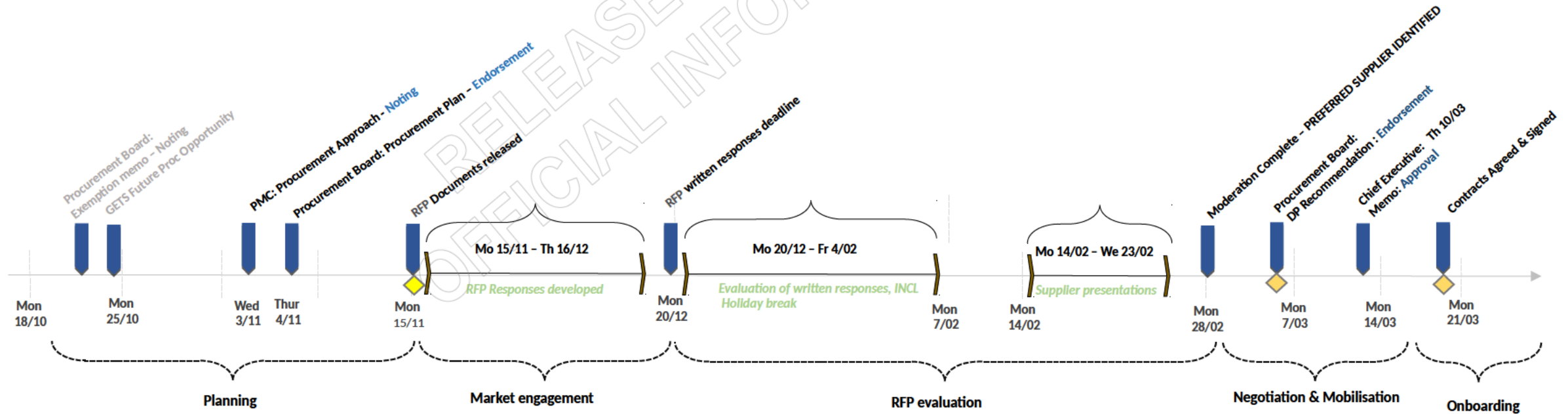
- We are developing our evaluation approach as part of the Procurement Plan
- We are considering multi phase evaluation, which would mean short listing from our target suppliers based on written responses.
- We will place 50% weighting on a face to face discussion with respondents 'Key Personnel'.
- We need to form our evaluation team, with knowledge across our core requirement dimensions – leadership, technical skills, delivery skills –

DISCUSS PMC 3/11/21

# Procurement Risks

- **Resourcing** – Commercial have finite capacity to manage the Delivery Partner procurement. This may affect our timelines, particularly the target RFP release date. Current target date to submit to Procurement Board is 2<sup>nd</sup> Nov.
- **Resourcing** – There is a risk that our evaluation team is not available at the end of January 2022 to commence activities due to holidays. We will confirm eval team and availability by Nov 2021.
- **Suppliers** – There is a risk that our secondary procurement audience is too narrow and does not trigger any market response. Demand for data capabilities across Government is high at present. We will tolerate this risk and ensure availability to support potential respondent questions.
- **Schedule** – Our overall schedule is premised on releasing an RFP on 15<sup>th</sup> November. Any impact to this date (say Procurement Board feedback) will affect our ability to release before the holiday break.

# Delivery Partner Timeline



# Te Haoroa Programme Status Report



## 1. Executive Summary

The programme status is currently amber, but we have progressed key risks and issues in the last reporting period, with approval from TIC on the Implementation Case and an approach for the procurement of a Delivery Partner. We expect to revert to Green once the key risks relating to the procurement release date and platform architecture resourcing have been mitigated.

Key points to note:

- Feedback sort from CE's office re: implementation case.
- Official's meeting scheduled for 8th November
- Ongoing dialogue with Treasury (see funding and commercials).
- Cabinet approval scheduled for early / mid-December

## 2. Workstream Updates

### Operating Model

Discussions relating to the operating model have commenced with the objective of having a conceptual operating model and relevant components e.g. capabilities described and tested (selected audience) by the end of this PI. We have every expectation the operating model discussions and refinements will carry through the next couple of PI's.

### Platform and Products

Platform - Solution overview discussion of managed services offering with SAS and MSD teams. Discussion with Info Group around incremental platform build to ensure appropriate controls are in place through the different stages of the platform development and use. Key platform design decisions cannot be made until we have recruited a Platform Architect -refer to resource risk.

Products - A template for Investigating and Reporting on different Use Categories within IAP has been developed. The first category 'Manual Reports in Objective' has been completed, and investigations are progressing well on three further categories, 'S2P', 'Emailed Reports' and 'R00 outputs'. The main goal is to advise on candidates for retirement, refactoring, or migration into the new environment, plus any associated business or technical risks identified during each category investigation.

