

Safety First	<p>Delivering a world-class service means safety for NZ public has to be embedded in everything Customs does:</p> <ul style="list-style-type: none">• Business performance is assessed in terms of safety and travel at scalable volumes• Design and change plans are continually impact assessed against risk to service• First we understand the customer experience, the associated journeys, and then we design the solution
Simplify & Re-Use	<p>We use value of investment as a tool to determine effort and we avoid customisation and bespoke approaches:</p> <ul style="list-style-type: none">• We rely on out of the box options and leverage knowledge from experienced partners and existing agency solutions• We harness work to date and leverage reusable artifacts and capabilities• Building multi-agency capability from Day 1 is an essential part of successful delivery
Predictability	<p>There's room for innovation, but sprint and increment integrity are key:</p> <ul style="list-style-type: none">• Sprints are constrained to deliver their value proposition• The programme breathes in and out in line with emerging customer needs
Partnership	<p>Solutions are collaborative, design is integrated and change is orchestrated:</p> <ul style="list-style-type: none">• Existing expertise, vendors and suppliers work as one team• Design is integrated to maintain the integrity of the outcome E2E• Change is orchestrated to ensure passenger and operations impact and handovers are predictable

Customs intend to retain E2E accountability for delivery, in which the enabling and supporting services provided by Health, Immigration, and other external service providers, will be delivered and directed from within this programme. For this to be successful, and in order for Customs to take full accountability for managing and delivering the end-to-end outcome, it is essential to co-design the governance and enablement approaches to empower local teams, and will require the integration and aggregation of a number of key stakeholders, service providers and suppliers.

Deploying the Minimum Viable Product (MVP) of the digital travel health pass by December 2021 is a priority, and aligns with the strong programme ambition to accelerate technology build work. In parallel, there is an urgent need to progress design activities, both service design, requirements and solutions to enable the development and delivery of an integrated delivery plan. The scope and content of this multi-partner, multi-stakeholder programme of work requires an adaptive approach to ensure the critical workstreams have the appropriate methodology for a right-size, right-fit approach. A safety-focused, data-centric programme of work such as this requires a dynamic, nimble environment that can deliver predictably to the target audience when it needs to, but is constantly checked against the service design elaboration that has taken place.

The most suited approach to this type of change is an incremental value model managed through a combination of delivery frameworks; waterfall for traditional infrastructure, augmented with Kanban and scrum frameworks that are considerate of the changing safety landscape that this programme is responding to. Whilst this mixed model may appear complex on the surface, in reality it simplifies the delivery model by using experienced leadership to appropriately constrain and control the workstreams and ensure the work paths are clearly articulated, elaborated and delivered predictably.

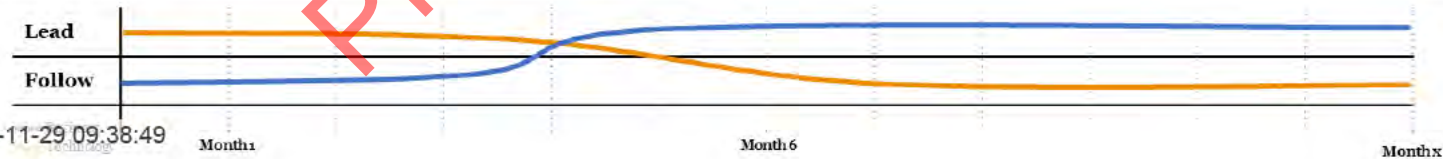
As well as providing a delivery approach and model, this document provides a number of observations and recommendations (Within the Appendix) that would enable the programme to define its outcomes, gain agreement, align the programme workstreams, ensure that right-sized controls can be applied to assure the work undertaken, and ensure that Customs are able to meet the on-going assurance and integrity requirements to central agencies of a programme of work of the size and funding model.

Delivery Approach – Targeting Value through Service Design

- The volume of potential scenarios within the operation drives significant complexity into timeframes for validating and processing passengers. The effort and delays associated with this activity increases dramatically as passenger volumes scale.
- The ubiquitous nature of cloud services does mean that we are able to make rapid inroads into platform establishment with minimum requirements, and whilst this can provide an appropriate fit as part of prototyping or piloting opportunities as well as developing momentum and maintain progress, it should not be seen as the sole approach to achieving the end-to-end outcomes across the duration of a programme.
- It is very easy to believe that having got 'this far' without the need for service design and the associated elaboration and story development, that those components are not required going forward. It is important to remember that each increment should have its own goals and scope that influences the resource plan and delivery approach.
- To mitigate the position of allow technology progress and momentum from over-influencing the end goals and outcomes, there needs to be a very clear handover point in which technology delivery switches to a response to defined business needs and becomes an enabler to value, as determined and defined by the a business elaboration workstream.
- This approach and deliberate handover of direction will enable the programme to transition from a milestone-led technology foundation delivery, towards an iterative product-led delivery at the right time, and that leverages the incremental value that the technology foundation has enabled, which in turn extends change-adoption positivity and engagement.
- More importantly, taking a service design led approach focuses the programme on the generic requirements of all services, which themselves are complemented by principles that relate to process design, organisational design, information design and technology design enables the development of a service that can operate reliably amongst volume and scale.

Services should be designed;

- based on a genuine comprehension of the purpose of the service, the demand for the service and the ability of the service provider to deliver that service
- based on safety needs rather than the internal needs of the business or technology-led
- to deliver a unified and efficient system rather than component-by-component which can lead to inefficient and unpredictable overall service performance
- on the understanding that special events (exceptions, permutations and variations to processes) will be treated as common events (with processes designed to accommodate them)
- with input from the operational owners of the service
- that are prototyped before being developed in full
- in conjunction with a clear business case and model
- And developed as a minimum viable service or product (MVS / MVP) and then deployed, which can then be iterated and improved to add additional value based on operational / stakeholder feedback
- in collaboration with all relevant stakeholders (both external and internal)







Delivery Approach – Programme Tranches

The programme is seeking to respond to a tactical to medium-term need to reconnect New Zealanders return from Australia, as well develop and provide an enduring response that will allow passenger numbers to safely, reliably and efficiently scale and revert to pre-COVID processing and throughput volumes from all points of origin. To achieve these, the programme needs to develop an operating model that can simultaneously respond to both needs without over-elaborating the tactical response or constraining the enduring service.

