



22 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:

- 1. A copy of Tim Boyd's CV used to apply for the MSD position.*
- 2. His official job title/s at MSD.*
- 3. His remuneration at MSD.*
- 4. Any written briefings/advice provided by Boyd in 2020/2021 about doing a direct tender process i.e. non-competitive to appoint SAS as the provider for the data warehouse replacement programme, Te Haoroa*
- 5. Any tender/procurement documentation at MSD signing off on a direct tender process for the data warehouse project with SAS, including reasons why a competitive tender wasn't entered into.*
- 6. The cost of the SAS contract.*
- 7. Copies of the agendas and all meeting documents for the Te Haoroa project board for the October, November, December 2020 and January 2021 meetings.*
- 8. The terms of reference for the review MSD has said it will be conducting into work done by Boyd while at MSD.*
- 9. The name of the party engaged to carry out the review.*
- 10. The cost.*
- 11. If completed, please provide a copy of the review.*

On 17 October 2022, the Ministry emailed you to advise that more time was required to respond to your request under section 15(1) and 15A of the Act. The reason for the extension was that the consultations necessary to make a decision on the request were such that a proper response to the request could not reasonably be made within the original time limit.

A response was due to be provided to you by 9 November 2022. I would like to extend my apologies for the delay in providing a response to you.

The Ministry was concerned by issues raised in your reporting for and the information that was brought to light about Mr Boyd. It was not information previously known to the Ministry.

In light of this information, the Ministry wanted to review the work Mr Boyd had done for us, and the processes and checks surrounding his work for the Ministry.

An internal desktop review covered key work, activities, and advice. It sought to establish whether any work within Mr Boyd's responsibility, whether processes or contracts, were a cause for concern. The review overall identified no substantive concerns about his work for the Ministry.

Mr Boyd was involved in some commercial engagement during his contract with the Ministry. He had no access to client or payment systems; and a review of his emails revealed no unusual activity. Though Mr Boyd was not directly involved in processing payments to suppliers, the Ministry checked that all payments made to suppliers related to contracts that he was involved in matched verified and legitimate bank accounts for these suppliers. No concerns were raised following these checks.

I have grouped your questions for the sake of clarity.

*1. A copy of Tim Boyd's CV used to apply for the MSD position.*

This section of your request are refused under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of this individual outweighs any public interest in this information.

*2. His official job title/s at MSD.*

Tim Boyd undertook the following responsibilities as a contractor with the Ministry:

- SAS License Negotiation Specialist
- Commercial Manager
- Commercial Lead

Mr Boyd worked in an advisory capacity and had no financial delegations or any final decision rights over any contracts. He had no staff reporting directly to him in these roles and did not have final approval authority over any budgets.

*6. The cost of the SAS contract.*

This aspect of your request is refused under section 9(2)(j) of the Act to enable the Ministry to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). The greater public interest

is in ensuring that government agencies can continue to negotiate without prejudice.

The Whole of Life Costs (WOLC) for the Te Hāoroa programme is \$116.1m. This is available in the public domain. Please refer to page 12 of the following *Implementation Business Case* to view this information: [www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2022/te-haoroa/appendix-1-ministry-of-social-development-te-haoroa-implementation-business-case.pdf](http://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/information-releases/cabinet-papers/2022/te-haoroa/appendix-1-ministry-of-social-development-te-haoroa-implementation-business-case.pdf).

4. *Any written briefings/advice provided by Boyd in 2020/2021 about doing a direct tender process i.e. non-competitive to appoint SAS as the provider for the data warehouse replacement programme, Te Haoroa*
5. *Any tender/procurement documentation at MSD signing off on a direct tender process for the data warehouse project with SAS, including reasons why a competitive tender wasn't entered into.*
7. *Copies of the agendas and all meeting documents for the Te Haoroa project board for the October, November, December 2020 and January 2021 meetings.*

Please find the following documents attached to this response:

- *Te Hāoroa programme – Product Management Committee meeting pack, dated 14 October 2020*
- *Te Hāoroa programme – Product Management Committee meeting minutes, dated 5 November 2020*
- *Te Hāoroa programme – Product Management Committee meeting minutes, dated 10 December 2020*
- *Te Hāoroa programme – Product Management Committee meeting minutes, dated 28 January 2021*
- *Memo – Te Hāoroa Product Committee – Approach to partnering, technology, and delivery, dated 5 October 2020*
- *Request for Proposal (RFP), Direct Source SAS Institute (NZ) Limited, dated 23 December 2020*

Advice regarding a direct tender process was prepared by the Data Warehouse Replacement Programme team which Tim Boyd was employed in. Please refer to the December 2020 committee meeting pack for this information.

You will note that 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.

The Ministry identified that SAS's response to the RFP is also in scope of your request. This document 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.

- 3. His remuneration at MSD.*
- 8. The terms of reference for the review MSD has said it will be conducting into work done by Boyd while at MSD.*
- 9. The name of the party engaged to carry out the review.*
- 10. The cost.*
- 11. If completed, please provide a copy of the review.*

As this was an internal review, there was no terms of reference or cost. Please find a copy of the completed review attached to this response. Appendix 1 of this review covers the intended scope of the review.

You will note that 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.

Appendix Two of this document contains the overall value of Tim Boyd's contractual agreements with the Ministry. The specific values of the contractual agreements between Tim Boyd and the Ministry 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 this individual outweighs any public interest in this information.

However, the Ministry recognises the public interest in the value of these contractual agreements. To meet this interest, while also protecting the privacy interests in this information, I have decided to provide you with a life of contract value, in a \$100,000 band.

The total value of all contractual agreements between the Ministry and the third-party recruiter was between \$850,000 to \$950,000. This covers the period of 25 March 2019 to 30 September 2021. A contractor working 40 hours per week over this 30-month period would have a daily rate of approximately \$1,300 to \$1,500 for this total contract value. The recruiter's fees and All-of-Government contract fees were included in the rate paid to the third-party recruiter.

This total value is within our expectations for the costs of engaging a specialist commercial contractor of this nature over a 30-month period. The rate paid by the Ministry was consistent with market rate for this specialist work.

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 regarding Tim Boyd's work at the Ministry, 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 black ink, appearing to read 'Sacha O'Dea', with a stylized, cursive script.

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

# Te Hāoroa Product Management Committee

14 October 2020

## Te Hāoroa

*The extendable net*

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



# Venue

**Date:** 14 October 2020    **Time:** Noon – 1:00PM

**Venue:**

- 56 The Terrace, Level 5, Room 5.1

For Jabber Users:

<https://join.msd.govt.nz/invited.sf?secret=QHnlpivXlb6T.qKAFgzrhA&id=802274740>

Or

- Phone: 049163990, then enter 802274740

# Attendees

Members	In Support
Nic Blakeley – DCE Strategy and Insights - Chair	Chris LaGrange – GM DMAID
Rob Hodgson – Group GM Insights	Chantel Piper – Secretariat
Sim Bull – Director DCE's Office	Roland Bell – incoming RTE
Jason Dwen – GM Centralised Services	
Janet Green – GM Risk and Assurance	
Anurag Madan – Chief Technology Officer	
Pennie Pearce – GM Information	<b>Apologies:</b>
Marissa Whight – Policy Manager	
Kelvin Watson – Independent Advisor	

# Agenda

Agenda Item	Purpose	Lead	Time	Notes
1. Welcome / apologies (5mins)	<b>Note:</b> Agenda, introductions and attendance, apologies	Nic	Noon	Apologies
2. Approach to Partnering, Technology & Delivery (25mins)	<b>Discussion:</b> Memo for revised approach to Partnering, Technology & Delivery	Chris	12:05pm	Refer Word attachment
3. Programme status, work in progress, finances (5mins)	<b>Note:</b> Programme status	Chris	12:30pm	Status Update, including work in progress and financial report
4. Product Committee Work Plan (5mins)	<b>Note:</b> Schedule to be provided at the next meeting	Chris	12:35pm	Team will do mini PI-Planning to establish revision schedule for documents, and when they will be ready for PMC  Balance is the time-critical work flowing from today's Memo discussion, vs. the important but not so urgent updating of Initiate phase artefacts
5. Independent Advisor (10mins)	<b>Note:</b> Reflections, suggestions and a leadership challenge?	Kelvin	12:40pm	Observations
6. Summary (5mins)	<b>Note:</b> Notes and Actions	Nic	12:50pm	Wrap-up
<b>Attachment:</b>	Memo for Approach to Partnering, Technology & Delivery			

## 2. Approach for Partnering, Technology & Delivery

Please refer attached Word document.

We are seeking agreement with the approach.

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### 3. Te Hāoroa - Programme Status

- Data & Analytics Portfolio forming
  - Whole of Insights, not just DMaID / Te Hāoroa
- Re-start phase for Te Hāoroa
  - Mid-Sept: new RTE Roland Bell onboard 50% (also running BC19 Infrastructure Modernisation)
  - Other team members joining
  - Communication underway (of 27 August approach)
- MSD PI Planning completed although minimal non-Insights resources required
  - Some Cloud Business Office & Enterprise Architecture time, advisory only; both booked

### 3. Work In Progress

- Partnering, technology and delivery approach
  - Memo for discussion and agreement today; key actions will flow
- Prepare RFP for Delivery Partner for issuing to market
  - Draft to PMC by next meeting 22/10
- Establish team roles, expanding on the high level structure and team model presented 27 August
- Set up Finance relationships / confirm Finance Project structures / provide PI #16 forecast
- Revisit key Initiate Phase artefacts in light of new 27 August approach and recent Oranga Tamariki decision, for re-endorsement through October-November:
  - Vision
  - Terms of Reference for PMC
  - Design Principles
  - Scope
- OT and MSD to complete activities needed to finalise the financial split of the Programme
- Working with MCP and Information Group to contribute to cross government Māori Data Governance work and determine interim position on Māori data sovereignty



### 3. Programme Finance Report – End Sep 20

s9(2)(b)(ii)

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## 4. Product Committee Work Plan PI #16

Activity	Date
Delivery Partner RFP - For approval	22/10
PMC Terms of Reference	22/10
Review Vision and Scope	Dates tba based on team PI Planning
Review Principles, Benefits Map, Stakeholder Map	Dates tba based on team PI Planning
Review Risk Management Plan	Dates tba based on team PI Planning
Review Change Management Plan, Communications Plan, Financial plan	Dates tba based on team PI Planning
Review IQA assessment & Probity review	Dates tba based on team PI Planning

Activity	Date
Review privacy and security controls	Dates tba based on team PI Planning
Develop Work Plan for PI17	Dates tba based on team PI Planning
Review and Endorse Agile Assurance Plan	Dates tba based on team PI Planning

We will re-visit core Initiate Phase artefacts in the context of the Programme's revised approach and the Oranga Tamariki decision; and we will progressively bring these artefacts to PMC for approval.

We will publish a draft PI #16 schedule for expected approvals at the next meeting.

## 5. Independent Advisor

Notes, observations and reflections from the Independent Advisor.

Note: Kelvins full assessment was provided at the 27 August PMC.

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## 6. Summary from Chair

Review key actions, notes and decisions:

- **Note:** Actions arising from discussion on approach to partnering, technology & delivery
- **Note:** Reflections, suggestions from the independent advisor
- **Other notes and actions?**



MINISTRY OF  
SOCIAL DEVELOPMENT  
*Te Manatū Whakahiato Ora*

# agenda

## Te Hāoroa programme

### Product Management Committee meeting

**Date:** 5 November 2020 **Time:** 1:30pm – 2:30pm

**Venue:** 56TT room 8.7 & Jabber Audioconference

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

**In Support** Chris LaGrange, Chantel Piper, Roland Bell

**Apologies** tba

\* = 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. 7-9	10 mins
3	Status Report walkthrough*	Roland	A3 Monthly Status Report	10 mins
	3.1 Overall status / general progress			
	3.2 Key decisions made / needed: - Endorsement of Terms of Reference		<ul style="list-style-type: none"><li>PPT report p. 7</li><li>See separate doc Terms of Reference for PMC</li></ul>	
	3.3 Financials		PPT report p.8	
	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"><li>Update and next steps</li><li>Discussion and endorsement of direction of travel</li></ul>	Chris	See PPT report pp. 9-13	10 mins

5	<b>Delivery Partner</b> <ul style="list-style-type: none"> <li>Relationship of this workstream with Reference Architecture / Technology Selection</li> <li>Procurement activities summary</li> <li>Approval of direction of approach</li> </ul>	Chris / Roland	PPT report p. 13  Separate A3 "Selection of Technology and Delivery Partner"	10 mins
6	<b>Independent Advisor</b> <ul style="list-style-type: none"> <li>Any further reflections</li> </ul>	Kelvin		5 mins
7	<b>General business*</b>	Nic	None advised	
8	<b>Summary</b> <ul style="list-style-type: none"> <li>Key actions, agreements, notes</li> </ul>	Nic		5 mins
9	<b>Next meeting:</b> 19 Nov 2020, location tba			

**Jabber details:**

<https://join.msd.govt.nz/invited.sf?secret=QHnlpVXlb6T.qKAFgzrhA&id=802274740>

Phone: 049163990, then enter 802274740



# Minutes

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

Date: 14 October 2020

Time: 12:00pm – 1.00pm

Venue: 56TT, L5, Room 5.1

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### Attendees:

- Nic Blakeley (Chair)
- Chris LaGrange
- Roland Bell
- Rob Hodgson
- Anurag Madan
- Janet Green
- Pennie Pearce
- Sim Bull
- Kelvin Watson
- Jason Dwen
- Lena Sapunova

### Apologies:

- Marissa Whight

### In support:

- Grant Keen
- Vinay Badigar
- Tim Boyd
- Chris LaGrange
- Roland Bell
- Chantel Piper

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### Agenda Items

#### 1 Apologies

- a. Marissa Whight

#### 2 Approach to Partnering, Technology, & Delivery Memo

We discussed the Memo that was distributed. PMC was asked to agree with five recommendations (including one request to agree “in principle”).