### Change Management

Scope of change and associated people impacts explored, all existing change materials reviewed and connections with key programme stakeholders established. Next steps will be to develop a high-level change plan to support delivery, including a stakeholder analysis and impact assessment.

Period	Overall	Scope	Risk	Issues	Schedule	Resource	Chg, Trg & Comms	Stakeholder Engagement
This PMC	A	G	G	A	G	A	G	G
Last PMC	G	G	G	G	G	A	G	G

## Funding/Commercials

- Working with SAS to agreed short form contract date of 1st December, SAS short form contract will be revised to reflect realistic start date.
- Legal reviewed short form and provided risk assessment - no surprises.
- Delivery Partner RFP - we've signalled to market our intent to release 15th November.
- Delivery Partner RFP material - Procurement plan, RFP document are in progress. See risk re timelines.
- Treasury have provided feedback around non tangible efficiency gains which are mentioned in the Business Case. This feedback has been acknowledged in version 1.5 Business Case, but we have not developed a granular benefit profile for potential efficiency gains. We will include this discussion status in our Ministers memo for the Implementation Case.
- Funding: Current budget forecasts do not incorporate ImpBC financial model. We need to rectify this in next reporting period so we are reporting on accurate spend to date against forecast to complete.

## 3. Key Issues:

- Lack of Platform Architect resources are limiting our ability to make key design decisions. Permanent role was advertised but applicants were not of a sufficient standard. Contracting role is now being advertised.

## 4. Key Risks & Dependencies - Residual Risk Rating High/ Very High:

- *Cost and Schedule Risk - Funding/Commercials:* There are considerable number of MSD stakeholders to engage in order to approve the technology managed services 'Full Form' agreements. There is a risk that this is a prolonged process and involves external legal consultants.
- *Resource Risk - Operating Model:* There is a risk that critical path activities for the technology managed services are delayed due to the lack of platform architecture resource. The impact of this could result in a delay to the 'Platform Ready' milestone due to significant cycles of review and deliberation over decisions related to managed service operating model/security/platform configuration.

# Te Haoroa Programme Status Report



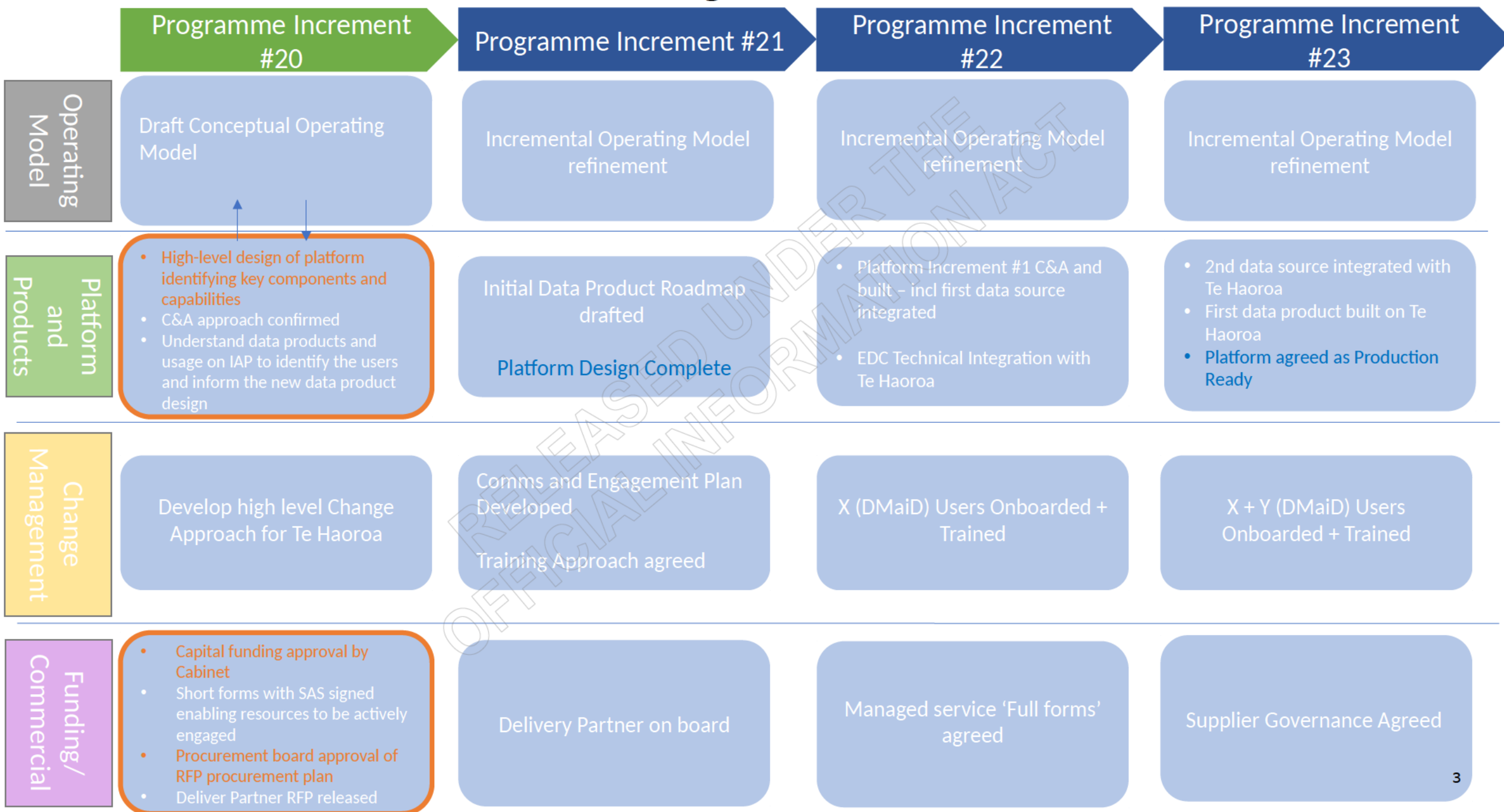
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## 4. Continues\_\_ Key Risks & Dependencies - Residual Risk Rating High/ Very High:

- Schedule Risk - Funding/Commercials: There is a risk that our Implementation Business Case is not approved by Cabinet or enters further update cycles, meaning that we cannot start build activities by December as planned.
- Schedule Risk - Funding/Commercials: Our overall schedule is premised on releasing an RFP on 15th November. Any impact to this date (say Procurement Board feedback) will affect our ability to release before the holiday break.

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# Te Haoro Programme Milestones







# Agenda

## BC19 – Te Haoroa - Product Management Committee (PMC)

Date: 8 December 2021

Time: 1:00pm – 2:00pm

Venue: 89TT, Level 4, Room 4.1 & Microsoft Teams

### Attendees:

- Nic Blakeley (Chair)
- Kelvin Watson
- Rob Hodgson
- Jason Dwen
- Lorna Bunt
- Pennie Pearce

### In support:

- Alida Muller (Secretariat)
- Janet Green
- Fintan Blake
- Joe Henderson
- Sarah Morrison

### Item 1.1 Chair Intro including minutes & actions – Nic

**Apologies received:** Tracy Voice

**Previous Minutes:** 6 October & 3 November for approval

**Current Actions:**

Ref #	Title and Description	Owner:
Nov03-1	Confirm at Procurement Board that RFP can be released without cabinet sign off being received first.	Fintan
Nov03-2	Ensure providers are given procurement timelines as part of briefing session so they understand that there will be a pause in the middle of the process to allow for Christmas break.	Fintan
Nov03-3	Financial reporting to be included in next status report.	Joe

### Item 2.1 Programme Status Update – Joe

- Implementation Partner RFP
- SAS Contract
- Implementation Business Case

### Item 3.1 Change and Comms: Update - Sarah

### Item 4.1 Closing/ Independent Advisor/ AOB



# minutes

## BC19 – Te Haoroa - Product Management Committee (PMC)

**Update: Approved on [capture next PMC date once confirmed]**

**Date:** 6 October 2021 **Time:** 2:00pm – 3:00pm  
**Venue:** 89TT, Level 4, Room 4.1 & Microsoft Teams

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### Attendees:

- Nic Blakeley (*Chair*)
- Kelvin Watson
- Rob Hodgson
- Mike Rankin
- Jason Dwen
- Lorna Bunt
- Tracy Voice - Apologies: Leaving at 2:50
- Pennie Pearce

### In support:

- Alida Muller (*Secretariat*)
- Janet Green
- Fintan Blake
- Joe Henderson
- Anna Brice

### Apologies:

- Marissa Whight
- 

### Item 1.1 Chair intro including minutes & actions – Nic

- Welcoming new team members and guests:
  - Jason Dwen – Congratulation to Jason who has been appointed as General Manager Data Management and Information Delivery.
  - Tracy Voice – Attending her first meeting replacing Anurag Madan who left the Ministry.
  - Fintan Blake – First meeting, external Advisor and Programme Manager
  - Joe Henderson – First meeting, recently appointed as the Te Haoroa Programme Manager
  - Anna Brice – Manager Strategic Finance – attending as guest for our discussion around the Implementation BC
  - Mike Rankin – Thanks to Mike for his contribution to the Te Haoroa Programme and PMC while acting in the GM role for the last few months.