The Programme has three main tranches that will commence simultaneously:

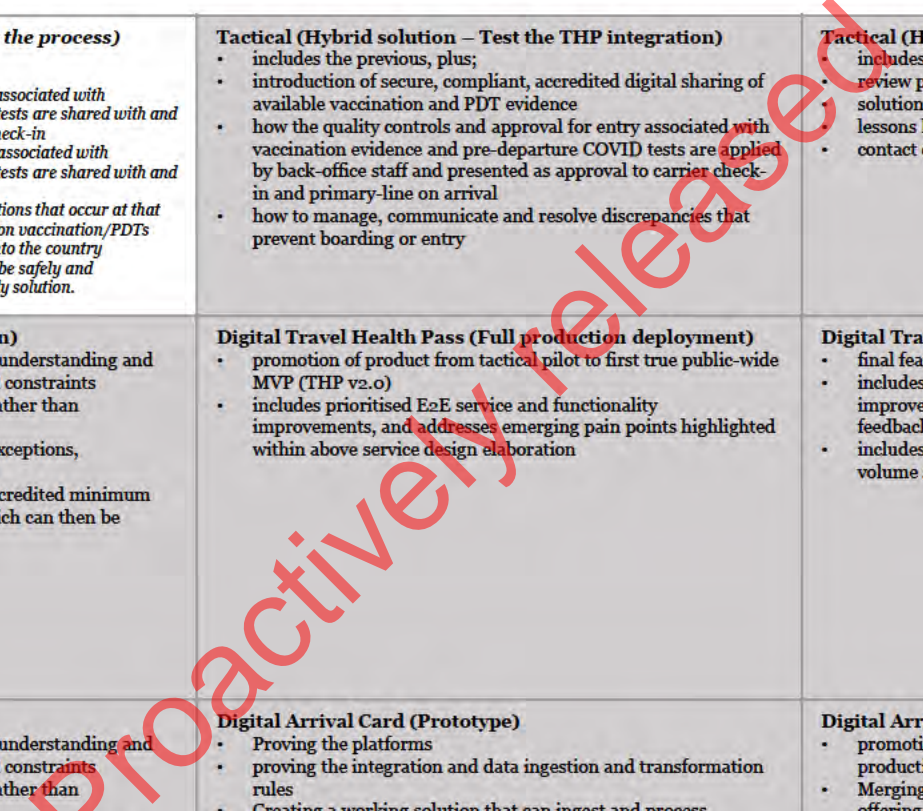
Tranche	Purpose	Timeframes	Commentary	Tranche Duration
Pilot	To deliver the early, stretch goals associated with an interim digitally-enabled Travel Health Pass (THP) solution	August 2021 – April 2022	Digitally enabled Travel Health Pass MVP targeted for December 2021	9 months
Foundation	To provide surety and reliability of the Travel Health Pass (THP) product and establish regular releases	August 2021 – March 2023	Digital Travel Health Pass full product release targeted for June 2022	20 months
Enhancement	To enable the Digital Arrival Card as the next feature of the platform and retire the paper based solution	August 2021 – Jun 2023	Digital Arrival Card product release targeted for December 2022	23 months

Travel Health Pass MVP – December 2021

Personas	Experience	Conditions & Responsibilities	Areas of Change
	<p>As a passenger, I will be able to digitally verify (submit, self-declare and receive confirmation) that I have met all requirements for entering NZ through one digital channel, which I can use to pass through border controls.</p>	<p>In seeking MIQ-free travel:</p> <ul style="list-style-type: none"> • I understand MIQ-free travel requirements and my obligations to meet the defined criteria prior to boarding an MIQ-free destined flight • I must submit my digital pre-validation request no later than 24 hours before my scheduled flight 	<ul style="list-style-type: none"> • Policy impacts • Legislative changes • Operational impacts across multiple agencies, airports, airlines • Technology Implementation across multiple agencies and vendors • Public facing communication • Change-focused communications to key stakeholders
	<p>As airline check-in staff, I will be able to sight an individual passenger's digital verification, and quickly understand and confirm that the passenger has met their pre-boarding COVID travel requirements.</p>	<p>In enabling MIQ-free travel:</p> <ul style="list-style-type: none"> • I have been trained and supported in how to recognise digital pre-validated approvals • I am fully aware of how to manage exceptions and the information I need to provide the passenger 	
	<p>As a primary line officer, I will be able to sight an individual passenger's digital verification, and quickly understand and confirm that the passenger has met the COVID requirements for entry into NZ.</p>	<p>In securing MIQ-free entry into NZ:</p> <ul style="list-style-type: none"> • I have been trained and supported in how to recognise digital pre-validated approvals • I am fully aware of my responsibilities in facilitating or denying access to NZ based on digital pre-validation approvals 	
	<p>As MoH, I will have confidence that every passenger that intends to arrive into NZ has been individually assessed, and can safely enter through the corresponding channels of entry that are appropriate to their specific safety scenarios.</p>	<p>In maintaining a COVID-free NZ:</p> <ul style="list-style-type: none"> • I have access to passengers' data that submitted a digital pre-validation request • I have access to passengers' data, including their MIQ-free entry or denial into NZ 	