Brief notes of the discussion and confirmed options agreed, follow.

### **Partnering approach (type of partnership) (paras 15-18)**

Question was: (para 15)

*What role should external suppliers have and what is the nature of that partnership?*

Chris talked through how we'd evaluated four separate options for partnering:

- Look at each of the components (technical and non-technical) and look at individual suppliers for those
- Look at internal delivery and just resource contractors
- System delivery option with vendor delivery lead and vendor owned outcomes
- Integrator coming in where both the partner and the MSD teams work together to agree what the deliverables by phase are, agree to what they're committing to in each delivery increment, mutually working together in blended teams.

PP: the "con" about it being harder to hold the vendor to account for the recommended option A4 was possible over-stated, with our SAFE delivery model it should be clear that they are jointly responsible with us for achieving each Programme Increment outcome. Part of the contract is that they're working in partnership with us and they're jointly accountable for achieving the PI objectives

JG: question then was how to contract the vendor.

KW: felt that the team had traversed the topic well.

PMC agreed option A4:

*System integrator with partnered delivery with MSD, jointly-owned outcomes.*

*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*

### **Partnering approach (strategy and roadmap) (paras 18-20)**

Question was: (para 18)

*Should further work be undertaken on strategy before bringing on a partner?*

Chris said a big part of the planning that needs to be done is to determine what the workstreams, the deliverables, and the key milestones will be on the programme. This work could either be done before we bring the partner in so that we could plan that into the delivery model, or we bring the partner in now and we engage with the partner to create our roadmap and delivery plan. The general recommendation is that we bring the partner on board to work with us in development of the roadmap, it also means the partner has a stake in the roadmap and they have an opportunity to advise and guide early and not use the lack of input to the roadmap as a reason why they can't potentially deliver something later on.

JG: recommended option fits with what we've already agreed.

KW: asked what we had to inform a potential vendor, once they were on board?

Team responded that – notwithstanding we were-baselining foundation artefacts given new strategic context particularly around Oranga Tamariki going separately – there were many artefacts we could share with a vendor.



PMC agreed option B1:

*Create roadmap once partner is on board, drawing on strategy work already undertaken.*

*Agree to select a delivery partner and develop a roadmap jointly, drawing on strategy work already undertaken.*

### **Technology Selection (paras 21-27)**

Question was: (para 21)

*When and how should technology be selected?*

Previously we had been evaluating C1 and C2 which were options to either run a full procurement process for a technology stack, potentially run MVPs and pilots, and then purchase and select a new full technology set.

The alternative proposed was using the partner to help us with the procurement of the components of the technology stack, building MVPs and pilots concurrently to evaluate the different technology options, and looking at what we ultimately decide on.

The C3 option is one that has been developed over the past few weeks, which is stepping back and doing an assessment of the existing product set that we're licensed for, and what the 2020 version of that looks like and assessing how much of this is fit for purpose. This would mean working with the existing tech vendor, SAS, to look at what they recommend around the use of their product set.

RH – there are some parts of the way we use SAS at the moment that we know isn't fit for purpose

PP – the starting point will be we will first look to whether SAS does what we need for the future, and if it does then there's no reason to change. If it doesn't then we'll look to fill the gaps.

RH – we're talking with SAS now, if the call is to go ahead with this we will have some workshops with SAS on the different elements over the next couple of weeks and come back quickly with a view.

JD – can we explain the user community and what that looks like in say, two years time?

**ACTION:** Roland to capture the action on personas / user journeys. See new Action Item #Oct14-1.

SB – can we explicitly link to C3 and the statements up front about MSD's commitment to Māori, in relation to external users in addition to internal users. Involving Iwi early signals intent. Related was the issue of Māori Data Sovereignty and the paper on this and other Information Management issues.

**ACTION:** Roland – have a conversation with Sim about consulting / engaging. See new Action Item #Oct14-2.

PP - asked if we were intending to go Cloud.

Team responded that Cloud was a preference for eventual solutions.

AM – we should not constrain ourselves to SAS only, if SAS was not a good fit we should look elsewhere. Team agreed.

KW – made three points:

- Beware old behaviours; how might we avoid them?
- Beware “just use SAS” – only use SAS tooling if appropriate
- If we don’t need to go to market, what’s in it for SAS? What might we get in return?

PMC agreed option C3:

*Bring on partner, then run procurement process, if required, for technology subset that needs to change (potentially including Pilots and/or MVPs).*

*Agree in principle to select existing technology where it is still fit-for-purpose (in particular, SAS) and to source technology for the remaining areas where there are gaps, subject to further due diligence (including discussion with IR).*

#### **Delivery Approach (migration vs greenfield) (paras 28-29)**

Question was: (para 28)

*How should development of data products be approached on the new platform?*

In a previous phase of the programme a migration approach had been evaluated (option D1), what we determined through this phase is that the platform is far too complicated and there is far too much technical debt for this to be an achievable exercise within a reasonable timeframe.

Evaluated the idea of redeveloping existing data products, or just closing the existing platform and rebuilding those products (D2). The challenge is the products may no longer be fit for purpose.

Third option is creating a greenfield platform.

PP – it’s the right way to go as long as one of the objectives of this programme is to turn the IAP off.

RH – there is a link here to the technology, strategy and roadmaps – there will be some products that need to sit on the IAP until the functionality can be put somewhere else.

AM – from MSD Inc. perspective, we need to make sure we identify all work needed to be done [building new plus retiring IAP].

PP – is it an objective of this programme to solve that problem of finding where these things should go, if not into the future data platform?

Team said our responsibility included:

- Building new
- Retiring IAP
- Identifying work to be done, working with others to execute

- We were stewards [of the data products] and we weren't necessarily saying it was our scope from a work programme or even a funding perspective to solve the problem of where all functionality should go; but it was our role to guide.

RH – Insights as a Resiliency Board which is prioritising work and overseeing the plans to keep the current IAP alive. There is a question about whether that should be in the scope of this PMC because you've got that view across the old and the new, or you want to have that separate because it is something that could be run separately.

CL – one option we could do is bring a paper to the next session around what the Resiliency Board is currently covering.

**ACTION:** 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. See new Action Item #Oct14-3.

PMC agreed option D3:

*Create new data platform as greenfield.*

**Agree** to create the new data platform as greenfield, creating only fresh data architecture and new data products over time to meet users' needs.

#### **Delivery Methodology (waterfall vs agile) (paras 30-31)**

Question was: (para 30)

*What type of model/methodology should underpin development?*

Chris said how the previous Initiate phase of the programme had been commissioned as waterfall, what we're proposing is using a deliberate shift to using full scale agile framework, moving to an agile programme increment based delivery approach where we're delivering data products.

PMC agreed option E2:

*Switch to scaled agile delivery, aligned with Data & Analytics portfolio.*

**Agree** to deliver under a scaled agile SAFe model with a new development progressively transferring from the old to the new platform.

#### **Next Steps**

**ACTION:** Chris & Roland to confirm a date for the Reference Architecture once a work plan is built with SAS. See new Action Item #Oct14-4.

Team was starting the procurement process for Delivery Partner, this will be a process that goes right through to the end of the year or early next year.

RH asked – would people be interested in a briefing on the approach that OT is taking at the next PMC?

KW – responded that a comparison would be interesting.

**ACTION:** Chris/Roland to assemble a comparison of the two approaches to data warehouse replacement and come back to PMC. See new Action Item #Oct14-5.

PP – stressed to the team not to under-estimate the complexity of Cloud and the need to involve her team. Team agreed.

### **3 Programme status, work in progress, finances**

Roland talked through an update on pp. 6-8 of the PPT report.

PP – ref p. 7 and revisiting baseline artefacts: asked for Roland to get input from her team, speak to Hannah M and Connie W in the first instance. See new Action Item #Oct14-6.

Ref p. 8: Roland is meeting finance, confirming the structures – Opex & Capex budgets and will produce a forecast plus a view of expenditure against forecast from the next meeting onwards.

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**Actions (Updated post 14 October PMC Meeting, includes 27 August PMC actions)**

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 Sim ?	Keep open til Chris/Roland meet with Sim.	O	5/11	Chris
Aug27-2	Deliverables	?	27/8	Develop roadmap for deliverables	Planning in progress, ref 14/10 Report p. 9	Suggest close as this is now a Standing Agenda Item.	O	5/11	Roland
Aug27-3	Deliverables	?	27/8	Develop standing agenda for PMC – action plan needs work	Standing Agenda suggestions will be brought to 5/11 meeting.	Suggest close	O	5/11	Roland
Aug27-4	Deliverables	?	27/8	Next session – bring back vision and scope as well as delivery approach discussion and RFQ approach	Re Partnering, Technology & Delivery Approach: agreed at 14/10 meeting Re Vision re-baselining: will be part of future meeting Re Scope re-baselining: will be part of future meeting	Suggest close as these are being reported on & tracked in A3 Status Report under “Artefact Re-baselining” and are items on the backlog on our Kanban board.	O	5/11	Roland
Aug27-5	Product Management Committee Overview and Purpose		27/8	Review and Approve the composition and purpose	Suggest review as part of revised Terms of Reference to bring to next PMC	Keep open until ToR for PMC re-baselined – on Agenda for 5/11	O	5/11	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
Aug27-6	Programme Name		27/8	Discussion – Should we rename the programme?	Ongoing discussions	Keep open	O	17/12	Chris
Aug27-7	Product Committee Work Plan		27/8	Review and approve – Proposed calendar and work plan for committee	Treatment same as Aug27-4 above	Suggest close as these are being reported on & tracked in A3 Status Report under “Artefact Re-baselining” and are items on the backlog on our Kanban board.	O	5/11	Roland
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	Roland, Chris
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	In process of organising meeting	Keep open	O	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 Hāroa.	Suggest we target end Nov PMC	Keep open	O	30/11/20	Chris, Rob



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
Oct14-4	Reference Architecture	CL	14/10	Chris & Roland to confirm a date for the Reference Architecture once a work plan is built with SAS.	MVP view of the Reference Architecture and initial findings done for 5/11 meeting.	Recommend close as now a workstream in the programme we will regularly report on.	O		Roland
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 we target end Nov PMC or subsequent	Keep open	O	30/11/20	Chris/Roland
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	O		Roland

# Te Hāoroa Product Management Committee

5 November 2020

## Te Hāoroa – Monthly Report

*The extendable net*

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



# Venue

**Date:** 5 November 2020 **Time:** 1:30 – 2:30PM

**Venue:**

- 56 The Terrace, Level 8, Room 8.7

For Jabber Users:

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

Or

- Phone: 049163990, then enter 802274740

# Explanation of artefacts

- We are trialling a set of templates Roland has used for BC19 Infrastructure Modernisation programme
  - Separate Word doc Agenda
  - One-page A3 dashboard-style overview Report (PPT format) that gives overview of all work within Te Hāoroa and summary of usual metrics / indicators (financials, risks, issues etc.)
  - Accompanying PPT for deeper-dive into areas of the Agenda or the A3
  - Other separate docs as we need them
- Any feedback welcomed, on how best to facilitate conversations / get PMC feedback in the most effective way for you as consumers

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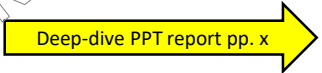
Agenda item # on separate Agenda doc

## 2. Previous minutes and action items

- Ref Word doc on Minutes and Actions on pp. 7-9

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### 3. Status Report walkthrough

- Ref separate A3 Status Report covering standing agenda items
- Both Agenda and A3 Status Report will indicate where this PPT goes into a deeper-dive for any item
  - Indicated on A3 Status Report as 

## 3.2 Terms of Reference for Approval

- The Terms of Reference for Te Hāoroa Programme has been revised to reflect current direction, current PMC members and the strategic decision to build a new data platform separate from Oranga Tamariki
- It is attached separately and we request endorsement today

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## 3.3 Financials – to end Sept 2020

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be earlier

## 4. Reference Architecture / Technology Selection (p. 1 of 4): bridge to last PMC

- At 14/10 meeting we agreed:
  - *“.. in principle to select existing technology where it is still fit-for-purpose (in particular, SAS) and to source technology for the remaining areas where there are gaps, subject to further due diligence (including discussion with IR)”*
- Status of due diligence items in para. 36.a from Memo tabled 14/10:
  - *i. “we seek formal Probity and MSD Procurement advice that direct initial engagement with our incumbent vendor is appropriate”*
    - => confirmed, ref email Bill Inglis (Probity) to Tim Boyd 2/10; and email Harry Lotz (MSD Procurement) to Tim Boyd 2/10
  - *iii. “we initiate lessons-learned conversations with IR and other organisations with experience of similar initiatives”*
    - => initial meeting done, others being planned