- **Previous Minutes - 12 August:** Approved
- **Open Actions:**

Ref #	Title and Description	Owner:	Update to PMC meeting
Aug13-1	Socialise the final Implementation Business Case with PMC members prior to Treasury review.	Fintan Blake	Included in the agenda: <ul style="list-style-type: none"> <li>• <b>Close action</b></li> </ul>
Aug13-2	Socialise the updated DP RFP with PMC members prior to release.	Joe Henderson & Fintan Blake	<b>Work in progress</b>

## Item 2.1 Implementation Business Case Feedback (ImpBC)

- **Review and discuss comments submitted pre meeting:**
  - Received feedback from Rob, Nic, Kelvin, Jason, Mike, and Anna ahead of this meeting that will be incorporated.
  - **New Action – Fintan:** Distribute the updated ImpBC with the PMC including the original BC-19 BC.
- **PMC Round table – Top of mind:**
  - **Background for people new to the group:**
    - During the Treasury review of our previous drawdown memo MSD was requested to develop an ImpBC to define scope and funding following the split from OT. (Rob)
  - **Feedback & updates needed:**
    - The BC needs to be clear on scope included in Te Haoroa funding and scope that will be funded elsewhere – to bring this out (e.g. Migrating data out of IAP; creation of new products on the new platform; creating the existing products on the new platform).
      - We need to be clear that the ImpBC covers both treasury and internally funded scope – to be sure that the funding we request with the BC will cover all scope we promise to deliver. (Pennie & Tracy)
      - Financial Case shows ‘whole of life’ costs for moving off the old data warehouse and moving onto the new – Anna will reconfirm with Fintan.
    - Data Practice Maturity Model: Have we given it justice by clarifying where we are today vs where we want to be tomorrow? To be further build out in the BC – general concept is good, but we need to ensure it is indicative. (Tracy & Pennie)
      - Remove dates from this section.
    - Question on if our BC aligns with other MSD BCs – to confirm other significant BCs that needs consideration. (Anna)
      - Potential Linkages to be identified to avoid duplicating in terms of effort. (Jason)
    - Other groups impacted to be clarified – we specify IAP users and analysts but not wider coming across as inconsistent. Further questions regarding Agile Assurance Plan, IQA and TQA – to further discuss offline (Janet)

- With Treasury as our audience the ImpBC was developed to give a 5 – 6 year high level overview with a lot of further work to follow to go into further details on what we will be delivering. (Fintan)
  - Change work stream is very important and it needs to be clear that it is wider than just Technology change but also Governance, people process and more. This needs to be brought out. (Nic)
    - People, hearts, minds, comms is important and needs to be brought out.
  - Noted that further updates and improvements was made to the ImBC finance section after the materials were shared with this group. (Anna)
  - The ImBC has a foundational focus and needs to highlight value proposition to our Front Line staff. (Tracy)
  - On the right track with the ImpBC with some areas that needs to be updated to add clarity. (Nic)
- **Pathway for Treasury Approval:**
- This version of the ImpBC has been shared as a draft for review to Treasury and we expect their feedback next week, the updated BC will go to TIC on 21 September and to Treasury after the TIC review.
- **DECISION:**
- The PMC Endorsed the Te Haoroa Implementation Business Case on 6 October 2021 to progress subject to updates based on feedback received from this group.
    - Updated ImpBC will be socialised with PMC.

### Item 3.1 Programme Overview:

- **'What is changing with Te Haoroa':**
- 1 – Technology (platform) that will become a hosted managed service (in cloud)
  - 2 – our data assets with better processes in place to improve quality, enable us to re-use products and avoid going back to 'raw data' for every request/ need
  - 3 – improved Data Governance – how we govern, manage, and deliver data
  - 4 – ingestion patters (methods from source) will have a different target (cloud) better efficiencies and more strategic processes in place;
  - 5 – The way we consume data – different and improved consumption channels.
  - **Questions & key discussion points:**
    - Appreciate the simpler view that makes easy to grasp (Nic)
    - Overview is still very 'foundational' focussed, and we should make the value proposition to front line staff clear where we can. (Tracy)
      - The foundational aspect is fundamental to get right and will change and improve how other staff and teams can use and have access to data. (Mike)
    - This view highlights the importance of the change and people work stream. (Lorna)
      - It is important that the change and communication work stream keeps momentum. (Nic)
      - Technology focus is good, but we need to increase priority for activities that will make the things that change and improve visible as early as we can. This can include changes to data governance in the current

environment and capabilities that is not dependent on the technologies. (Kelvin)