Delivery Approach – Programme Tranches

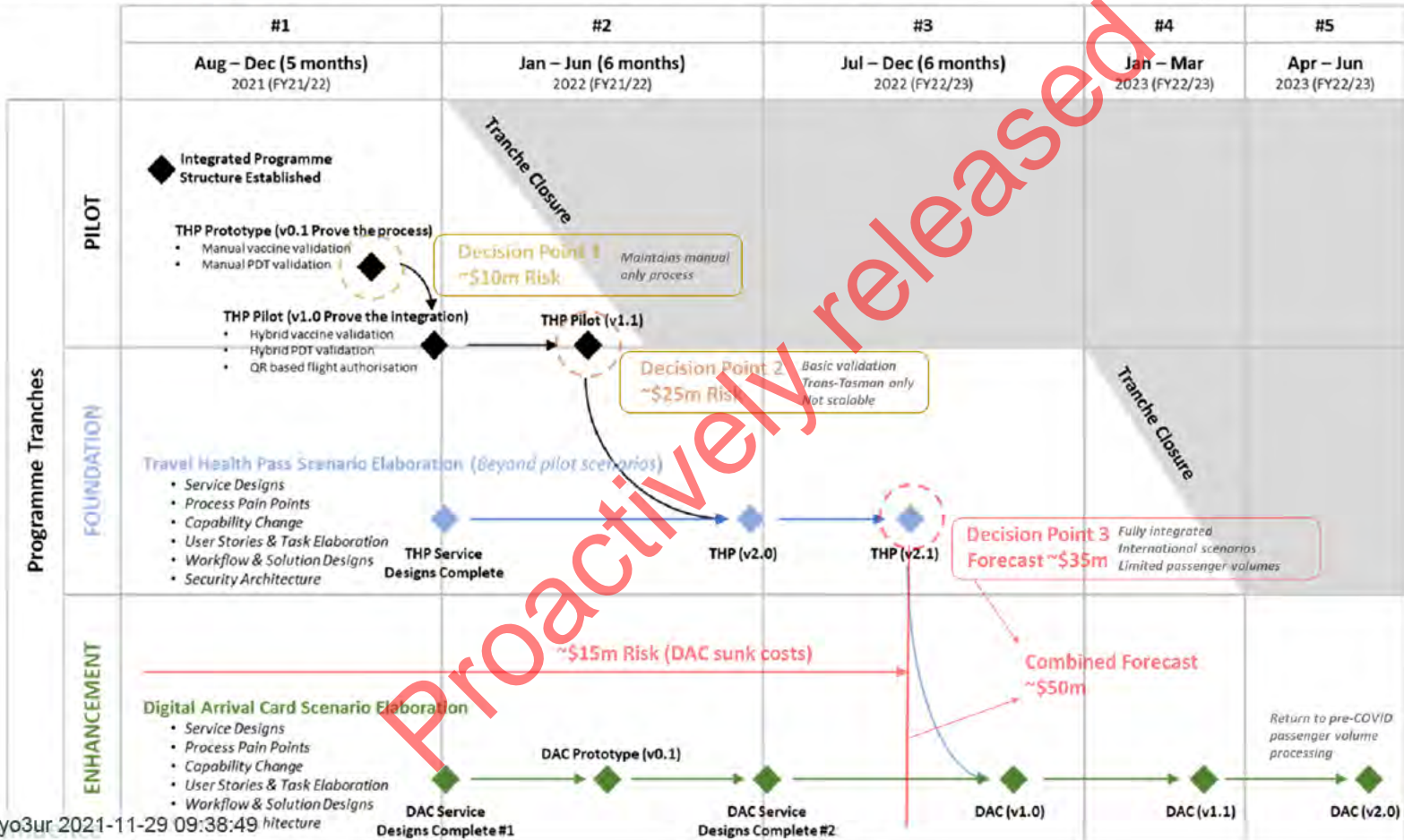
<p>Pilot Aug 2021 - Apr 2022</p>	<p>Tactical (Manual-only solution – Retest the process)</p> <ul style="list-style-type: none"> • forecasted passenger numbers • validated service design and workflow • how the quality controls and approval to board associated with vaccination evidence and pre-departure COVID tests are shared with and applied by the carrier customer-facing staff at check-in • how the quality controls and approval for entry associated with vaccination evidence and pre-departure COVID tests are shared with and applied by primary-line staff at the border • how to safely manage passenger entry via exceptions that occur at that border when a passenger is refused entry based on vaccination/PDTs evidence despite having been allowed to travel into the country • how long the forecasted passenger numbers can be safely and predictably managed end-to-end via manual-only solution. 	<p>Tactical (Hybrid solution – Test the THP integration)</p> <ul style="list-style-type: none"> • includes the previous, plus; • introduction of secure, compliant, accredited digital sharing of available vaccination and PDT evidence • how the quality controls and approval for entry associated with vaccination evidence and pre-departure COVID tests are applied by back-office staff and presented as approval to carrier check-in and primary-line on arrival • how to manage, communicate and resolve discrepancies that prevent boarding or entry 	<p>Tactical (Hybrid solution – Improve the THP service)</p> <ul style="list-style-type: none"> • includes the previous, plus; • review passenger number forecast reliability • solution improvements • lessons learned • contact centre developments
<p>Foundational Aug 2021 - Mar 2022</p>	<p>Digital Travel Health Pass (Service design)</p> <ul style="list-style-type: none"> • collaborative E2E Service design based on understanding and demand of the service, including safety-led constraints • focused on a unified and efficient system rather than component-by-component • scenario based to identify special events (exceptions, permutations and variations to processes) • focused on development of a secure and accredited minimum viable service or product (MVS / MVP) which can then be iterated and improved 	<p>Digital Travel Health Pass (Full production deployment)</p> <ul style="list-style-type: none"> • promotion of product from tactical pilot to first true public-wide MVP (THP v2.0) • includes prioritised E2E service and functionality improvements, and addresses emerging pain points highlighted within above service design elaboration 	<p>Digital Travel Health Pass (Product transition)</p> <ul style="list-style-type: none"> • final feature set release as the singular THP product • includes prioritised E2E service and functionality improvements, and addresses learnings from operational feedback and impacts • includes performance improvements to accommodate passenger volume scaling
<p>Enhance 2021-11-29 09:38:49</p>	<p>Digital Arrival Card (Service design)</p> <ul style="list-style-type: none"> • collaborative E2E Service design based on understanding and demand of the service, including safety-led constraints • focused on a unified and efficient system rather than component-by-component • scenario based to identify the significant amount of special events (exceptions, permutations and variations to processes) that can arise • focused on development of a secure and accredited minimum viable service or product (MVS / MVP) which can then be iterated and improved 	<p>Digital Arrival Card (Prototype)</p> <ul style="list-style-type: none"> • Proving the platforms • proving the integration and data ingestion and transformation rules • Creating a working solution that can ingest and process necessary information <p>Digital Arrival Card (Service design iteration)</p> <ul style="list-style-type: none"> • enhancing and elaborating service design • simplifying the service model 	<p>Digital Arrival Card (Full product development path)</p> <ul style="list-style-type: none"> • promotion of secure, accredited and certified product into production environment for public accessible usage • Merging of THP platform services as a single maintainable offering • includes prioritised E2E service and pain-point improvements • enduring product development roadmap for continuing scale