*PTO for due diligence item ii. =>*

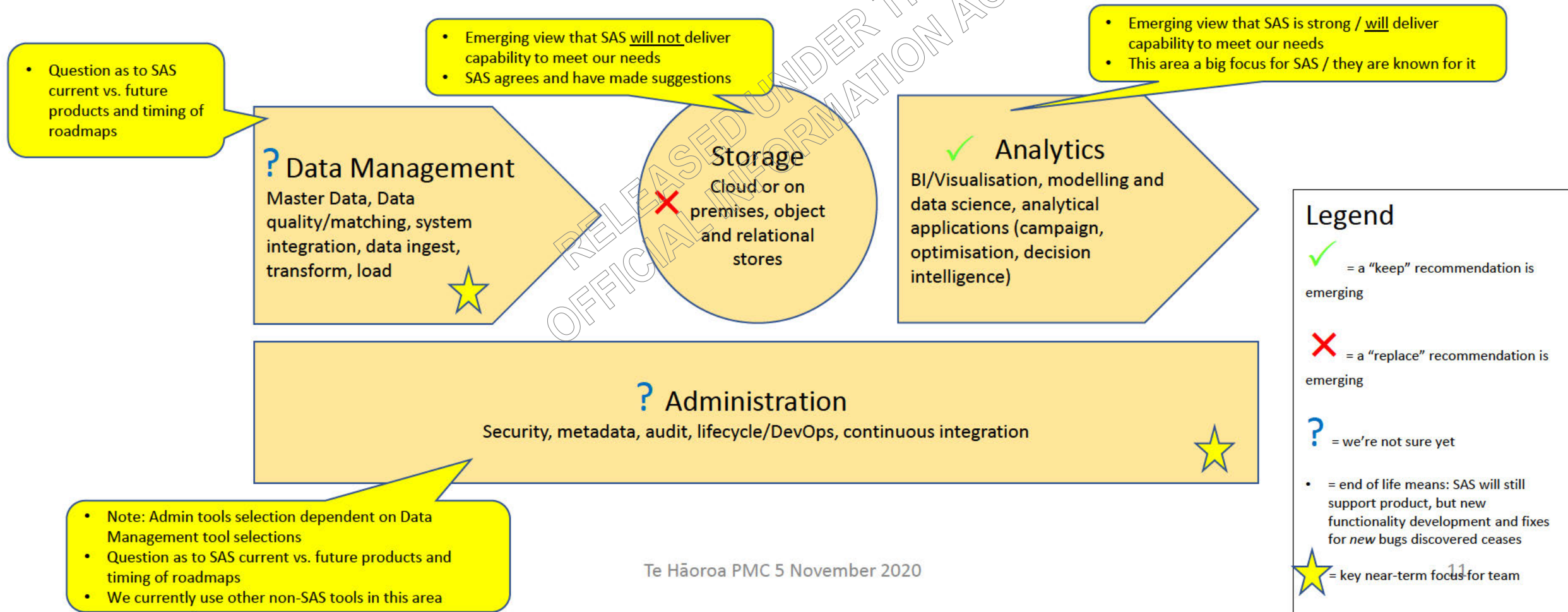


## 4. Reference Architecture / Technology Selection (p. 2 of 4): status of due diligence

- Status of due diligence items in para. 36.a from Memo tabled 14/10:
  - *ii. “we receive output from an internal MSD fit-for-purpose / SWOT exercise considering our existing tooling”*
    - Done:
      - => Six three-hour workshops with SAS and MSD technical team concluded Fri 30/10 p.m.
    - In progress for this week and next:
      - => SAS finalise their recommendations of products for the Reference Architecture
      - => MSD assesses the weighting of each component in the Reference Architecture
      - => MSD assesses fit of potential future capabilities with SAS tooling, for each functional component, to build candidate technology selection
  - Although this exercise is not yet complete, a number of findings have emerged that will input to some key technology decisions for us
  - FYI for PMC today

# 4. Reference Architecture / Technology Selection (p. 3 of 4): Reference Architecture

- Summary view of the Reference Architecture, and initial MSD viewpoint:



## 4. Reference Architecture / Technology Selection (p. 4 of 4)

- We are not in a position yet to request PMC to confirm the decision to *“to select existing technology where it is still fit-for-purpose (in particular, SAS) and to source technology for the remaining areas where there are gaps, subject to further due diligence (including discussion with IR)”*
- We will keep PMC updated with due diligence progress
- Suffice that we believe the biggest focus areas for our attention, ref diagram on p. 11, are
  - Data Management
  - Administration

# 5. Delivery Partner

- Ref comments on A3 Status Report re Delivery Partner
- Recent decisions and discussions do not change broadly what MSD seeks in a Delivery Partner (i.e. capabilities for org change, data governance, data architecture...)
  - Initial work has been done to articulate required capabilities and will be circulated ahead of the next PMC
- The key question is timing, and how much of the Technology Selection to we need to have completed, before going to market for Delivery Partner?
- Team current view is that we can & should go to market prior to Christmas, even without knowing the full candidate technology stack
  - And we get the Delivery Partner to assist us in activities relating to final selection
- See also separate A3 “Selection of Technology and Delivery Partner” showing the relationship of the two workstreams

## 6. Independent Advisor

Notes, observations and reflections from the Independent Advisor.

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# 7. General Business

Any advised?

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## 8. Summary from Chair

Review key actions, notes and decisions:

- **Note:** A3 Status Report
- **Agree:** the revised PMC Terms of Reference
- **Note:** progress on the Reference Architecture and Technology Selection, and **endorse** our direction of travel / our next focus areas
- **Note:** progress on our Secondary Procurement Process for a Delivery Partner and **endorse** our planned actions for that workstream
- **Other notes and actions?**

# END

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# Te Hāoroa (Data Warehouse Replacement) Status Report – 3 November 2020 (16.3.2)

## Commentary

### 3.1.a. Overall status: ●

Workstreams being established as broad categories for activities underway (see overleaf). Tracking via daily standups around physical board replicated in Trello.

Most critical currently are the Reference Architecture / Technology Selection workshops with SAS, deeper dive in accompanying PPT Report.

Financials tracking to budget, regular reviews established with Finance.

### 3.1.b. Progress made to date in PI #16

By workstream:

Reference Architecture / Technology Selection. ●

**Also Agenda Item #4**

- Following initial kickoff workshop 22/10, technical team representatives have attended six 3-hour workshops with SAS Weds-Fri 28-30<sup>th</sup> last week.
- Key findings emerging, more detail in PPT Report.
- Next steps for MSD team include:
  - Rating importance of each Functional Component in the Reference Architecture (a proxy for our future requirements).
  - Assigning a score to the SAS tool recommended for each Component (a tool will typically cover more than one Component).
  - Preparing initial recommendation of what to further invest with SAS / what to go to market for.

Delivery Partner Selection. ●

**Also Agenda Item #5**

- Finalising aspects to establish our Delivery & Analytics Panel so that we can cleanly start Secondary Procurement for Delivery Partner.
- Important actions remain:
  - agree MSAs with panel members (13 in all)
  - resolve / formally close / communicate to market more fully re early 2020 tenders from Initiate Phase
  - ... with agreement from MSD Procurement and Probity Advisor.
- Delivery & Analytics Panel briefing planned 6/11 (there no pre-requisite to our telling the market about re-set Te Hāoroa and the broad intent).
- See deep-dive A3 under Agenda Item #6 for further detail.

Artefact Re-baselining. ●

- PMC Terms of Reference done, for endorsement today.
- Updating of Vision in progress.
- Other artefacts still on backlog for updating.

**Other:**

- Budget discussions underway with Oranga Tamariki. Some budget will be made available to their Programme.
- Benefits Realisation artefact production kicked off with support from IPM advisor and Enterprise Analyst from Infrastructure Modernisation. Aiming for PMC approach of Benefits Strategy early December and detailed Benefits Realisation Plan early in the New Year.

## 3.2 Key Decisions ●

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

- None since last meeting
- => See 14/10 Memo "Approach to partnering, technology and delivery" and write-up in Minutes
- => all recommendations in 14/10 Memo agreed by PMC

Decisions to be made today:

- Endorse Terms of Reference 

## 3.3 Financials ●

- Financials tracking to budget; new budget profile being established with Finance. OPEX only til at least end of PI #17.
- Small risk of OPEX shortfall late in FY but depends on speed of resource scale-up, costs associated with any Proofs of Concept and any budget provided to Oranga Tamariki
- Hours entered against CAPEX budget in error in September, will be reverse in early Nov for next month's Finance Report

## 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.

## 3.5 Key Issues ●

- None currently

## 3.7 Resourcing ●

- In market for Strategic Advisor (contract) to coordinate and drive Procurement activities; initial focus likely to be IQA/TQA Advisor.
- Open Fixed Term role for Senior Programme Advisor being advertised.
- Agreed to share our in-house legal counsel Tim with Identity Modernisation til end of PI #17.

## 3.8 Org Change Profile ●

- This is a placeholder as per overleaf.
- 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 ●

- This is a placeholder as per overleaf.
- First step is to engage a IQA/TQA partner.

## 3.6 Key Risks ●

Risk Register is a key artefact being re-baselined

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

**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 Reference Architecture workshops with SAS, gaining Exec commitments from SAS to stand behind the statements being made, reference checking with other customers (under the "trust but verify" principle).

**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; suitable selection criteria (functionals and non-functionals); reference site checks; compatibility with SAS technologies we chose to invest in.

**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 clear and open communication of our requirements; discussions with delivery teams and not sales representatives from vendors; and reference checking.

**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 include 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 PMC, MSD Procurement and Probity Advisor.

**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.



# Te Hāoroa

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*[As an old net withers another is remade]*



## Terms of Reference (ToR)

Te Hāoroa Programme (nee Data Warehouse  
replacement)

Product Management Committee (PMC)

V2.0, 3 November 2020

# Document Review and Sign-off

---

## Acceptance of Terms of Reference

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

- The strategic decision that Oranga Tamariki will pursue its own data warehouse replacement programme, and is no longer represented on the governance board; and
- The re-envisaging of the programme as outlined in the inaugural meeting of this PMC on 27<sup>th</sup> August 2020.

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# 1 Document Purpose

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This document contains the Terms of Reference for the **Te Hāoroa Programme (nee 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

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This document should be read in conjunction with the following:

- B19 Technology Business Case
- B19 Technology Business Case Package 1 Management Case
- Data Warehouse Scope document
- Programme Assurance Plan
- .. noting that as at 3 November 2020 the last two of these documents are still subject to re-baselining for the same reasons as this ToR.

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

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### 3.1 Te Hāoroa Programme Executive Summary

The Ministry's data warehouse has a high risk of breaching of 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:

- Enable the trusted and transparent use of data.
- Known and monitored data quality, providing greater confidence in the evidence being produced to support good decision making.
- Greater system reliability and resilience.
- Smarter decision making across channels - at speed and scale.
- Flexibility to support strategic shifts and future demands for service innovation.
- Higher percentage of work dedicated towards value generation.
- Single client view is robust and usable for policy and operations.

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 programme 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).
- 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>Deputy Chief Executive Strategy &amp; Insight</i>	<b>SRO</b> (Chair – overall responsibility for ensuring the programme achieves Business Case outcomes)	Y (1)
Rob Hodgson <i>Group General Manager Insights MSD</i>	<b>Business Owner</b> (owner of programme products / deliverables including defining scope, priorities and approach)	Y (2)
Chris LaGrange <i>General Manager Data Management and Information Delivery; Product Manager for Data Platform</i>	<b>Senior Internal Suppliers</b> (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)
Anurag Madan <i>Chief Technology Officer</i>		Y (4)
Jason Dwen <i>General Manager Centralised Services, Service Delivery</i>	<b>Senior Users</b> (provide business feedback on deliverables and advise on timing to implement those deliverables)	Y (5)
Sim Bull <i>Director DCE's Office, Service Delivery</i>		Y (6)
Pennie Pearce <i>Chief Information Security Officer and Chief Privacy Officer</i>	<b>Information Security and Privacy Advisor</b> (ensures alignment to MSD policies and champions security and privacy by design)	Y (7)
Janet Green <i>General Manager Risk &amp; Assurance</i>	<b>Risk &amp; Assurance Advisor</b> (monitoring of programme risk management & assurance activities)	Y (8)



<b>Name/Title</b>	<b>PMC Role</b>	<b>Decision Rights</b>
Marissa Whight <i>Policy Manager</i>	<b>Policy Advisor</b> (provides feedback on deliverables / products and their alignment with MSD policy implementation)	Y (9)
Kelvin Watson <i>Independent Advisor</i>	<b>External / independent Advisor</b> (provides external technical and delivery advice and guidance)	Y (10)
Roland Bell <i>Release Train Engineer (RTE) / Programme Manager</i>	<b>RTE</b> (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:

- Business Committee
- Architecture Council
- IPM
- Data Management Review Group (DMRG)

### 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

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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 [doogoo](#) or within the Project Management Framework.



## **5 Administration of Board Matters**

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### **5.1 Meeting Schedule and Process**

The PMC will meet fortnightly (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.

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.