- We need to put measures in place that will reflect and can be shared along the way – to incorporate this into our regular planning.
- Our focus and activities will not only be build around the 'go live date' of the technology (platform) but will also wrap around other important activities such as Security & CISO - C&A steps and development of the operating model – we will ensure to engage with all the right teams and SMEs and the team have already started with all the important engagement points. (Fintan)
  - To consider reaching out to peer groups to listen to their experiences through similar scenarios and to understand the impact on other areas such as front line and other teams – identify lessons learned & identify and socialise opportunities that will arise as part of the journey. We need a good understanding of the full nature of change that we should expect. (Tracy)
- We still need to get started on Full Form Docs work and work out how we will hand over to managed services and ensure we understand all requirements in other areas – as part of this also identify further value that will be added outside of 'keeping the lights on'. (Mike)
- *We need to as part of the planned incremental approach ensure to address all Security and CISO (C&A) steps from the start and throughout the programme's delivery. The new platform needs to be a production full use environment before we release data. This has an increase importance with consideration of sensitive data that will be moved into a cloud environment. All security and CISO standards need to be in place prior to putting any data into the platform. (Pennie)*
  - *The team have been in discussions with the CISO and Security teams and are having all the right conversations. Currently working with them to confirm the required C&A standards (level) that will apply. (Mike)*
  - *Services, products, and integration with the Cloud Solution needs to be secure – very important to include the integration with Cloud in security and C&A process. (Pennie)*

#### - Key Risks to Programme Objectives – Horizon

- First three key risks are around the 'Retiring of the IAP' objective – IAP used for capabilities beyond its data warehousing intent, level of OT support required to migrate out of IAP and risk that the definition of retire IAP is not fully understood by all parties.
  - Question on when Oranga Tamariki's exit from IAP is planned, suggest to not wait until the end of our programme – get started soon as we can. (Kelvin)
    - We need to kick in heavy processes for Oranga Tamariki soon to support their migration out of IAP. Some pre-work has already been done by Grant. (Mike).
- Key risk four and five are around the 'Implement New' objective – ImpBC risk of not receiving Treasury approval and being too prescriptive in our paper based on design of operating model.
  - Delivery Partner (DP) RFP: Following feedback received during ImpBC reviews and comparison with other MSD RFPs questions were raised regarding the completeness and quality of the current Te Haoroa DP RFP. Work has started to review, and update and revised version will be shared with the PMC next week. (Fintan & Joe)
    - With a contract duration of 36 months and value of around \$10m we need to be sure that we do this right. (Fintan)
    - Draft Schedule and timeline were developed indicating an estimated DP onboarding date of 7 March – this date is dependent on Treasury approval of our ImpBC. (Joe)



- We need to ensure that we look at all options available to progress with the DP RFP steps as soon as possible with consideration that we have moved this date out and changed approach from what was previously discussed and agreed at PMC. (Kelvin)
- **ACTION – Joe & Fintan:** To have a discussion with Karen Dawson (Group GM Commercial Operations) to talk about best approach on DP RFP release timeframe – to confirm if it could be an accepted approach to release the DP RFP to the market ahead of ImpBC approval from Treasury.

- **Reporting period Status Dashboard**

- We need to aim to find an agreed Programme Status dashboard to consistently use in reporting to PMC moving forward. (Kelvin)
- **New Action – Joe:** To look at the Corporate Portfolio's dashboard report and use their template for Te Haoroa PMC reporting moving forward.

**Item 4.1 Enterprise Data Catalogue Memo**

- **Purpose:** To seek approval to include EDC in the Te Haoroa programme and to provide and update on the project.
  - Question regarding width of Data across ministry that will be included in EDC scope, will it cover only SAS & new platform. This needs to be clarified in the memo.
    - Name to be revised – not Enterprise wide but IAP specific.
  - This work should sit within the Te Haoroa programme and currently does not have a home. The memo needs to better reflect what the 'selling point' and reason for inclusion in TH is. (Rob)
  - To ensure we understand data lineage and ownership so that we can understand business rules, drivers, objectives, and how current rules are populated and used both in old and new world. Info on current so that we can build the best new world. (Mike)
  - Memo to be updated based on discussions and come back to the next PMC for endorsement.
  - Agreed that this EDC discussion related to data products on IAP rather than the breadth and depth of data and information across the whole organisation.

**Actions (Updated post 6 October PMC Meeting)**

Ref #	Area	Who raised	Action Title and Description	Update/Progress on Action	Status	Due Date	Owner
Aug13-1	Commercial	Nic	Socialise the final Implementation Business Case with PMC members prior to Treasury review.	Part of 6 Oct agenda	CLOSE	TBC	Fintan & Joe
Aug13-2	Commercial	Nic	Socialise the updated DP RFP with PMC members prior to release.	Work continuing – update will be shared with PMC	Carry over	TBC	Fintan & Joe
Oct6-1	Funding	Group	Distribute the updated ImpBC with the PMC including the original BC-19 BC.	New	New	TBC	Fintan
Oct6-2	Commercial	Rob & Nic	To have a discussion with Karen Dawson (Group GM Commercial Operations) to talk about best approach on DP RFP release timeframe – to confirm if it could be an accepted approach to release the DP RFP to the market ahead of ImpBC approval from Treasury.	New	New	TBC	Joe & Fintan
Oct6-3	Reporting	Kelvin	To look at the Corporate Portfolio's dashboard report and use their template for Te Haoroa PMC reporting moving forward.	New	New	TBC	Joe