9xf54yo3ur 2021-11-29 09:38:49 / MVP) which can then be iterated and improved

Wider Customers supporting emerging pain points to introduce efficiencies to safely support passenger entry at scale

Delivery Approach - Incremental Delivery



Delivery Approach – Assurance Plan on a Page

As part of programme initiation, an Assurance Plan will be developed to provide confidence to the Sponsor and other governance groups that the project or project has appropriately established assurance mechanisms fit for purpose to the level of risk and complexity. The below 'plan on a page' provides indicative consideration of how the programme will be assured and what the assurance plan will contain. This will be confirmed during the project establishment phase.

Assurance type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Planning										
Technical achievability	▲	◆				▲ ◆			▲ ◆	
Operational achievability			▲							
Policy achievability			▲							
Security			▲ ◆			▲ ◆			▲ ◆	
Procurement, privacy and legal		▲						▲		
Ethics		▲								
Cost	▲		▲				◆			
Procurement										
Probity			▲					▲		
Go-live assurance										
Gateway Go/No-Go				▲			▲		▲	
Monthly reporting against delivery	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Post-implementation										
Milestone retrospective							▲ ■ ◆		▲ ■ ◆	
Post-implementation evaluation										▲ ■
Ongoing ICT security and disaster recovery								▲		▲

Proactively released

Delivery Approach - Ways of Working

Delivery Hub

A Delivery Hub provides an effective space for collaboration and a way of working. The Hub enables efficient use of a flexible model to deliver a working environment and encourages creative human behaviours.

Co-location

Allows the team to flex for the fact that teams are dynamic and may grow and shrink over time, allowing us to defeat the echo chamber; community spaces are helpful to fight this.



Team Space

When team space is not conducive to working closely together, it can risk our entire delivery model which leads to a lack of sustainability or a lack of team cohesion.

Principles of Delivery Hub:

- The principles of a Delivery Hub is for the stakeholders and project to work together on a daily basis.
- Understanding that initiatives are built around motivated individuals within the environment, with the support they need, trusting them to get the job done and their capability is assumed.
- Accepting that the most efficient and effective method of conveying information to and within a delivery team is face-to-face, verbal conversation.

Delivery Approach – Resources: Leadership Roles

Senior Responsible Office (SRO)

To maintain overall accountability for the success of the investment and be the key decision maker. To ensure that programme is focused on achieving its objectives and provide confidence to the Chief Executive and wider stakeholders (Treasury, DPMC, GCDO etc.) that the investment will deliver the expected outcomes and benefits, and that the on-going assurance approach is fit-for-purpose. To broker relationships with stakeholders within and outside the programme, and to deploy delegated authority to ensure that the programme achieves its objectives.