# Te Hāoroa (Data Warehouse Replacement)

## Structure of the work programme

- 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"

- Activity that has started with the SAS workshops, and will in due course produce an agreed set of technologies / tools for future data platform
- This will drive SAS negotiations and future market procurements for those areas where we do not choose to further invest in SAS

- 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

- Activities supporting:
- the selection of a Delivery Partner
  - the 2021 negotiations with SAS
  - the selection and procurement of non-SAS technology / tools

- Placeholder for what will become a critical area to support the technical changes ahead

## Reference Architecture / Technology Selection

## Delivery Partner Selection

## Artefact Re-baselining

## Organisational Change Management

## Programme Management

- Activities supporting the selection of the Delivery Partner with whom we will establish a strategic ongoing relationship for the duration of Te Hāoroa
- Accompanying separate A3 shows inter-relationships / sequencing between this and Reference Architecture / Technology Selection

- Activities to revisit of the 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 will not drive us forward towards our known future technology platform and partner(s)

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



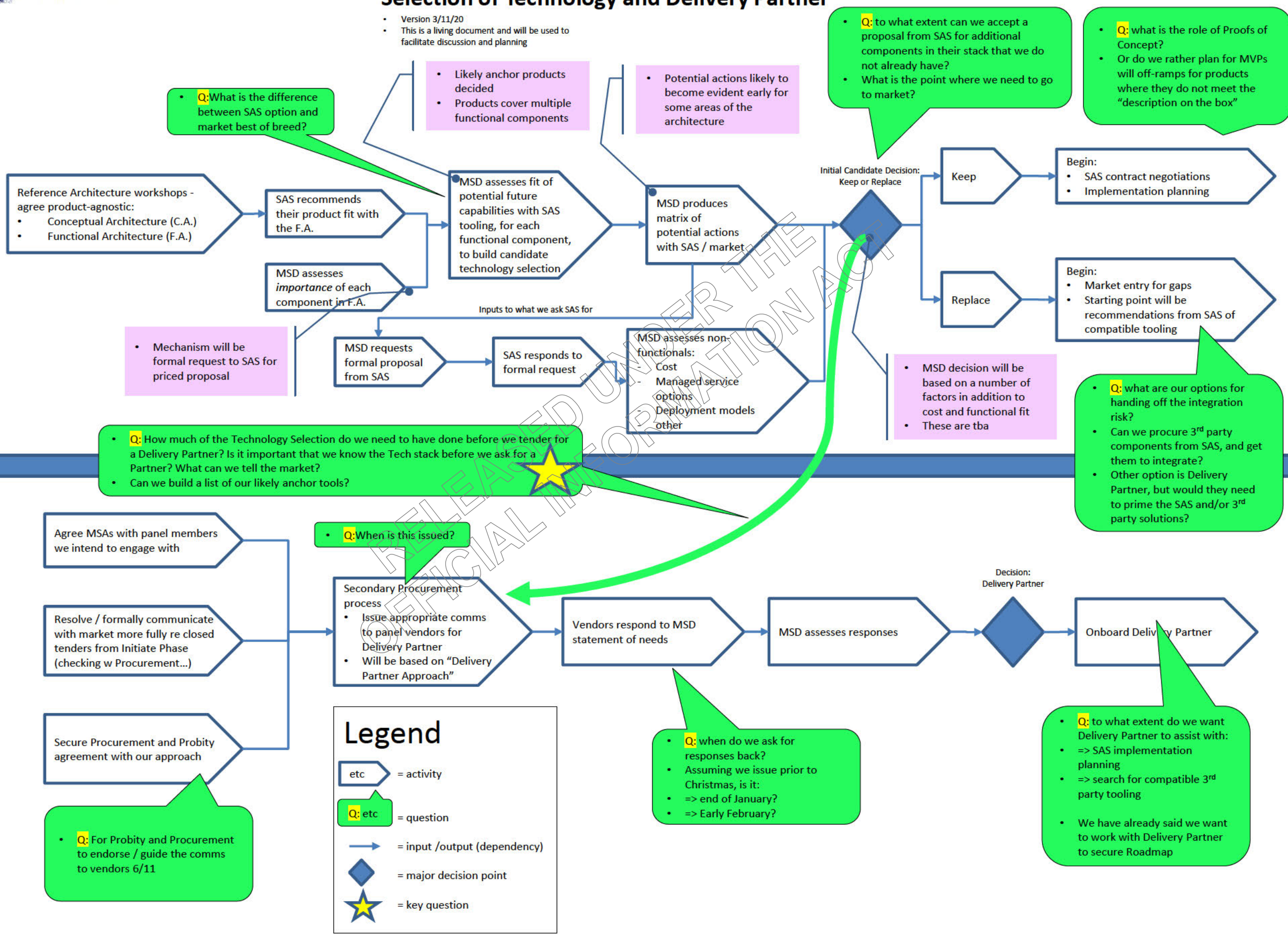


# Te Hāoroa (Data Warehouse Replacement) Selection of Technology and Delivery Partner

- Version 3/11/20
- This is a living document and will be used to facilitate discussion and planning

Reference Architecture / Technology Selection

Delivery Partner Selection









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

#### Jabber details:

<https://join.msd.govt.nz/invited.sf?secret=QHnlpVXIb6T.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

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### 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

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### Agenda Items

#### 1 Apologies

- a. Sim Bull, Anurag Madan, Jason Dwen, Grant Keen, Marissa Whight.
- b. 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 Wikaere and also connected with Temepara Wika and Chris Miller, working with Pennie on Māori Data Governance.	Recommend close	C	30/11/20	<u>Roland, 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	<del>30/11/20</del> 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	<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
					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
Nov5-1	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		Chris
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		Roland
Nov5-3	Finances	PP	5/11	Ensure the forecast is accurate and lodged with Finance.	This was done	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



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

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## Evaluation of current SAS products for Te Hāoroa data platform

s9(2)(b)(ii)

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<sup>1</sup> 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

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## 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

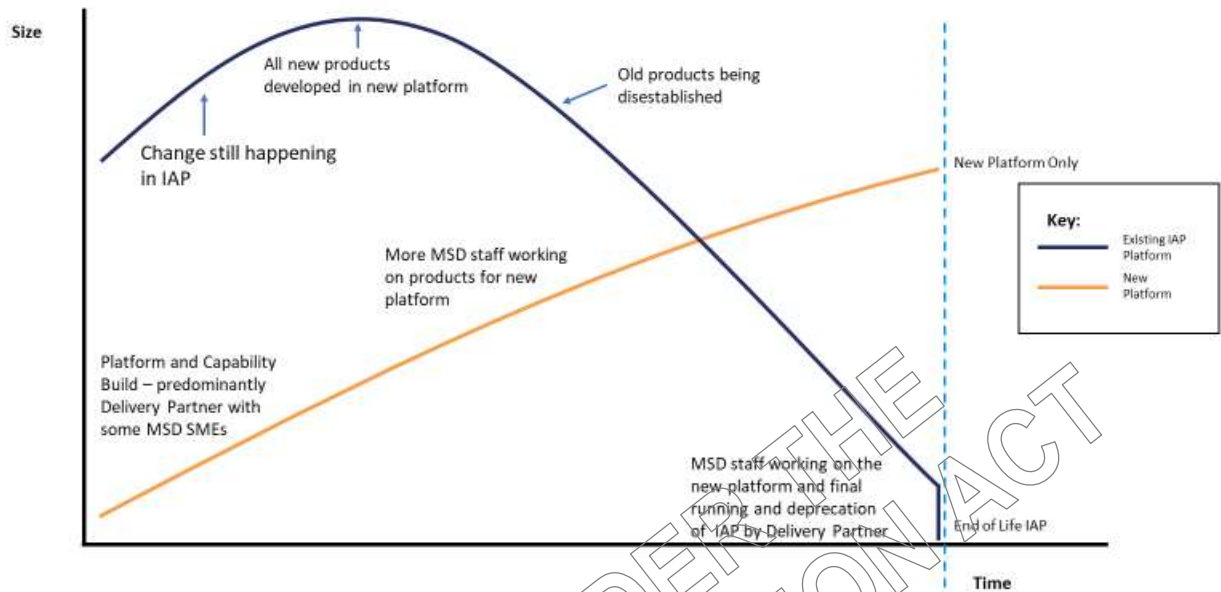
Under this model the recommended commercial approach is to select a time and materials based engagement, following a secondary procurement process using approved government panels and engage on a Programme Increment (PI) by Programme Increment basis (three monthly), collaboratively planning feature-based 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

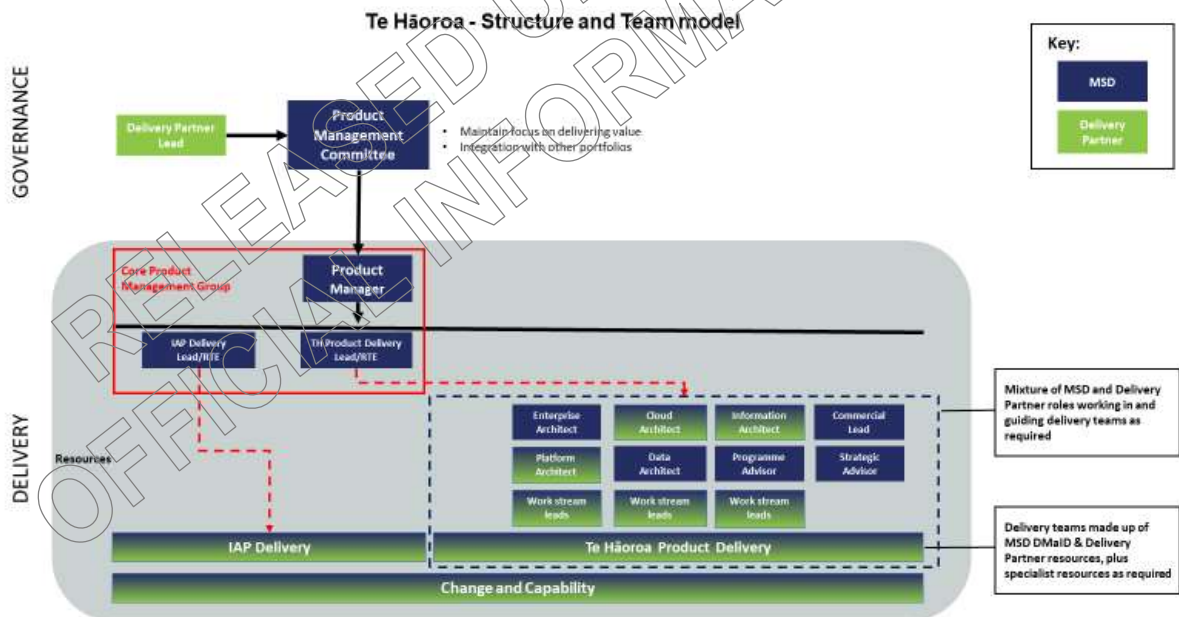
A number of MSD staff will also be required to work as part of the programme team. The delivery partner will also need to provide backfill resources to take on MSD staff responsibilities, to free our people to participate in the programme. This allows MSD staff to develop new capabilities needed working 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 sets<sup>1</sup>, 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.**

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<sup>1</sup> 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 partner's 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"><li>Update and next steps</li></ul>	Roland	See PPT report p. 11	10 mins
5	Delivery Partner: <ul style="list-style-type: none"><li>Update and next steps</li></ul>	Roland	See PPT report p. 13	10 mins
6	Special Discussion: <ul style="list-style-type: none"><li>Budget and Oranga Tamariki</li></ul>	Rob / Roland	See PPT report p. 15	5 mins

7	<b>Independent Advisor*</b> <ul style="list-style-type: none"><li>Any further reflections</li></ul>	Kelvin	See PPT report p. 16	5 mins
8	<b>General business*</b>	Nic	None advised	
9	<b>Summary*</b> <ul style="list-style-type: none"><li>Key actions, agreements, notes</li></ul>	Nic		5 mins
8	<b>Next meeting:</b> Suggest three weeks hence i.e. 18 February			

**Jabber details:**

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

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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

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**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

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**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 <sup>th</sup> . 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:

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Agenda item # on separate Agenda doc

## 2. Previous minutes and action items

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

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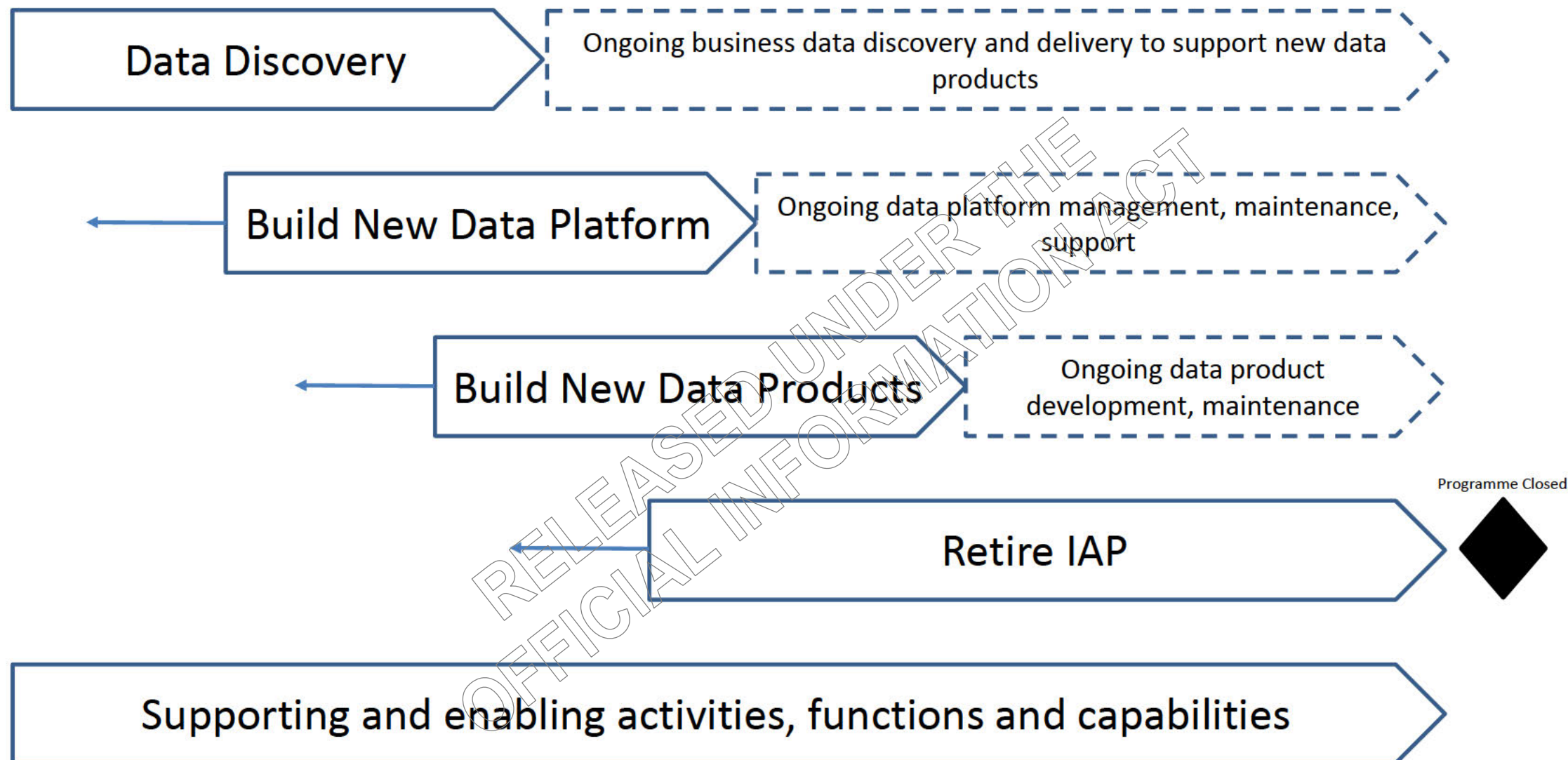
### 3. Status Report walkthrough