## minutes

### BC19 – Te Haoroa - Product Management Committee (PMC)

**Update: Approved on [capture next PMC date once confirmed]**

Date: 6 October 2021

Time: 2:00pm – 3:00pm

Venue: 89TT, Level 4, Room 4.1 & Microsoft Teams

#### Attendees:

- Nic Blakeley (*Chair*)
- Kelvin Watson
- Mike Rankin
- Jason Dwen
- Lorna Bunt
- Tracy Voice - Apologies: Leaving at 2:50
- Pennie Pearce

#### In support:

- Janet Green
- Fintan Blake
- Joe Henderson (Taking notes)
- Anna Brice

#### Apologies:

- Marissa Whight
- Rob Hodgson

#### Item 1.1 Chair intro including minutes & actions – Nic

- Welcoming new team members and guests:
  - Apologies from Marissa and Rob.
- Previous Minutes - 12 August: Will be included alongside the 3 November minutes in the next PMC materials for endorsement.
- Open Actions:

Ref #	Title and Description	Owner:	Update to PMC meeting
Aug13-2	Socialise the updated DP RFP with PMC members prior to release. Joe &	Joe & Fintan	Action completed: CLOSE
Oct6-1	Distribute the updated ImpBC with the PMC including the original BC-	Fintan	Action completed: CLOSE
Oct6-2	To have a discussion with Karen Dawson to talk about best approach on DP RFP release timeframe – to confirm if it could be an accepted approach to release the DP RFP to the market ahead of ImpBC approval from Treasury.	Joe & Fintan	Action completed: CLOSE
Oct6-3	To look at the Corporate Portfolio's dashboard report and use their template for Te Haoroa PMC reporting moving forward.	Joe	Action completed: CLOSE

## Item 2.1 Change manager introduction

- Sarah Morrison gave brief introduction of herself and her background before coming to work at MSD

## Item 3.1 Delivery Partner Procurement Process - update:

- Fintan outlined the procurement and evaluation principles that the delivery partner RFP would be following
- In relation to the evaluation approach requiring face to face meetings, Penny raised the risk of precluding providers due to their workforce being overseas based.
- Agreement that the evaluation process would ensure that face to face meetings would be possible by Teams where necessary.
- Fintan then moved on to describe what capabilities we were looking for from potential providers.
- Kelvin highlighted the need to be clear in the RFP about the need for metadata management skills with respect to data warehousing.
- As part of this conversation Penny raised that the procurement of Data Catalogue and Master Data Management solutions were outside of the scope of Te Haoroa.
- Fintan described how the team worked with procurement team to select the MBIE AOG Business Consulting Tier 1 panel. Procurement stipulated only one panel being used for secondary procurement and the MBIE panel best met the programme's requirements regarding technical skills, leadership, and resource capacity.
- Nic asked for Kelvin's level of comfort on the standard of the applicants within this panel. Kelvin confirmed that has was comfortable that the quality of providers on this panel were of the level required to deliver on a RFP of this size.
- Penny raised the issue of going out to market for the RFP without drawdown approval being received from Cabinet. Wanted to be sure that Procurement were comfortable with this.
  - **Action:** Confirm at Procurement Board that RFP can be released without cabinet sign off being received first.
- Further discussion was had around the procurement timeline and the fact that goes over the Christmas holiday period. Penny? Concern that asking interested providers to undertake a procurement during this period would receive a negative response. Fintan advised that the procurement plan allowed for a holiday gap in the middle and the process had been structured so the written response was due before the Christmas break and the presentations were scheduled to be in February to ensure impacting staff during this period.
  - **Action:** Ensure providers are given procurement timelines as part of briefing session so they understand that there will be a pause in the middle of the process to allow for Christmas break.

#### Item 4.1 Implementation Business Case - Update

- Fintan gave an update on the progress of the implementation business case. GOV confirmed for the 16th December and then Cabinet on the 20th of December.

#### Item 5.1 Technology Build Timeline

- Fintan updated group on changes to SAS contract regarding the contract start date. As implementation case process has delayed the signing the SAS contract, they have been unable to start work as initially expected in July. With the expectation that this will be now happening prior to Christmas we have agreed with SAS to get the start date updated to end of December and production ready date moved from April 2022 to September 2022.

#### Item 6.1 Programme Overview/ PI Roadmap

- Joe through the detail provided in the programme status report and PI Roadmap. Tracey asked about the financial reporting being absent. Joe advised as implementation case was still being approved and budget allocation finalised these details would be provided from the next report onwards.
  - **Action:** Financial reporting to be included in next status report.