Programme Manager

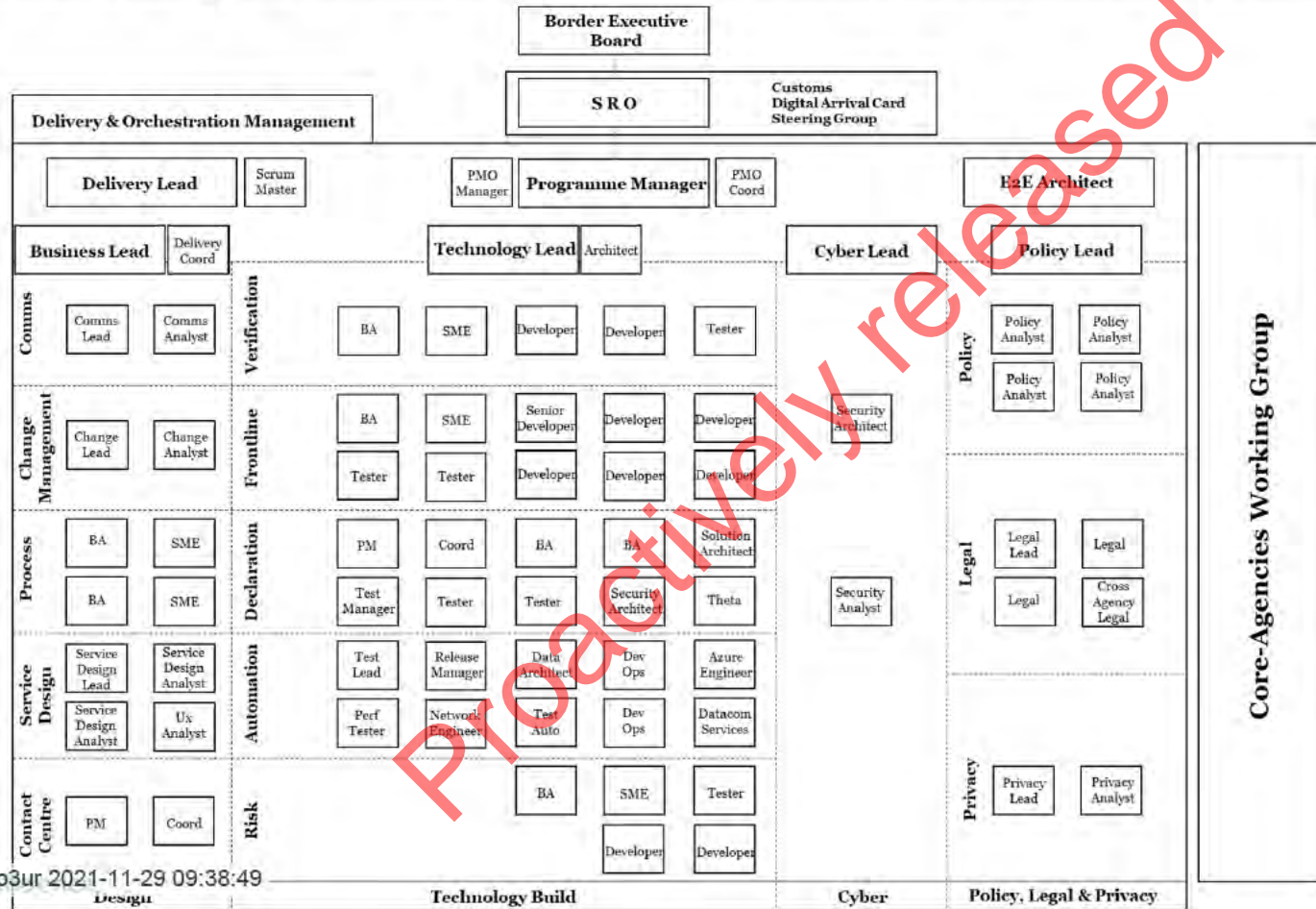
To build and maintain positive business and agency relationships during engagements. To continually assess the stakeholders' needs, identify emerging requirements, and develop cohesive teams that improve the operating model and culture of the delivery engagement. To positively enable productivity and build morale, and find solutions to conflicts and strengthen partnerships.

Service Design		Technology Architecture & Design		Delivery	Policy & Privacy	
Business Lead	Technology Lead	E2E Architect	Architect	Cyber Lead	Delivery Lead	Policy Lead
To be the advocate for those impacted / beneficiaries of the service changes; to define and articulate the business value and to weigh in regularly to verify that we are delivering the necessary capabilities to the business area. To maintain the integrity of the targeted service, workflow and quality throughout delivery. To identify and forecast transitional state business and	To create a technical vision that focuses on the programme of work and defines the steps and transitional states to turn into reality, justifying and communicate design decisions and promoting the technical design into governance and approval bodies. Assure other services and systems fit with broader data and technology strategies, and accountable for all tactical and enduring proposals.	To create a business-centric vision that can be enabled through a combination of existing and targeted services, capabilities, workflow and process of work and defines the steps and transitional states to turn into reality, justifying and communicate design decisions. Assure other services and system quality, fit with broader strategy and represent all transitional approaches towards targets.	To define and maintain the structure of the solution, ensuring that it will meet the intent of the user-stories. Support the team in work iteratively, owning the articulation of the solution. Provide assurance across solution integration and operability, and to interface well with other parts of the organisation.	To ensure that all solution designs are assessed in terms of vulnerabilities and internal or external weaknesses. Embed security into all stages of solution development and ensure that all applications, services and infrastructure are delivered in a consistently safe fashion.	To define the approach and sequence by which Passenger, Technology and Policy needs can be simultaneously met; agreeing an achievable scope and build a predictable forward plan. Determine and embed ways of working for the team, managing all resources to success. To proactively identify and manage emerging risks and to maintain delivery confidence to delivery partners and agencies.	To develop service influencing guidelines that reflect Custom's policy and legal obligations. To be the advocate for the programme across policy / legal blockers and as counsel to the programme to ensure it is not placing Customs or the Government at risk.

Delivery Approach – Resources: Key Role Skills

Service Design	Technology Architecture & Design		Delivery
Business Lead	Technology Lead	E2E Architect	Delivery Lead
<p>An experienced and trusted member of the operational leadership team, or their trusted proxy.</p> <p>Can inform service design and process elaboration as they have knowledge of what the right or best way to execute a scenario, set of tasks, or particular task would be.</p> <p>Has the requisite knowledge of the operations to support effective decision-making and is able to describe where anomalies or flaws may occur in the decision-making for that area</p> <p>Is the 'go-to' for the service designers and architects – can not only answer how things are done, but why.</p>	<p>An experienced technology architect that is able to interpret the transitional and target state service designs and provide technical direction across services, patterns, infrastructure, applications, data and integration.</p> <p>Works directly with the enterprise architecture function(s), as well external technical stakeholders and governance groups, to ensure that emerging design is socialised, assured and governed appropriately through the programme life-cycle.</p> <p>Validates the achievability of the proposed technology and provides day-to-day technical counsel to the development and technology resources across the programme, including those within scrum teams.</p>	<p>An experienced cross-capability architect, that operates above technology and process.</p> <p>Skilled in contextualising strategy for delivery needs, develops business capability maps and value streams to help bridge the gap between strategy and execution, and helps streamline and rationalise the investment in technology enablement.</p> <p>Can combine and synthesise the outputs from service design work, technology solution design as well as security and privacy design to ensure the E2E service and information flow remains efficient and reliable.</p>	<p>An experienced programme delivery lead that can orchestrate, aggregate, direct and lead multiple partners, agencies and suppliers towards their agreed objectives, and that is able to intervene as risks emerge in order to course correct, ensuring central agencies and delivery partners are brought along the journey.</p> <p>Has knowledge and understanding to maintaining the integrity of the funded E2E scope, identifying the key areas of change, and developing a delivery vehicle that focuses on the integrated change needs across workflow, people change and adoption, technology and data.</p> <p>Understands the importance of timely negotiations with stakeholders and operational teams to ensure the impacts of transitional states are understood and supported, and is capable of balancing the momentum of a multi-agency, multi-disciplined programme team with the required interactions and interest of external stakeholders, agencies and conflicting political priorities.</p>

Delivery Approach – Interim Programme Structure (Mobilisation)



Delivery Approach - Execution

Delivery execution will be based on 'bringing the work to the team' to reduce external dependencies, and will be driven through scrum delivery, which will be a blended team of skills identified through user-story requirements and is necessary in order to develop successful outputs at a fast pace.