- 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

text

- = 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 3<sup>rd</sup> 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 3<sup>rd</sup> 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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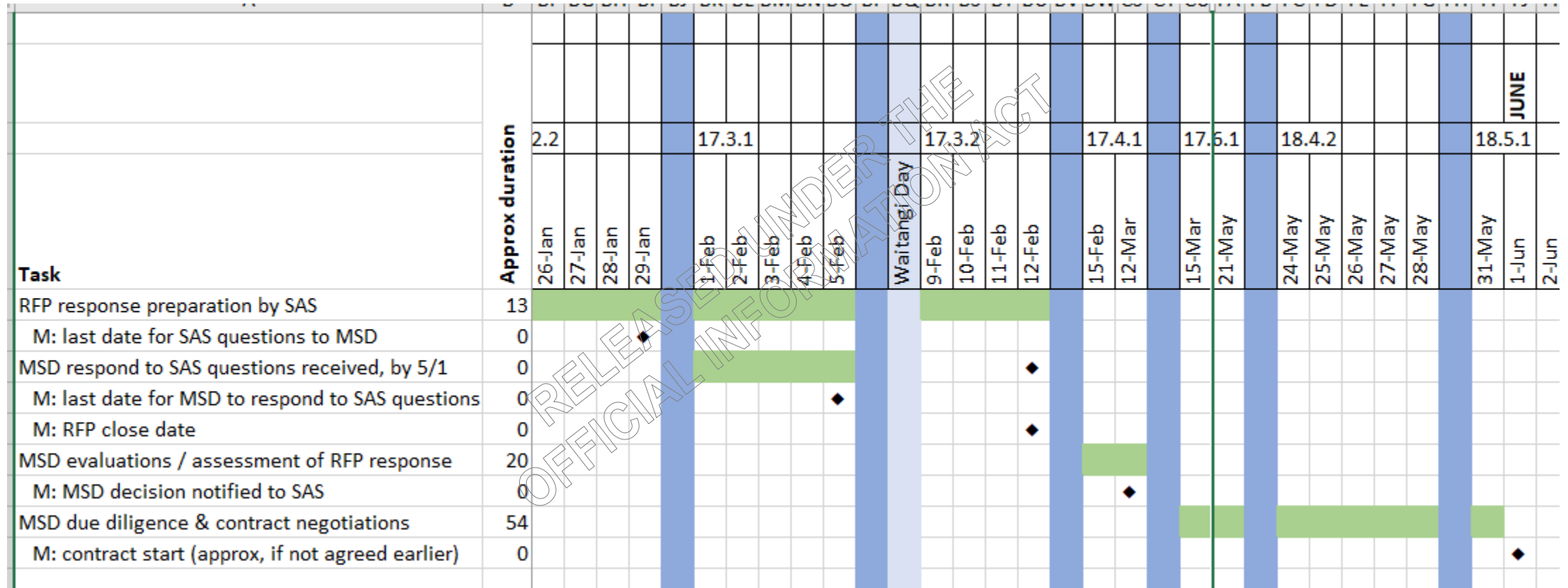
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# 4. Technology Selection – SAS Direct Source RFP

- 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

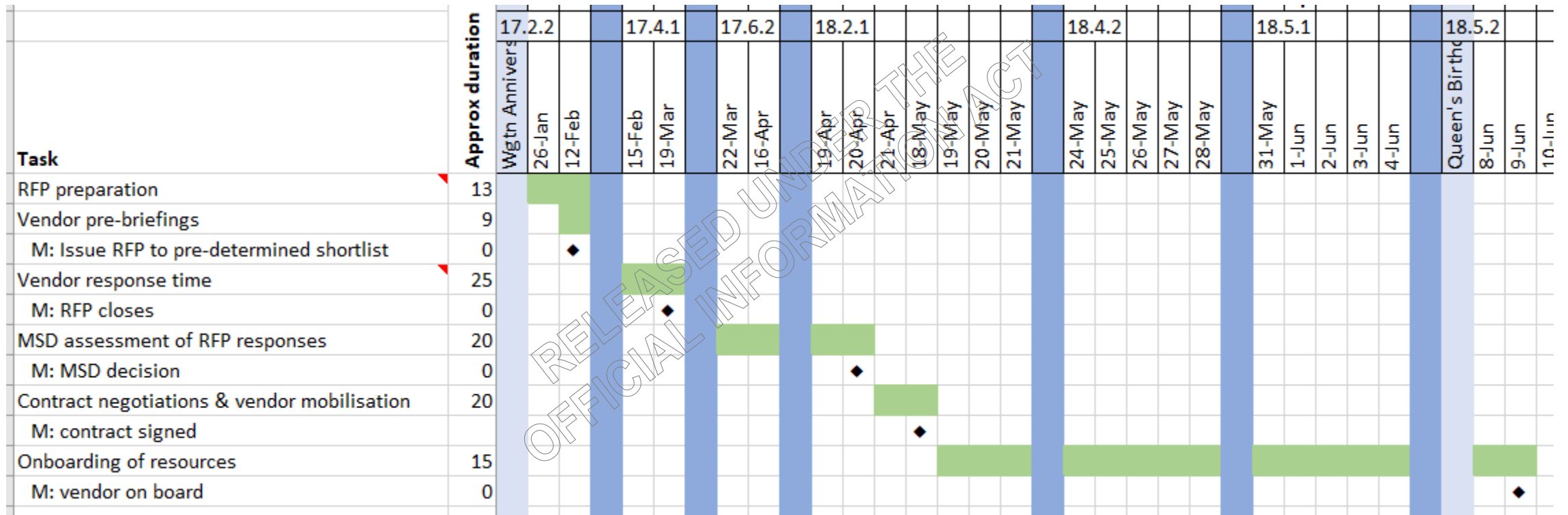


The above are conservative estimates of duration (see column "approx duration") of the sequence of major activities in procurement. We will look to shorten these timeframes wherever possible, being careful not to sacrifice quality in the process and in our choosing and engaging of the Delivery Partner.

## 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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# Memo

**To:** Te Hāoroa Product Management Committee

**From:** Chris LaGrange, GM DMaID (Representing Core team)

**Date:** 5 October 2020

**Security level:** IN CONFIDENCE

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## Approach to partnering, technology, and delivery

### Purpose and strategic alignment

1. This paper seeks the Committee's agreement to the key elements of the approach to next phase of Te Hāoroa: partnering, technology, and delivery approach.

### 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:

#### 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

#### Technology selection

- c) **agree in principle** to continue with existing tools / products where they are still fit-for-purpose and to source tools / products for the remaining areas where there are gaps, subject to further due diligence (including, but not limited to discussion with IR)

## **Delivery approach**

- d) **agree** to create the new data platform as greenfield, creating fresh data architecture and new data products over time to meet users' needs
- e) **agree** to deliver under a scaled agile methodology with a new development progressively transferring from the old to the new platform

## **Next steps**

- f) **note** that the key next steps based on the above decisions are to:
  - i. confirm the technology selection approach following due diligence (at the next Committee meeting)
  - ii. initiate a procurement process for a delivery partner (at the next Committee meeting, then running until end of 2020, for onboarding in early 2021)
  - iii. initiate software tools and products, scoping, review, assessment, selection and license negotiations with SAS.

## **Context**

### **Process to date**

- 5. The Government funded a new data platform for MSD as part of a wider technology business case in Budget 2019 with two objectives: to reduce the risk of operational failure, and to create assets of enduring value. The assumption at the time of writing for the Business Case was that the Information Analysis Platform (IAP) Shared Service for Oranga Tamariki would continue and that the needs of both agencies would be served in a single new future platform. The project commenced in July 2019 with a joint Governance board.
- 6. The first phase of the project involved bringing on an expert advisor, Accenture, to support development of the overall strategy. This engagement was completed in March 2020 and delivered a set of artefacts including vision, business requirements, scope and a cloud adoption framework. Work was then put on hold due to covid-19.
- 7. The Programme Board agreed in principle that MSD and Oranga Tamariki would separate due to significant differences in requirements, complexity, and readiness. This decision was confirmed by MSD's Business Committee, but Corporate Services Oversight Committee (CSOC) reserved judgement until it understood the financial costs of separation.
- 8. The project is now at a transition point from the initial strategy phase to a delivery phase, and from a joint focus with Oranga Tamariki to a sole focus on MSD. Decisions are needed now on the key elements of the approach to the next phase.

### **Benefits of a new data platform**

- 9. MSD's data platform is a critical enabler for policy, research, and operations. A strong data platform underpins MSD's ability to provide high-quality data and insights to support decision-making by Ministers, staff, partners, and clients.
- 10. Creating, developing and operating a new data platform is a complex undertaking and requires changes across the areas of people, processes and technology. A key constraint in the current platform is that the data architecture has been built up over twenty years and is now heavily laden with technical debt.

11. As general context, the benefits envisaged from a new data platform are (as agreed in the first phase of the project):

Benefit	Description
Stable	Users experience a reliable and stable platform.
Useful	Users 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.
Safe	The platform supports fit for purpose Standards and Policies for Privacy & Information Security.
Secure	The platform is secure, where access control is manageable, activity is auditable, and security quality is sustainable.
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.

### Decisions needed for the next phase

12. Decisions are sought from the Committee in three areas: partnering, technology selection, and delivery approach.

13. Relevant lessons from the first phase include:

- The relative roles of the expert partner and MSD weren't clear enough and the incentives on the expert partner weren't strong enough: a partner with responsibility for delivery is likely to be more successful.
- MSD does not have the capability and capacity in-house to integrate and deliver: a delivery partner is needed (while also needing to build up internal capability over time).
- It is hard to attract a strong offering from the market for specific parts of the work: a longer-term relationship to deliver across the range of capabilities is likely to be most attractive.
- The level of complexity of the existing platform is high and even higher than previously realised: opportunities to reduce risk or leave existing technical debt behind should be taken where possible.

14. The following pages step through the five decisions needed, labelled A to E, corresponding to recommendations 4 - a to e above. The recommended option in each table is indicated with a ★.

## A: Partnering approach (type of partnership)

15. What role should external suppliers have and what is the nature of that partnership?

Option	Description	Pros and cons
A1	Individual suppliers for each component needed (previous approach)	<ul style="list-style-type: none"><li>- Unlikely to attract high-quality market offering</li><li>- Requires MSD to act as integrator</li></ul>
A2	Internal delivery with contractor resource as needed	<ul style="list-style-type: none"><li>- Requires MSD to act as integrator</li><li>- Would need to contract as don't have sufficient capability in house</li></ul>
A3	System integrator with vendor-led delivery and vendor-owned outcomes	<ul style="list-style-type: none"><li>+ Supplies capability to integrate</li><li>+ Provides incentive to deliver to milestones</li><li>- Risk of perverse incentives driven by contract structure</li><li>- Doesn't build MSD capability</li><li>- Requires level of specificity up-front, that we simply don't have</li></ul>
A4 ★	System integrator with partnered delivery with MSD, jointly-owned outcomes	<ul style="list-style-type: none"><li>+ Provides capability to integrate</li><li>+ Builds MSD capability over time</li><li>+ Off-ramp for partner resources once we eventually retire the IAP</li><li>- Harder to hold partner to account (relies on strong relationship)</li></ul>

16. We consider that A4 best meets MSD's needs. The key features of this approach would be:

- the delivery partner would be contracted for the skills and capabilities needed as part of a longer-term relationship (i.e. not directly for deliverables)
- the delivery partner would work jointly with MSD staff in accordance with MSD SAFe Agile practices, and as part of a single blended team, thereby building MSD capability over time
- epics, features, stories for work to be undertaken would be agreed jointly as part of the regular MSD planning cycle
- accountability would rely on ways of working in accordance with MSD SAFe Agile practices, quality relationship management and contractual escalation where needed.

17. The main risk is the dependence on a strong relationship with the partner selected. We would mitigate this risk by undertaking careful due diligence of the partner, drawing on other agencies' experiences. The longer-term nature of the relationship also provides a good incentive on the partner to maintain successful delivery.