#### **Actions (Updated post 6 October PMC Meeting)**

Ref #	Action Title and Description	Status	Due Date	Owner
Nov03-1	Confirm at Procurement Board that RFP can be released without cabinet sign off being received first.	NEW	4 Nov 21	Fintan
Nov03-2	Ensure providers are given procurement timelines as part of briefing session so they understand that there will be a pause in the middle of the process to allow for Christmas break.	NEW	TBC	Fintan
Nov03-3	Financial reporting to be included in next status report.	NEW	8 Dec 21	Joe

# Te Haoroa Programme Status Report



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## 1. Executive Summary

Key achievements in the last month:

- Implementation partner RFP is now underway
- ImpBc consultation period has finished with no feedback received
- Two Platform architect resources have been secured

The programme status is still currently amber. While we have mitigated a number of our key risks by achieving the above deliverables, we still require cabinet approval to enable the SAS contract to be signed. Also related to the implementation business case, finance have only just finalised the financial phasing so we are seeking clarification on the budget allocation for the programme team so we can ramp up our resourcing. (Details on this in the Financial section below)

## 2. Financials

Through the implementation business case process finance have developed a top down approach to allocating the budget across the Technology, Implementation Partner and other resources. We are still in discussion with finance to clarify the budget available to fund the scaling up of the programme team and how this will be appropriated across CAPEX/OPEX. We have developed a resource (effort) plan for the programme team and will work with finance to develop our long term budget forecasting to share with PMC at the next meeting.

## 3. Workstream Updates

### Funding/Commercials

- Delivery Partner RFP Supplier briefing led by Nic and Rob occurred on 23rd November, follow up sessions with three suppliers have been running over the last week, 38 written questions were also received and responses drafted.
- Short Form Commercial Contract with SAS undergoing final Commercial/Legal review. Approach agreed with Legal for 'Full Forms', to commence w/c 7<sup>th</sup> December.
- ImpBc consultation period finished on the 3rd of December, no feedback was received.

### Change Management

Key focus has been eliciting what change shifts Te Haoroa will bring and socialising these change dimensions with key internal stakeholders.

A stakeholder analysis has been completed to understand key internal and external stakeholders and how to best manage these relationships from keep informed to manage closely.

An impact assessment has also been developed to understand stakeholder impacts from technology, process and access to attitudes & behaviour to inform change planning.

Period	Overall	Scope	Risk	Issues	Schedule	Resource	Chg, Trg & Comms	Stakeholder Engagement
This PMC	G	G	G	G	A	A	G	G
Last PMC	G	G	G	A	G	A	G	G

## Platform and Products

The focus for this PI has been to carry out an Inventory of the data products on the IAP, and understand who is using them. In the next PI the focus will shift to what purpose the products serve which will help us categorize these data products into what will need to be re-developed on the new platform, retired (as no longer serves a purpose) or requires a new solution (does not align with design principles). From this work we also plan to identify the first data product for development on the new platform.

## Operating Model

Over the last month we ran two workshops with the DMAID leadership group to discuss the key shifts (e.g. people and process) that will need to occur as part of the roll out Te Haoroa. We discussed the impact this will have on our people, our role as leaders in leading our people through change and support required as a result. The workshops were held at International Services and the Lower Hutt Contact Centre with part of the time being spent talking with managers and staff about their day to day work and how data plays a part in this. These sessions will continue over the coming months as we develop our thinking around the future operating model.