Each workstream is expected to present a Product Description / Workstream Brief that acts as a mini project plan for each workstream, in which the Work stream lead sets out their approach, scope, risks, dependencies, etc. This provides rapid inroads into programme integration and team connections.

To begin with all delivery teams will operate as one scrum team to enable a one management model and align all teams to a common goal. This is a flexible model and as the team gains confidence in sprinting the model can be adjusted as required based on outputs of the Sprint Retros and team growth.

Each member of the scrum team will be dedicated to the sprint to reduce the impact of conflicting priorities and context switching, however this is not always feasible to manage with BAU and the programme will have to work with Customs stakeholders to determine a FTE split that works, especially as roles, skills and resource may no longer be available due to organisational demands.

Delivery Approach - Execution

The application of the delivery principles throughout each part of the programme, will ensure consistency of quality as we drive towards the agreed milestones and the associated successes.

To support clarity of elaboration as the scope is refined, use-cases will be delivered using a **“Minimum Viable Product” (MVP) approach where features will be based on backlog prioritisation within the Backlog refinement sessions.**

This approach will also involve to a regular review of the success criteria for each of the major milestones, especially as the underlying dependencies and gaps resulting from wider Government landscape change activities become increasingly apparent and drive contextual change. This will ensure progress is continually being made as opposed to falling at each hurdle, however it will require a controlled communication and agreement model that will be services and achieved through Mission Control stand-ups.

The underlying principle is that solution design, build and development work should not be commissioned until an agreed user-story / use-case and/or specification has been reviewed and agreed. This principle can be applied efficiently in each case, which allows for work progressing without these assets becoming the exception rather than the norm.

Delivery Approach – Increment 1 Targets

As establishment requires many simultaneous activities to take place, Increment 1 (Aug 2021 to Dec 2021) will be a single delivery increment operating across 5 monthly sub-increments across all three programme tranches. Breaking Increment 1 into sub-increments allows the programme to set success criteria to be achieved by the end of each month to ensure that the aggregated outcome of delivery is on track.

1.1 Make the Case	1.2 Build the Team	1.3 Clear the Path	1.4 Embed the Cadence	1.5 Prove the Delivery
August	September	October	November	December
Treasury Business Case <ul style="list-style-type: none"> Developed and reviewed Socialised and agreed Supported and submitted 	Treasury Business Case <ul style="list-style-type: none"> Responses to questions Incorporate feedback Business case approval 	Treasury Business Case <ul style="list-style-type: none"> Responses to questions 	Treasury Business Case <ul style="list-style-type: none"> Report back on targets Feedback on confidence 	Treasury Business Case <ul style="list-style-type: none"> Confirmation of delivery Burn forecasts reviewed
Management & Approach <ul style="list-style-type: none"> Delivery approach Integrated team structure Governance model agreed Ceremonies in-place 	Management & Approach <ul style="list-style-type: none"> Reporting in place PMO in place Control assets populated Delivery ceremonies in place 	Management & Approach <ul style="list-style-type: none"> Foundation & Enhancement scopes agreed Workstream briefs finalised First design sprints complete 	Management & Approach <ul style="list-style-type: none"> Internal IQA High level Digital Arrival Architecture in place Programme constraints set 	Management & Approach <ul style="list-style-type: none"> Christmas / New Year slow down mitigated
Mobilisation <ul style="list-style-type: none"> Resource planning Capability based resourcing approach Communication cascade 	Mobilisation <ul style="list-style-type: none"> Partners and suppliers commercially engaged Delivery hub established Relationship forums in place Sprint members identified 	Mobilisation <ul style="list-style-type: none"> Pilot tranche fully populated Roles & responsibilities clear Other tranches' resources secured 	Mobilisation <ul style="list-style-type: none"> Programme fully resourced across all tranches Majority colocation in place 	Mobilisation <ul style="list-style-type: none"> Ways of working understood
MVP <ul style="list-style-type: none"> User-stories and process development HL Solution scope agreed Task elaboration and allocation 	MVP <ul style="list-style-type: none"> Solution architecture design Solution detailed design Scrum team established and operating Prototype build commences 	MVP <ul style="list-style-type: none"> Operational changes and implications confirmed Prototype testing commences Integration testing commences 	MVP <ul style="list-style-type: none"> Prototype unit and integration testing complete security reviews complete E2E service simulation 	MVP <ul style="list-style-type: none"> Security acceptance Digital MVP Release Operational changes applied

Delivery Approach – Establishment Milestones (Aug-Dec)