**Decision sought (A4): 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

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## B: Partnering Approach (strategy and roadmap)

18. Should further work be undertaken on strategy before bringing on a partner?

Option	Description	Pros and cons
B1 ★	Create roadmap once partner is on board, drawing on strategy work already undertaken	<ul style="list-style-type: none"><li>+ Doesn't delay engaging a partner</li><li>+ Builds up a roadmap jointly, increasing buy-in</li><li>- Brings partner on board with lower level of clarity on strategy and roadmap</li></ul>
B2	Create roadmap now, before partner is on board	<ul style="list-style-type: none"><li>+ Provides more clarity for partner</li><li>- Could delay bringing on partner</li><li>- Partner may not be bought-in to roadmap</li></ul>

19. The first phase of the project developed several relevant artefacts that are inputs into a detailed strategy and roadmap. Under a capabilities-based partnering approach (i.e. option A4), there is relatively greater benefit to completing the detailed roadmap jointly with a partner on board. Consequently, we recommend option B1.

20. A key risk is that a prospective partner doesn't see sufficient clarity to want to engage. We would mitigate this risk through detailed briefings to demonstrate the range of work already undertaken as a basis, in addition to demonstrating the essential nature of the data platform to MSD's current and future ongoing operations.

**Decision sought (B1):** Agree to select a delivery partner and develop a roadmap jointly, drawing on strategy work already undertaken

## C: Technology selection

### 21. When and how should technology be selected?

Option	Description	Pros and cons
C1	Run procurement process for full technology stack (including Pilots and/or MVPs), then bring on partner	+ Partner choice aligned to tech choice - Runs procurement without support of partner - Runs procurement for technology components that could be unlikely to change (so potentially burns time & cost)
C2	Bring on partner, then run procurement process for full technology stack (including Pilots and/or MVPs)	+ Partner supports procurement process - Choice of partner could limit and or bias our tech choice - Runs procurement for technology components that could be unlikely to change
C3 ★	Bring on partner, then run procurement process, if required, for technology subset that needs to change (potentially including Pilots and/or MVPs)	+ Partner supports procurement process + Choice of partner likely made with core tech components confirmed + Smaller procurement process required (saves time and is more focussed) - No opportunity to test market for all tech choices

### 22. This decision has prompted the most debate within the project team. A few key judgements are required:

- *How much does technology need to change?* While there are clear benefits to testing the market, core components of current technology are very likely fit for purpose. Deciding early to remain with SAS<sup>1</sup>, for example, for those components working well for us, would significantly de-risk the project, given the existing people capability in MSD and the Wellington market more broadly, and given that SAS will be required for the existing data platform over a number of years (until it is decommissioned).
- *How important is it that a partner is aligned with key tech choice?* Potential delivery partners are generally not vendor-neutral. Selecting a partner once the core tech is decided is likely to get a better fit, but not essential.
- *How important are proofs of concept (Pilots and/or MVPs) and or minimum viable products (MVPs) to land on technology solutions?* Pilots and/or MVPs need to provide additional information about the applicability given MSD's specific circumstances, rather than generic information on technology options. If designed with a clear objective in mind that fills key information gaps, Pilots and/or MVPs can be an important part of the process.

### 23. The project team considers that, on balance, option C3 is the best approach. Issues with the current platform are primarily due to complex data architecture, not technology, so we should be cautious not to overinvest in changing technology. MSD

<sup>1</sup> SAS (Statistical Analytical Software) is a software suite for data management, advanced analytics, business intelligence, and predictive analytics. SAS is based in the United States.



has extensive knowledge of the current technology and for many components, there is no burning platform to change.

24. Consequently, limiting the technology choice to the components currently considered not fit-for-purpose seems a worthwhile trade-off. Reducing the level of change required reduces risk. For core technology solutions such as SAS (where MSD has significant current capability), the reduction in potential change impact is high. Some other organisations, such as ACC, who have changed their core software technology as part of a similar transition have experienced issues. Reducing the level of change and risk is also likely to increase speed of delivery.
25. To be sure, testing the market wouldn't mean necessarily changing technology. So the main trade-off in option C3 is removing the opportunity to fully test the market. On balance, we see that the benefits of narrowing the scope of what's 'up for discussion' and focusing efforts on the other parts of the process outweigh the benefit of a potentially slightly better alternative technology solution, provided we have a high degree of confidence in those components.
26. We propose to undertake a short SWOT analysis of the existing components of the technology stack, drawing on all the analysis to date, to confirm which components are still fit-for-purpose and which components need changing, and report back to the Committee with a firm recommendation. Current thinking is that a SAS solution for core components such as data presentation and information management (upgraded to a modern cloud-based installation) likely remain appropriate, while solutions for data ingestion (extract, transform, load) and storage in particular are likely to need to change.
27. Inland Revenue (IR) has recently built a data platform using SAS as the basis and are open to exploring opportunities for MSD to leverage that. MSD could do so using IR's established stack or their architecture and policies as procedures are a starting point. We propose to explore that as part of this work.

**Decision sought (C3): Agree in principle** to select existing technology where it is still fit-for-purpose (in particular, SAS) and to source technology for the remaining areas where there are gaps, subject to further due diligence (including discussion with IR)

## D: Delivery approach (migration vs greenfield)

28. How should development of data products be approached on the new platform?

Option	Description	Pros and cons
D1	Migrate existing data products to new platform	<ul style="list-style-type: none"><li>+ Low level of change for users</li><li>- High complexity to migrate existing products, many of which may not be still fit-for-purpose</li><li>- High risk of migrating technical debt</li></ul>
D2	Re-develop existing data products	<ul style="list-style-type: none"><li>+ Moderate level of change for users</li><li>- Still risk of migrating technical debt</li></ul>
D3 ★	Create new data platform as greenfield	<ul style="list-style-type: none"><li>+ Retires all technical debt and starts fresh</li><li>+ Enables starting with fresh data architecture</li><li>- Some products not suitable for new platform will need alternative solutions developed</li><li>- Higher level of change for users</li></ul>

29. We consider that the ability to retire existing technical debt and start fresh is a huge opportunity and the best option: we strongly recommend option D3. We consider that the risks to this approach can be managed by working through a careful change management plan for users, and scaling and staging when changes would occur.

**Decision sought (D3):** Agree to create the new data platform as greenfield, creating only fresh data architecture and new data products over time to meet users' needs



## E: Delivery methodology (waterfall vs agile)

30. What type of model/methodology should underpin development?

Option	Description	Pros and cons
E1	Continue with a waterfall approach	+ Reduces change for users until 'switch day' - When that change occurs, it is massive - High delivery risk - No value delivered til the end - Not aligned to MSD's scaled agile approach
E2 ★	Switch to scaled agile delivery, aligned with Data & Analytics portfolio	+ Aligns with MSD's scaled agile SAFe approach + Promotes early and frequent delivery of value + De-risks delivery significantly through proving new processes / tools / capabilities progressively - Can lack firm deadlines for delivering milestones

31. Given MSD's overall approach, switching to scaled agile SAFe delivery is the obvious choice. Key aspects of the model would include:

- MSD's data platform will be considered a 'product' and a product management function will oversee both the existing and new platforms.
- Initially, a small, blended agile team will work on the new platform. The capacity of this team will be increased over time, as new work is gradually reduced on the existing platform and transferred to the new platform.
- The intention is to use the delivery partner to focus on the new platform initially, then over time backfill MSD roles in the business-as-usual IAP team as we move MSD people to supporting the new platform. Then when the IAP is finally retired, the delivery partner roles supporting it will no longer be required and can be rolled off.
- The work will be prioritised as part of regular PI planning, development of the platform will form part of the Data & Analytics enabling portfolio and products will be identified and developed as part of the service portfolios.

**Decision sought (E2):** Agree to deliver under a scaled agile SAFe model with a new development progressively transferring from the old to the new platform

## Implications

32. Maintaining and investing in a current vendor for those areas where there is marginal benefit to change, is likely to be less expensive in the long run than replacing those existing components, assuming ongoing costs (for consumption / subscription or license / maintenance) are similar to other market offerings.
33. Reduced technical change will reduce delivery risk; and keeping the same or similar tooling will reduce the change impact for users, reducing re-training requirements and allowing users to be productive more quickly with the new platform.
34. Breaking down the work and following an approach of incremental and progressive delivery of pilots and MVPs leading to the building out of the new platform will reduce delivery risk while providing business value early, as each focussed pilot / MVP deliverable is achieved. This will also provide a feedback loop, so that we can change course with limited waste if a particular process or tooling pilot fails to achieve desired outcomes.
35. We have previously stressed the importance of organisational change. At appropriate points on our journey, teams of users from across MSD will need to stop sub-optimal ways of working with the data warehouse and start working in a different way. We are expecting to require executive support for these changes as they are essential.

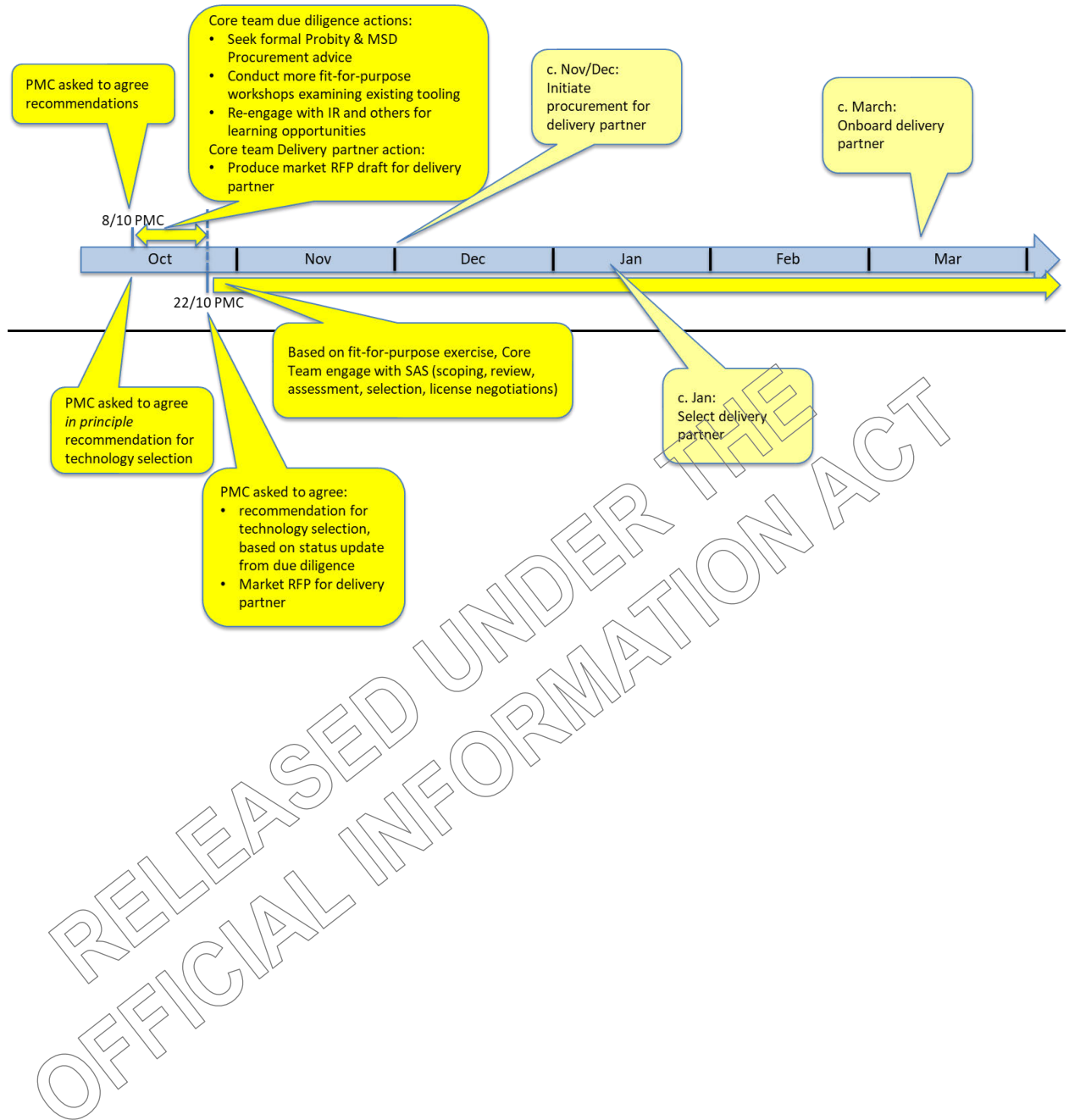
## Next Steps

36. The key next steps to give effect to the decisions proposed in this paper are as follows. A summary timeline graphic is provided as an Appendix.
  - a) confirm the technology selection approach following due diligence, the due diligence steps being:
    - i. we seek formal Probity and MSD Procurement advice that direct initial engagement with our incumbent vendor is appropriate
    - ii. we receive output from an internal MSD fit-for-purpose / SWOT exercise considering our existing tooling
    - iii. we initiate lessons-learned conversations with IR and other organisations with experience of similar initiatives
  - b) initiate a procurement process for a delivery partner
    - i. via a market RFP that we will bring to PMC 22/10 for approval
  - c) initiate software tools and products, scoping, review, assessment, selection and license negotiations with SAS
    - i. once the technology selection approach is full approved at the 22/10 PMC
37. We would present the outputs of due diligence (some of which will be started but not completed, i.e. engagement with external organisations) and the draft delivery partner RFP for the Committee's consideration at the next meeting in two weeks. A rough timeline for the procurement for the delivery partner would be:
  - October – Committee agreement to RFP and prepare documentation
  - November/December – initiate procurement and hold briefings
  - January/February – partner selection

- March – partner onboarding
38. Technology selection for the remaining components, where our incumbent vendors' offerings do not adequately meet our needs, will commence following delivery partner onboarding. The delivery partner will provide key capabilities for the scoping, review and assessment activities for the gap areas and will assist us in the future procurement exercises.

