

Gateway Review Report

for Te Pae Tawhiti

Review 0

Strategic Assessment

December 2023

1 Review Conclusion

1.1 Overall Picture of the Programme

The Te Pae Tawhiti Programme Business Case was approved by Cabinet in June 2022, with an indicative cost range of \$2.1b to \$2.6b over 9 years. A Detailed Business Case for Horizon 1 was approved in June 2023, with funding for the first two years only of \$183m (\$83m of which is from the MSD). The recent change of government and the significant fiscal constraints on government spending means Te Pae Tawhiti is now operating in a different authorising environment.

The Programme is well established and is currently pivoting away from business case and set up mode into delivery. Two major procurements are well advanced, and the Programme is tuning its governance, programme structure and capabilities to be ready for onboarding supplier partners and increasing the rhythm of delivery work.

A further DBC is due for delivery in 2024, in time for Budget 2025. A range of work is underway that will be required to lift this next Business Case to the level required for credible consideration in a highly constrained budget round.






1.2 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER
<p>While the Gateway Review Team finds that to date the Te Pae Tawhiti Programme has made good progress, this Delivery Confidence Assessment reflects that there are significant issues that will need to be resolved. These include, but are not limited to:</p> <ul style="list-style-type: none"> • The ongoing political commitment to the Programme • The ability to achieve and retain willingness of the government to invest in the outcomes of the Programme • The level of work required to complete the next Detailed Business Case to the level of detail and quality that will be required to support future investment • The importance of the Te Pae Tawhiti Programme being given the space to deliver transformative change across the organisation and its partners and clients, without undue distraction from competing change demands. <p>However, the Gateway Review Team notes that the Programme has the foundations in place for a successful transformation programme including:</p> <ol style="list-style-type: none"> 1. Approval of the Detailed Business Case for Horizon 1 and sufficient funding to commence delivery 2. A strong equity focus within the Programme and in its outcome delivery 3. A business-led focus through the inclusion of senior business leaders as workstream leads and seconding MSD subject matter experts into the Programme 4. Strong engagement across internal and external stakeholders to inform thinking on current pain points, future client journeys, initial thinking on partnering and commissioning models, and the future service experience model 	

5. Progress on foundational technology work and detailed technical architectural design to understand the current complex IT landscape and risk profile
6. Progressing robust procurement processes for Digital Employment Service Platform, and for the Service Experience platform and transformation partner
7. Robust governance arrangements.

For a Programme of this scope, length and complexity an Amber rating for delivery confidence at this early stage is entirely normal and reflects the risk profile that any large, complex, lengthy Programme will have at this early stage of its lifecycle. It should also be noted that this Amber rating reflects risks that are not only within MSD's full control to manage.

The Delivery Confidence assessment RAG status uses the definitions below:

Colour	Criteria Description
	Successful delivery to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.
	Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
	Successful delivery appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.