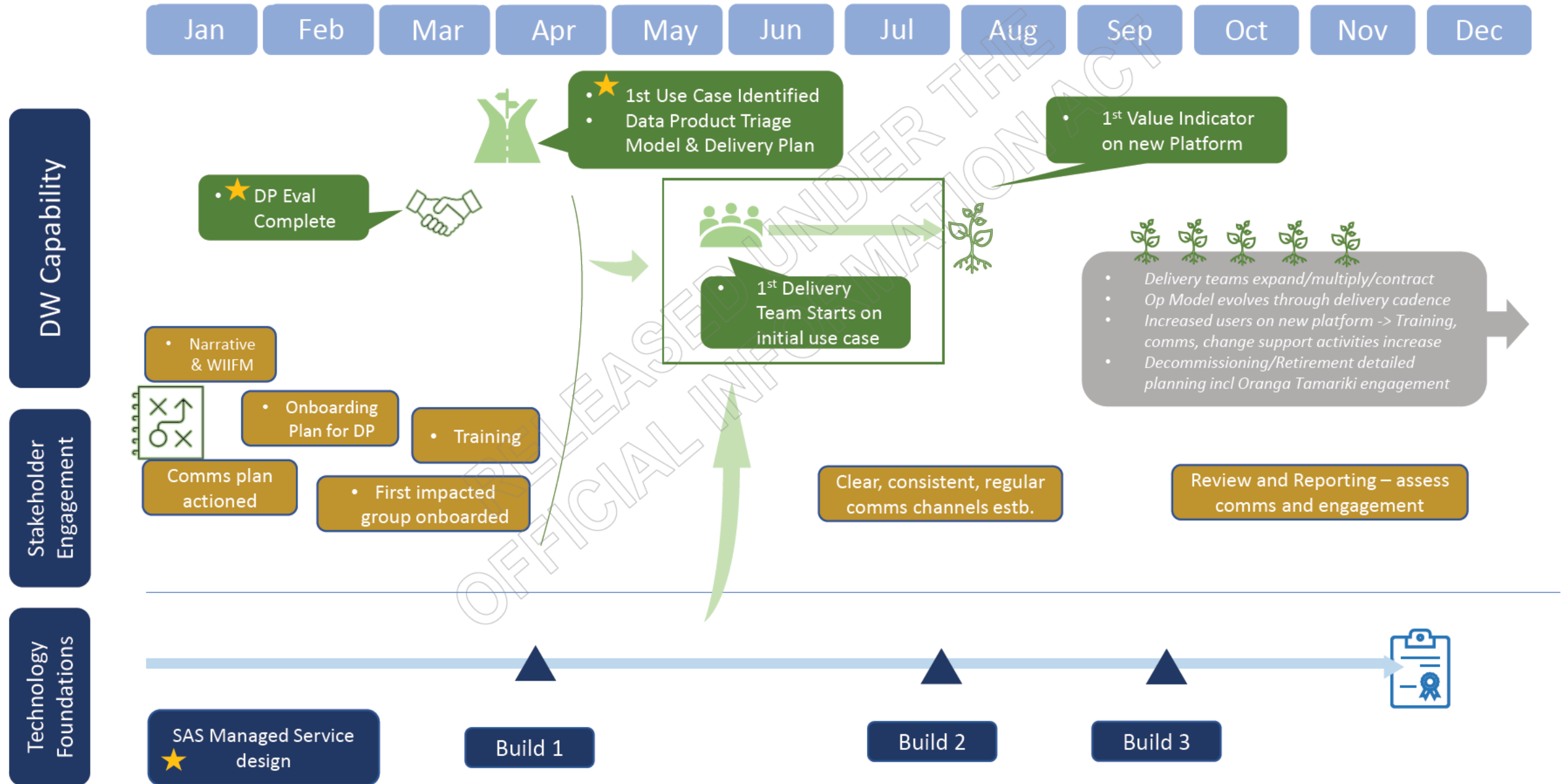
## 4. Key Risk:

**Schedule Risk** – Risk that financial accounting treatment of capex/opex triggers prolonged discussion, hindering our ability to sign contracts for key resources. This would ultimately impact the programme schedule.

**Schedule Risk – Funding/Commercials:** Risk that our evaluation phase for the implementation partner takes longer due to tight timeframes on contract negotiation (one week allowed). It assumes we will leverage AOG contract constructs.

**Cost and Schedule Risk – Funding/Commercials:** There are considerable number of MSD stakeholders to engage in order to approve the technology managed services 'Full Form' agreements. There is a risk that this is a prolonged process and involves external legal consultants.

# Roadmap (timings indicative)





## Te Haoroa – Key Shifts

### TECHNOLOGY

- Cloud based platform, managed service
- New technical approaches to data product development
- Access to technical expertise
- Data warehouse shift - integration and rule application no longer part of warehouse capability
- No Oranga Tamariki support

### PROCESS

- New Operating Model will make changes to:
- Policies
- Standards and practices
- Incident management
- Access
- Security
- Quality Assurance
- Privacy process as a result of introducing a cloud managed platform (privacy and impact assessments implemented)
- Roles and responsibilities within wider business groups (ie Planning and Analysis)
- PEC Process for developing products on a new IAP
- Replication and Maintenance costs (reduced - ie IPV)

### DATA & INFORMATION MANAGEMENT

- Data Governance introduced and embedded
- Strategic Data Architecture - how Data Warehouse fits
- Data Product security models incl concepts of 'self serve'
- Data Governance first to guide decisions rather than last
- Information brought into one interface for ease of access

### PEOPLE CHANGE

- Working as a blended team (SAS, Delivery Partner, DMaID)
- Roles and responsibilities
- Culture (values, principles, leadership)
- New technical and delivery skills
- Adapting to process change (ways of working, behaviour and attitude)
- Discarding legacy data products where appropriate
- Introduction of Service Level Agreements and Operational Level Agreements
- Actively engaged in the wider business, working closely with internal partners (DMaID)
- Shift in role and day-to-day tasks - ie from ambulance worker to innovator

### DATA SHARING

- De coupled from Oranga Tamariki
- Change in access paths and frequency with external partners including iwi
- Look and feel changes
- Moving from access by exception to open by design (internal)

### STRATEGIC ENABLER

- The Data Warehouse will be a foundational enabler (aka dependency) for a myriad of other initiatives
- Enable system integration
- Technical Agility