	August	September	October	November	December			
Business Case & Assurance	<ul style="list-style-type: none"> Business case submitted Programme Governance roles & Responsibilities Governance meeting schedule Document control Document structure Access rights, naming conventions Security controls 	<ul style="list-style-type: none"> Business case approval Technical achievability plan Ethics plan Quality plan Change control process 	<ul style="list-style-type: none"> Project Financial Forecast Programme Financial Management Strategy Programme Financial Management Plan Assurance plan 	<ul style="list-style-type: none"> Procurement, Privacy and Legal plan Proffy Plan Benefits Profiles Benefit Dependency Map 	<ul style="list-style-type: none"> Policy Achievability Plan Benefits Profiles Security Plan complete Course/Performance Management Initial report back 	<ul style="list-style-type: none"> Go/No-Go Gate Confirmation of MVP delivery 		
Pilot (THP MVP)	<ul style="list-style-type: none"> MVP Build Starts (Components to be defined) 	<ul style="list-style-type: none"> HL E2E solution Depiction (manual tech & data flow) MVP Build starts 	<ul style="list-style-type: none"> MVP Feature Demo 1 MVP Feature 	<ul style="list-style-type: none"> MVP Feature Demo 2 Unit testing underway Operational changes continued 	<ul style="list-style-type: none"> MVP Stubbed E2E Demo Unit testing complete Integration testing commences 	<ul style="list-style-type: none"> Integration testing complete Security architecture review complete MVP E2E simulation workflow and service Disaster recovery approach 	<ul style="list-style-type: none"> MVP E2E Demo Security Acceptance 	<ul style="list-style-type: none"> Digital MVP Release Operational changes adopted
Programme Mobilisation	<ul style="list-style-type: none"> Scrums populated Sprint ceremonies set-up Roles & Responsibilities Programme org Structure 	<ul style="list-style-type: none"> Inter-agency working group in place Internal reporting finalised Status Reporting Stakeholder List Stakeholder Plan Risks and Issues Management Plan, processes and procedures 	<ul style="list-style-type: none"> Delivery hub established RAID registers External reporting finalised Resource Management plan, processes, procedures Resource forecasts On-boarding plan Off-boarding plan 	<ul style="list-style-type: none"> Full programme scope agreed Stakeholder Engagement Plan Communication Strategy Communications Plan 	<ul style="list-style-type: none"> Product Description Workstream briefs Fully populated programme Change management Plan 	<ul style="list-style-type: none"> High Level Programme Architecture (DAC) Christmas/New year aspirations approved Ways of working in place 		

Delivery Approach - Methodologies Recommendation



Agile

Focus:

- Adaptive and breaks initiatives into smaller iterative periods
- Suited for incremental changes on well-established products
- Delivers most value for feature development

Our Experience:

- Not suitable for this delivery due to experience of available resource and time to embed practices across multiple stakeholders and relationships



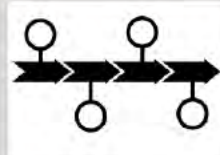
Scaled Agile

Focus:

- Extend an iterative approach across multiple teams and business functions
- Helps bring agile to leaders to facilitate strategic decisions
- Well governed and drives multiple levels of hierarchy

Our Experience:

- Not suitable for this delivery due to experience of available resource and time to embed practices across multiple stakeholders and relationships



Waterfall

Focus:

- Best fit for projects to be completed in a linear phase
- Suited for technology foundation initiatives where a high predictability is desired



Kanban

Focus:

- Subset of Agile and can be used to visualise the team's workflow
- Requires real-time communication
- Suitable for deployments that can avoid overhauling existing workflows



Scrum

Focus:

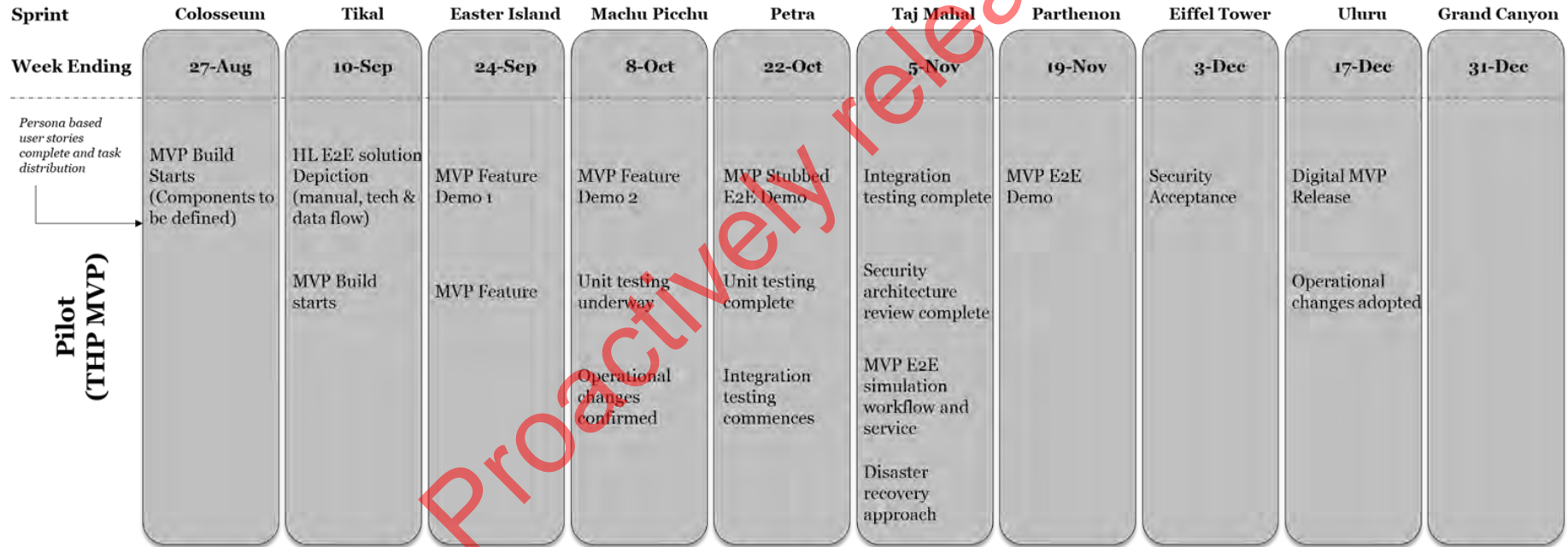
- Subset of Agile to focus on work that is able to progress on a two week cadence to complete
- Best fit for feature-driven work with big release goals or milestones

The planned extensive backlog focuses beyond the Travel Help Pass early features and towards the establishment of Digital Arrival Card release cycles; This will result in a fundamental transformation of the experience within which an international passenger arrives into New Zealand.