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## Appendix – Summary of Timeline





**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](mailto: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](mailto:procurement@msd.govt.nz);
  - b. [bill.inglis@mchalegroup.co.nz](mailto:bill.inglis@mchalegroup.co.nz); and
  - c. [timothy.boyd004@msd.govt.nz](mailto:timothy.boyd004@msd.govt.nz)
5. The Ministry requests SAS review and recognise its obligations with respect to Mana Ōrite<sup>1</sup>. 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.

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<sup>1</sup> 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](mailto: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 Sourcing<sup>2</sup> 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](mailto:procurement@msd.govt.nz);
  - b. [bill.inglis@mchalegroup.co.nz](mailto:bill.inglis@mchalegroup.co.nz); and
  - c. [timothy.Boyd004@msd.govt.nz](mailto: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.

<sup>2</sup> <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. <sup>3</sup>

**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:

<sup>3</sup> 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:

	<b>Category</b>
<b>1</b>	<b>Public Value</b>
	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
<b>2</b>	<b>Alignment to Government and Ministry Objectives</b>
	Describe how you will assist the Ministry to meet its obligations pursuant to the Mana Ōrite agreement, including any additional obligations that relate to Māori 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;
<b>3</b>	<b>Capacity and Capability</b>
	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;
<b>4</b>	<b>Risk</b>
	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;
<b>5</b>	<b>Price</b>
	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;
<b>6</b>	<b>Due Diligence</b>
	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;
<b>7</b>	<b>Additional Information</b>
	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.

<b>Steps in RFP process:</b>	<b>Date:</b>
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
<b>RFP Closing Date</b>	<b>12 February 2021</b>
Ministry Evaluations	15 February to 12 March 2021
<b>RFP Outcome Notification</b>	<b>12 March 2021</b>
Ministry Due Diligence & Contract Negotiations	12 March to May 2021
<b>Contract Start Date (unless agreed prior)</b>	<b>June 2021</b>

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>

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## 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 <sup>4</sup>	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

<sup>4</sup> 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 cloud<sup>5</sup>, or in a hybrid model.</p> <p>Managed Services costs should not be incurred until solutions have achieved MSD Certification &amp; 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.	

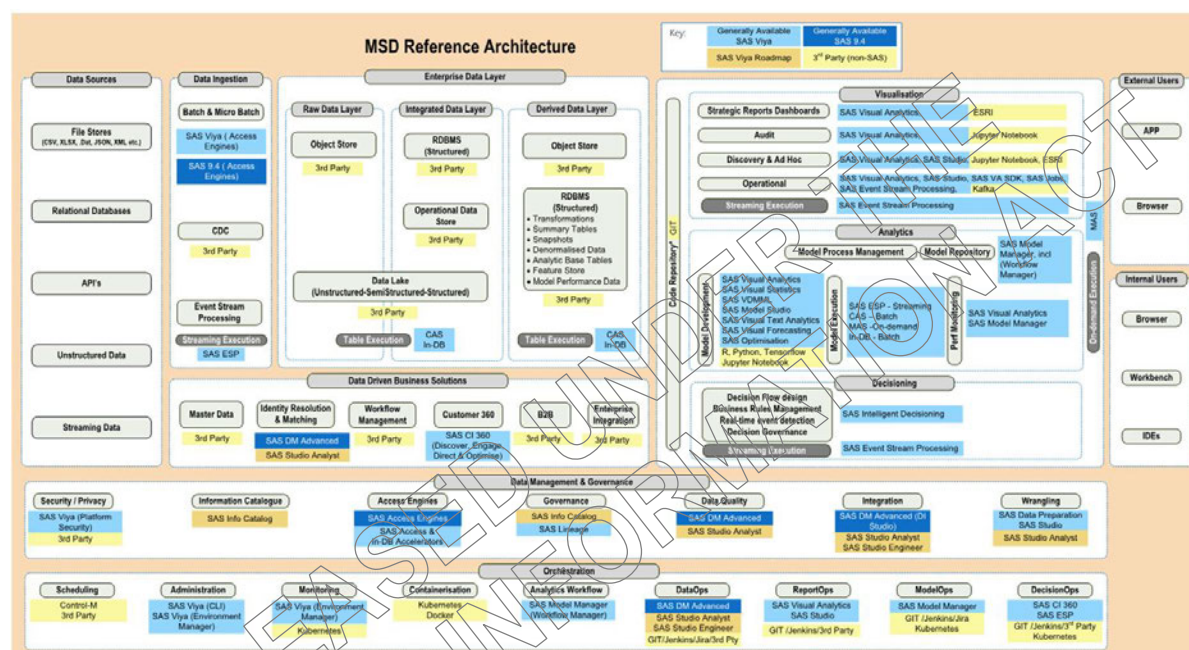
<sup>5</sup> Please note that SAS can assume MSD is open to hosting in Australian data centres.

## 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.



# Memo



MINISTRY OF SOCIAL  
DEVELOPMENT  
TE MANATŪ WHAKAHIATO ORA

**To:** Nic Blakeley, DCE Transformation  
Melissa Gill, DCE Organisational Assurance and Communication  
Sacha O'Dea, DCE Strategy and Insights

**From:** Jason Dwen, GM Data Management and Information Delivery  
Tracy Voice, GGM Information Systems and Technology

**Date:** 25 October 2022

**Security level:** STAFF - IN CONFIDENCE

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## Outcomes of precautionary review on Tim Boyd's work at the Ministry of Social Development

### Recommendations

We recommend that you:

1. **note** Tim Boyd (Boyd) was engaged as a contractor at the Ministry of Social Development from April 2019 to September 2021, supporting commercial work for Growing Up in New Zealand Deed Variation, SAS licensing renegotiation, Data Warehouse Replacement Programme and Identity Management programmes
2. **note** a precautionary desktop review has been completed on Boyd's work at the Ministry of Social Development and no concerns have been raised
3. **note** that Boyd was involved in some commercial engagements during his contract with the Ministry of Social Development, with the majority subject to appropriate levels of internal review
4. **note** that Boyd worked in an advisory capacity, and did not have financial delegations or final decision rights over any contracts
5. **note** the outcomes of this review may be disclosed in further information requests and future Parliamentary questions on completion.

Nic Blakeley

agree / disagree



Jason Dwen

GM DMAID, Strategy  
and Insights

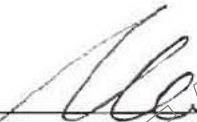


Tracy Voice  
GGM IST,  
Transformation



Nic Blakeley

DCE Transformation



Melissa Gill

DCE Organisational  
Assurance and  
Communications



Sacha O'Dea

DCE Strategy and  
Insights

Melissa Gill

agree / disagree

Sacha O'Dea

agree / disagree

25/10/22

Date

25/10/22

Date

27/10/22

Date

25/10/22

Date

25/10/22

Date



## Purpose of the review

- 1 You commissioned this review in response to reporting in *BusinessDesk* and *Stuff* that revealed several civil rulings against Tim Boyd in United States Courts. Subsequently, it was also reported that Boyd was wanted in the United States over 10 charges relating to allegedly driving under the influence of alcohol.
- 2 This review sought to establish whether there is any cause for concern in Boyd's work, particularly with respect to propriety in commercial processes or contracts.
- 3 This was a desktop review of information in the Ministry of Social Development's (the Ministry) systems. The scope and contributors of the review is reproduced in Appendix 1.

## Contract history

### Initial engagement

- 4 Boyd was first engaged in April 2019, where he was engaged as a SAS Licence Negotiation Specialist for the Data Warehouse Replacement Programme through Finite920, a recruitment agency on the All-of-Government (AoG) recruitment panel.
- 5 The initial engagement of Boyd did not go through the process of seeking an exemption from open tender endorsement through the Ministry's Procurement Board. The engagement was however a secondary procurement through the All of Government recruitment panel for Data Management and Information Delivery resources which was set up through the Procurement Board in 2019 and as such would likely have qualified for such an exemption has it been sought.
- 6 Before Boyd was appointed, the Ministry confirmed that Finite920 undertook standard recruitment activities and checks, as required by AoG agreements. This included identification checks, credit checks, New Zealand Ministry of Justice criminal history checks, and two reference checks.
- 7 Finite920 have shared the results of these checks with us and advised that they did not contain any adverse findings or raise any concerns in regard to the honest character and integrity of Boyd, or his suitability and capability for performing the role.
- 8 On top of any reference checking undertaken by Finite920, the Ministry also followed their usual process for background checking, including identity checks, New Zealand bankruptcy checks, and Australian and New Zealand police checks.

- 9 The Ministry's background checks do not extend to civil judgements in foreign jurisdictions. All candidates are asked to declare any convictions, pending charges, criminal charges (including any driving offences) that may result in charges in New Zealand or overseas. Usual processes were followed in this case and no areas of concern were raised in the Ministry's checks.
- 10 Additionally, Boyd signed the Code of Conduct when he was engaged.

## **Contract extensions**

- 11 Boyd's contract was extended a number of times throughout the course of his engagement at the Ministry. Following his initial contract, Boyd became a Commercial Manager and later Commercial Lead for the Data Warehouse Replacement Programme and Identity Modernisation.
- 12 The Procurement Board endorsed the extension of Boyd's contract as Commercial Lead for the Data Warehouse Replacement Programme on 11 March 2021 (final contract extension). A secondary procurement process using the All of Government Consultancy Services supplier panel agreement was followed to engage Tim Boyd for the extension.
- 13 Please see Appendix 2 for a timeline of Boyd's contractual engagements with the Ministry.

## **SAS license renegotiation**

- 14 Boyd was engaged to lead license renegotiation for SAS software for the Ministry's data warehouse, which is a key enabler of the Data Warehouse Replacement Programme. As this was a routine renegotiation with an incumbent supplier, external review was not required by Government procurement rules, as confirmed by the Ministry's Commercial team.
- 15 When renewing the license, the Ministry's Legal team were consulted on the legality of the contractual variations, and approval from the Deputy Chief Executive of Strategy and Insights was obtained.
- 16 We have no concerns with Boyd's involvement in the SAS license renegotiation.

## **Data Warehouse Replacement Programme**

- 17 Following his work on the SAS license, Boyd served as Commercial Lead for the Ministry's Data Warehouse Replacement Programme. He was responsible for identifying the single-source procurement approach, the short-form (interim 12-month) contract with SAS and contributed to the Implementation Business Case.



- 18 This work was subject to external probity advice and the Ministry's Legal team were consulted on the legality of the contract. Further, relevant internal expertise was engaged where appropriate.
- 19 A key part of Boyd's work was the single-source procurement approach for SAS, which was subject to external advice. This independent probity advice was provided by McHale group (see paragraph 22).
- 20 A review of this documentation has raised no issues, and given the extent of the probity advice sought, we have no concerns about Boyd's involvement with the Data Warehouse Replacement Programme.
- 21 Please see Appendix 4 for an outline of Boyd's procurement activities with the programme.

## Identity Modernisation

- 22 As an acting Commercial Advisor for the Identity Modernisation Programme, Boyd was actively involved in several procurement processes.
- 23 Boyd's involvement was in an advisory capacity, as a non-voting member on the evaluation panel. As part of the due diligence process, Boyd signed the Conflict of Interest and Non-Disclosure Agreement prior to participating in procurement activities. He had not declared any conflicts of interest (except for his involvement in the Data Warehouse Replacement Programme).
- 24 For most of the procurement processes for the programme, an independent probity advisor (McHale Group) provided assurance of compliance over Boyd's work. The only exception was the appointment of the probity advisor themselves, who was engaged from the All of Government panel and had references from the Ministry of Defence. This same advisor was involved in the Data Warehouse Replacement Programme (see paragraph 17).
- 25 Our assessment shows that necessary processes were followed, and we therefore do not have any concerns about Boyd's overall involvement in the Identity Modernisation Programme.
- 26 Please see Appendix 5 for an outline of Boyd's procurement activities with the programme.

## The Appointment of McHale Group

- 27 Tim Boyd was one of four members on the evaluation and selection panel to appoint McHale Group. All members of the panel had voting rights, except for the Chair. The panel consisted of:
  - 27.1 Stephen Moore (Chair)
  - 27.2 Craig Soutar, MSD Programme Manager – contractor
  - 27.3 Tim Boyd, MSD Commercial Lead – contractor



- 27.4 Chris LaGrange – Manager Data Management and Information Delivery
- 28 The final authorising decision to appoint was made by Fleur McLaren, Acting Group General Manager, Insights.
- 29 An evaluation of the documentation for this appointment has identified that the correct process was followed, with secondary procurement being managed by a Senior Procurement Specialist in the Procurement Team. Further, the recommendation report was signed off by the Manager of Procurement Practice.
- 30 An assessment of the contract identified that it is consistent with market value. McHale Group quoted <sup>s9(2)(b)(ii)</sup> while Audit New Zealand quoted <sup>s9(2)(b)(ii)</sup>
- 31 McHale group was appointed over Audit New Zealand, as:
- 31.1 They were awarded the highest score based on the state evaluation criteria in the request for quote
  - 31.2 Tendered an acceptable price
  - 31.3 Their proposal met the Ministry's needs in terms of quality, capability of proposed personnel, capacity, timeline and proposed budget; and
  - 31.4 The response had very clear, expansive framing of activities, milestones, and deliverables
- 32 As the appropriate steps were followed for the appointment of the McHale Group and Boyd did not have any final approval decisions, we do not have any concerns about Boyd's involvement in the appointment.
- 33 Please refer to Appendix 3 for the other contracts the Ministry has had with McHale Group from 2019 to present.