The scale of and complexity of the backlog creates a heightened dependency on operational services and multiple agencies, which suggests a mixed delivery model. The proven reliability of joint Waterfall, Kanban and Scrum is intended to be used.

Delivery Approach – Increment 1 MVP Sprint Contents

Indicative MVP sprint cadence (pre-elaboration); 10 2-week sprints (Aug 16 – Dec 31)



Delivery Approach – Elaboration Approach & Sizing

Elaboration is one of the pivotal elements in the delivery process. There is an established sequence that should be followed that is repeatable across all delivery approaches and mechanisms

- At the start of every user story that we work on, the individuals working on that story should get together in an elaboration discussion.
- The purpose of the discussion is to develop a common understanding of the story and that there are no fundamental misunderstandings between the team members of what is needed.
- It should be led by the anticipated product owner, SME or BA
- Expected output is a mind map highlighting the key considerations and conditions of the story, acceptance criteria, risks and assumptions, and then published and shared to wider audience

The fastest path to elaboration it to use the Who, What, Why and How approach

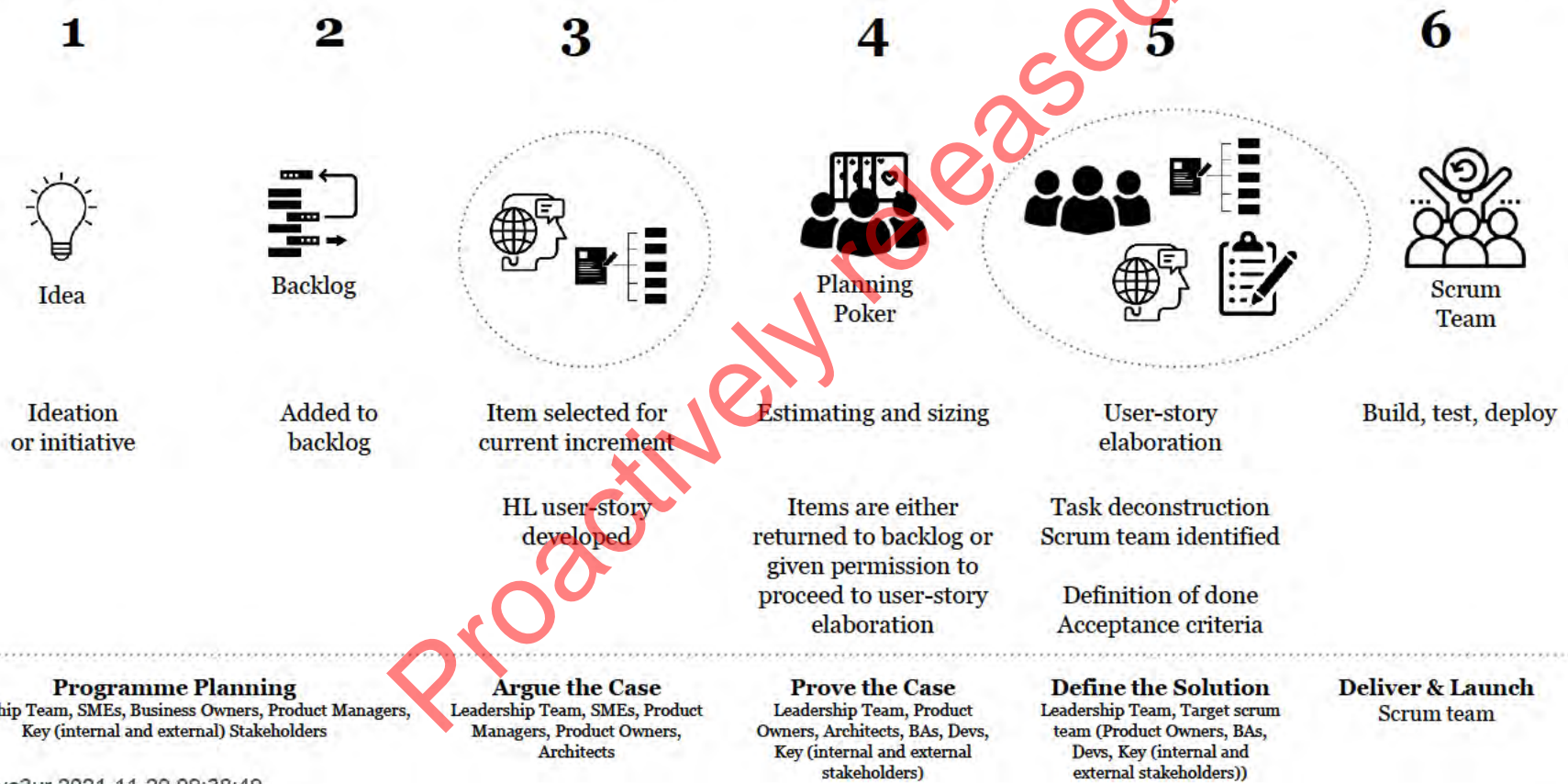
Step	To Identify	Purpose	Approach
Who...	...benefits	The primary target for the story	As a...
Why...	...is this needed / wanted	The need of the primary target and the problem that they are facing	I want...
What...	...is acceptable	What do they want to be able to do and what defines acceptance and success	so that...
How...	...might we achieve it	What are the key constraints, the indicative approach (if one exists) and the associated risks and issues	-

Sizing: A reliable team-oriented sizing approach is to use planning poker to assign story-points, which is a consensus-based, gamified technique for estimating effort or relative size of user-story goals.

Advantages of this approach are that each team member can "voice" their estimates, which encourages group discussion and collaboration and in turn will align team members to the common goals and feel more committed to the project plan.

While estimating and assigning story points to each story it is important to maintain relative values; A story assigned 2 story points should be twice as much as a story that is assigned 1 story point, etc.

Delivery Approach – Programme Delivery Workflow



Proactively released