### **Growing Up in New Zealand Deed Variation (no 3)**

- 34 Boyd was acting as the Commercial Advisor for the Deed Variation (no 3) to fund the Growing Up in New Zealand (GUINZ) Longitudinal Study.
- 35 The Deed Variation (no 3) was undertaken in accordance with the directives and conditions set out in Cabinet Minute 'CAB-19-MIN-0174.36'. The Ministry received appropriation to fund UniServices for the financial year commencing 2019/20 and concluding in 2021/22.
- 36 The Ministry Procurement Board Endorsement to enter into the Deed of Variation (no 3) was not sought or received. A memo from the Group General Manager of Insights to the Chief Executive refers to the Cabinet Minute being sufficient, which based on updated advice from Procurement, is

incorrect. Though the correct process was not followed on this occasion, this decision sat with the Group General Manager of Insights.

- 37 The Ministry's Finance team confirmed the financials for Deed Variation (no 3) were consistent with Cabinet Minute and its Appropriation, and the Ministry's Legal team reviewed Deed Variation (no 3) and it was confirmed that the agreement was binding by the Agency.
- 38 Additionally, approval was obtained from the Deputy Chief Executive of Strategy and Insights, and the Chief Executive of the Ministry in February 2020.
- 39 Although the best practice in terms of seeking procurement board endorsement was not followed, we do not have specific concerns regarding the negotiation or the signing of the deed variation.

## Other precautionary checks

- 40 We confirmed that Boyd had no access to client and payment systems, including CMS, SWIFTT, KEA, or AP1.
- 41 A review of Boyd's emails revealed no unusual activity (i.e., emails to overseas addresses).
- 42 Though Boyd was not directly involved in processing payments to suppliers, we did check that all payments made to suppliers related to contracts that Boyd had been involved in matched verified and legitimate bank accounts for these suppliers. No concerns were raised.

## Conclusions and next steps

- 43 Tim Boyd was involved in some commercial engagements during his contract with the Ministry of Social Development, with the majority subject to appropriate levels of internal review. This review identified no substantive concerns.
- 44 Boyd's history with the Ministry is subject to media and public interest. Information in this review has been disclosed in responses to Parliamentary questions and media requests, with appropriate commercial sensitivity and privacy redactions. It is likely that this information will be used again should the Ministry need to respond to further requests for information.

## **Appendices**

Appendix 1: Scope of review and contributors

Appendix 2: Contract timeline

Appendix 3: McHale Group contracts 2019 – current

Appendix 4: Data Warehouse Replacement Programme timeline of Boyd involvement

Appendix 5: Identity Modernisation timeline of Boyd involvement

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## Appendix 1: Scope of review and contributors

The review was commissioned by Sacha O’Dea on 20 September 2022. The original commissioning is reproduced in the table below:

Lead	Jason Dwen, GM DMAID Tracy Voice, GGM IST Hannah Morgan, GM Information
Supporting	Rachel Petterson, Principal DCE Advisor (OAC), Janet Green, GM Risk and Assurance, Ben Hansen, DCE Advisor (S&I), Ricky Miller, Lead DCE Advisor (P&C)
Context	<a href="#">BusinessDesk investigation</a> revealed civil litigation in US courts against former MSD contractor Tim Boyd
Scope	<p>A desktop review of key work, activities, and advice provided by Tim Boyd during the period of his contract with MSD, including:</p> <ul style="list-style-type: none"> <li>• Te Haoroa - Data Warehouse Replacement contract documents (particularly SAS short form contract) and PMC Committee minutes</li> <li>• Finance systems</li> <li>• EDRMS</li> <li>• Identity Modernisation contract documents</li> <li>• Any other work Tim was involved with</li> </ul> <p>Seeking to establish whether anything within Boyd’s responsibility (processes or contracts) is a cause for concern.</p>
Product requirements	<p>Memo to DCE S&amp;I, DCE Transformation, and DCE OAC outlining approach to review, findings, summary of key work by Boyd, and recommendations (including next steps, if required, possibly including subsequent review by third party).</p> <p>Findings to set out key timeline and relevant approvals for contracts (variations). Apply risk assessment to determine what additional investigation or follow up is warranted. Provide summary of and objective links to key contracts/work produced by Tim.</p>
Key stakeholders	DCE S&I, DCE OAC, DCE Transformation, GGM IST, Director OCE, DCE P&C; DCE Offices; Te Haoroa programme; Information Group; Risk and Assurance
Timeframe	Memo due to DCEs COP Friday 30 September 2022
Approval	DCE S&I, DCE Transformation, DCE OAC

Since commissioning, it was identified that GM Information would support the review (rather than lead, as Identity Management now sits within IST). Ian Harris, Head of Technology Security, and Karen Hansen, Principal Advisor Information, also supported.

Objective links to material have not been reproduced in this document but are available if required.

## Appendix 2: Contract timeline

Date	Contracted Role	Contract Period	Approvals obtained	Responsible Manager	Supporting Documentation	Third Party
15th March 2019	SAS License Negotiation Specialist	25th March 2019 to 28th June 2019	DCE Approval to contract  SAS contract extension memo to DCE	Manager Data and Information Delivery Group	A11326648  A14068832	Through 920 Recruitment LTD  Approved Life of Contract Value s9(2)(a)
24th June 2019	Commercial Manager – Data Warehouse Replacement Project	15th July 2019 to 6th December 2019	RSO for Contractor Assignment	Manager Data and Information Delivery Group	A11930989	Through 920 Recruitment Ltd  Approved Life of Contract estimated Value s9(2)(a)
23rd December 2019	Commercial Lead – Data Warehouse Replacement Programme	7th December 2019 to 30 June 2020	Memo to CE.	Manager Data and Information Delivery Group	A12289068	Through 920 Recruitment Ltd  Approved Life of Contract Value s9(2)(a)
12th June 2020	Commercial Lead – Data Warehouse Replacement Programme	1st July 2020 to 11th December 2020	Memo to CE  FIN1032	General Manager Data and Information Delivery Group	A12595022  A12547806	Through 920 Recruitment Ltd  Approved Life of Contract Value s9(2)(a)
27th November 2020	Commercial Lead – Data Warehouse Replacement Programme	12th December 2020 to 31st	Memo to CE  FIN1032	General Manager Data and Information	A12954124  A12954138	Through 920 Recruitment Ltd

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		March 2021		Delivery Group		Approved Life of Contract Value s9(2)(a)
8th March 2021	Commercial Lead – Data Warehouse Replacement Programme	1st April 2021 to 30th September 2021	Memo to CE  FIN1032	General Manager Data and Information Delivery Group	A13536091  A13195529	Finite Group NZ Ltd  Lifetime contract value documented as s9(2)(a)

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## Appendix 3: McHale Group Contracts 2019 – Present

<b>McHale Group Contracts with the Ministry 2019 – current</b>	<b>Contract link</b>
Assurance Services Panel supply agreement 2014 to 2019 (expired)	<a href="#">Contracts - Objective ECM (ssi.govt.nz)</a>
Final Probity Report - MSD - DWRP- EAS- 20 Sept 19 - from MCG	<a href="https://objective.ssi.govt.nz/documents/A12035511/details">https://objective.ssi.govt.nz/documents/A12035511/details</a>
Ent Data Warehouse	<a href="https://objective.ssi.govt.nz/documents/A12003455/details">https://objective.ssi.govt.nz/documents/A12003455/details</a>
August 2020 Probity of FMIS <sup>s9(2)(b)(ii)</sup> [REDACTED]	<a href="https://objective.ssi.govt.nz/documents/A12775787/details">https://objective.ssi.govt.nz/documents/A12775787/details</a>
Procurement Resourcing - Evaluation and Recommendation Report FINAL	<a href="https://objective.ssi.govt.nz/documents/A13348210/details">https://objective.ssi.govt.nz/documents/A13348210/details</a>
CSO McHale Group - MSD Procurement Resourcing 2021 to 2023 (current) McHale provides probity services.	<a href="https://objective.ssi.govt.nz/documents/A13427493/details">https://objective.ssi.govt.nz/documents/A13427493/details</a>
April 2021 Probity audit of FMIS	<a href="https://objective.ssi.govt.nz/documents/A13219765/details">https://objective.ssi.govt.nz/documents/A13219765/details</a>



## Appendix 4: Data Warehouse Replacement Programme timeline of Boyd involvement

Date completed	Procurement activity	Role	Process followed	Actively involved in procurement decision	Assurance
June 2019	SAS License Negotiation	Commercial Lead	Boyd renegotiated a license for data warehouse software with the incumbent supplier and drafted the approval memo.	No – lead negotiator but did not have decision rights.	DCE Approval obtained. Received MSD Legal review.
December 2021	Data Warehouse Replacement Programme Commercial and Financials (short form contract negotiation and supporting financials)	Commercial Lead	Boyd negotiated licensing for a new cloud-based Data Warehouse. The multi-year licensing structure was split (single year short form and multi-year long form agreements). Single year licensing contract endorsed by the Product Management Committee (PMC) and contract signed by CE in December 2021. <b>IMPORTANT NOTE</b> - Multi-year long form agreement currently in negotiation (terms and costs) with external and internal assurance in place. Subject to parties agreeing terms and CE contract approval.	No – advisory only	Assurance was provided by MSD's Finance, Legal, and Commercial teams, and had external legal review (Elwood Law).
December 2021	Data Warehouse Replacement Programme Procurement – Single	Commercial Lead	GM DMAID tabled two options to the Programme Management Committee on 10 <sup>th</sup> December 2020. <u>Option One</u> : Formal Proposal from SAS; <u>Option Two</u> : Engage Market.	No – advisory only	External probity advice was provided by McHale group (also used for Identity Modernisation, below).

	Source Approach with SAS		<p>PMC endorsed <b>Option One</b> in December 2020. DCE consulted on option one with LT members obtaining further endorsement on approach.</p> <p>Boyd undertook single source procurement approach with SAS – external probity advice confirmed approach</p> <p>Panel established; SAS response evaluated.</p> <p>Terms and costs negotiated – refer Data Warehouse Replacement Programme Commercialials.</p>		
Throughout course of contract	Product Management Committee Advisory	Advisory member on PMC		N/A	

## Appendix 5: Identity Modernisation timeline of Boyd involvement

Date completed	Procurement activity	Role	Process followed	Actively involved in procurement decision	Assurance
January 2020	Probity Assurance Consultancy Service	Commercial Advisor	Quote was requested from one of the AoG qualified Tier 1 supplier from AOG Consultancy Services Panel (Audit Services) and the supplier was interviewed followed by the reference checks (from Ministry of Defence), and the recommendation to engage was submitted and approved by GGM Information group.  <b>Bill Inglis from McHale Group was appointed as the Probity advisor</b>	Yes – Interviewed the probity advisor, scored the evaluation and also performed the reference checks	The supplier was from AoG panel and reference check with Ministry of Defence.
April 2020	Ping Identity Software License	Commercial Advisor	The platform was selected using the closed procurement/direct engagement process after endorsements from Architectural Council.  <b>Fronde was awarded the contract for purchasing Ping License</b>	No – Decision was endorsed by Architectural council	Independent probity advisor (Bill Inglis from McHale Group) had reviewed the process and confirmed that the procurement process including decision making was compliant to the procurement policy and standards.
June 2020	Independent Assurance	Commercial Advisor + Evaluation panel member	KPMG and Grant Thornton were invited to respond to Independent Assurance RFP. Evaluation panel of 4 evaluated their response against the Evaluation criteria to recommend the preferred service provider based on evaluation score.	Yes – Was a member on evaluation panel	Independent Probity advisor was involved throughout the procurement process and the recommendation was made by the evaluation panel comprises of various members from the MSD teams.

Evaluation Team included : Mark Bradbury, John Unwin, and Chris Atkin.					<p><b>Grant Thornton was awarded contract after following the evaluation by the panel and reference checks.</b> Grant Thornton provided services for IQA on the IDM programme</p> <p>Secondary selection process (closed RFP) was followed with the AoG Consultancy Services whereby the service providers were invited to respond to RFP. Evaluation panel evaluated the response and the recommendation was made to select a preferred supplier based on evaluation score.</p> <p><b>Deloitte was awarded the contract</b></p>	Partially – Advisor and non-voting member of the panel	Independent Probity advisor was involved throughout the procurement process and the recommendation was made by the evaluation panel comprises of various members from the MSD teams.	Evaluation panel members were: Dave Weaver, Justin Baty, Mark Shaw, Mark Bradbury, Paul Andrew-Matthews, Ben Yeoman and Chris Atkin	Independent Probity advisor was involved throughout the procurement process and the recommendation was made by the evaluation panel comprises of various members from the MSD teams.	Evaluation panel members were: Dave Weaver, Justin Baty, Mark Shaw, Mark Bradbury, Paul Andrew-Matthews, Ben Yeoman and Chris Atkin
May 2021	Business Consulting Services	Commercial Advisor + Non-voting member on Evaluation panel			<p>Secondary selection process (closed RFP) was followed with the AoG Consultancy Services whereby the service providers were invited to respond to RFP. Evaluation panel evaluated the response and the recommendation was made to select a preferred supplier based on evaluation score.</p> <p><b>Middleware NZ was awarded the contract</b></p>	Partially – Advisor and non-voting member of the panel				
May 2021	Technical Consultancy Service	Commercial Advisor + Non-voting member on Evaluation panel								