



**PUBLIC SAFETY  
NETWORK**  
*TE KUPENGA MARUTAU*

# **Public Safety Network Appendix 5.6 Functional Guidelines Transition Delivery Framework**



# Contents

- 1. Introduction ..... 3
- 2. Document Purpose ..... 3
- 3. Organisation..... 3
  - 3.1 How Agencies Work with the Lead Entity..... 3
- 4. Governance ..... 4
  - 4.1 The Executive Governance Board (EGB) ..... 4
  - 4.2 The Programme Control Board (PCB) ..... 4
  - 4.3 Agency Project Board (APB) ..... 4
- 5. Roles and Responsibilities..... 4
  - 5.1 Senior Responsible Owner/Lead Entity Director ..... 6
  - 5.2 Agencies ..... 6
  - 5.3 Agency Business Change Manager ..... 7
  - 5.4 Delivery Partner ..... 8
  - 5.5 Service Provider ..... 8
- 6. Transition Management ..... 9
  - 6.1 Transition Overview ..... 9
  - 6.2 PSN Capability Roadmap..... 11
  - 6.3 Agency Transition Roadmaps ..... 11
  - 6.4 PSN Capability Roadmap – Indicative ..... 12
  - 6.5 Proof-of-Concepts vs. Trials ..... 14
  - 6.6 Testing and Acceptance ..... 14
  - 6.7 Reporting ..... 14
    - 6.7.1 *Capability Readiness Dashboard* ..... 14
    - 6.7.2 *Transition Status Executive Report* ..... 15
  - 6.8 Capability Evolution ..... 15
  - 6.9 Contract Management ..... 15
  - 6.10 Change Control ..... 15
  - 6.11 Agencies Working with Service Providers..... 16
  - 6.12 Service Acquisition and Roadmap ..... 16
  - 6.13 Equipment/Device Acquisition ..... 17
  - 6.14 Contracting ..... 17
  - 6.15 Integration with Enterprise Systems ..... 17
- 7. Service Providers..... 17
  - 7.1 Delivery Management..... 17
  - 7.2 Key Roles and Responsibilities ..... 18
  - 7.3 Delivery Plans..... 18

## 1. Introduction

The Public Safety Network (PSN) programme is an Emergency Services initiative of behalf of Fire and Emergency New Zealand (Fire and Emergency), New Zealand Police (Police), St John New Zealand (St John), and Wellington Free Ambulance (WFA). The PSN programme is tasked with delivering Mission Critical communication services to the Emergency Services sector.

This document should be read in conjunction with the *Appendix 1. Service Requirements* and *Appendices 4.1 to 4.5 Services Guidelines* documents.

## 2. Document Purpose

This document outlines the approach to planning and delivery of transition activities for implementation of the new PSN capabilities across the Emergency Services agencies.

This should be read in conjunction with the *Appendix 9. Operating Model* document which details the operational end-state for the new capability.

## 3. Organisation

Delivery and management of the Emergency Services Public Safety Network investment is centrally managed within the PSN programme. This centralised delivery model ensures that the capability development is sustained, the investment is optimised, and the Government receives best value for money.

The delivery of the PSN programme is led by the [Next Generation Critical Communications Lead Entity](#) (Lead Entity) which is a business unit hosted by Police.

The Lead Entity is governed by an Executive Governance Board (EGB), which is accountable to Oversight Ministers through the Lead Minister for the programme's delivery.

The Oversight Ministers for the Lead Entity are: the Minister of Police (Lead Minister); Minister of Finance; Minister of Broadcasting, Communications and Digital Media; and the Minister for Infrastructure.

Crown Infrastructure Partners Limited (CIP) has been appointed as the delivery partner for the network delivery components of the PSN programme and will lead the procurement of the network capability enhancement required to provide the PSN Services.

### 3.1 How Agencies Work with the Lead Entity

The agencies – Fire and Emergency, Police, St John and WFA – each have project management, commercial, operational, technical and business change management representation within the PSN programme and will be engaged during the procurement and transition processes as part of the programme team. This is to ensure the investment objectives are met for each agency.

The ongoing interaction between the agencies and Lead Entity and service providers is described in the *Appendix 9. Operating Model* document.

## 4. Governance

The programme has levels of governance that are responsible for ensuring the investment outcomes for the PSN programme are achieved.

The governance boards within the programme delivery structure include:

### 4.1 The Executive Governance Board (EGB)

The [EGB](#) operates at a strategic level. It governs the Lead Entity and is accountable to the Oversight Ministers for investment outcomes and the ongoing evolution of the PSN. The EGB members include the Emergency Services agencies' Chief Executives and three other independent members. The EGB's independent members bring perspectives and expertise from their specialist domains (commercial, technical and international). The Chief Executives are accountable for representing their agency's requirements, priorities and constraints. They are also responsible for ensuring the PSN programme delivers outcomes that realise benefits within their agency.

### 4.2 The Programme Control Board (PCB)

The PCB operates at a tactical level. It is accountable for successfully delivering the programme by establishing the PSN capability. The PCB will oversee the transition of Emergency Services to the new capability and will assure existing radio networks until transition is complete.

### 4.3 Agency Project Board (APB)

Each agency has its own APB that governs the projects that will transition their respective agencies to PSN capabilities and realise the agency specific business benefits. The APBs also govern Radio Assurance projects while they are still being delivered.

## 5. Roles and Responsibilities

The following describes the membership at the governance forums and outlines the key work streams within the PSN programme.

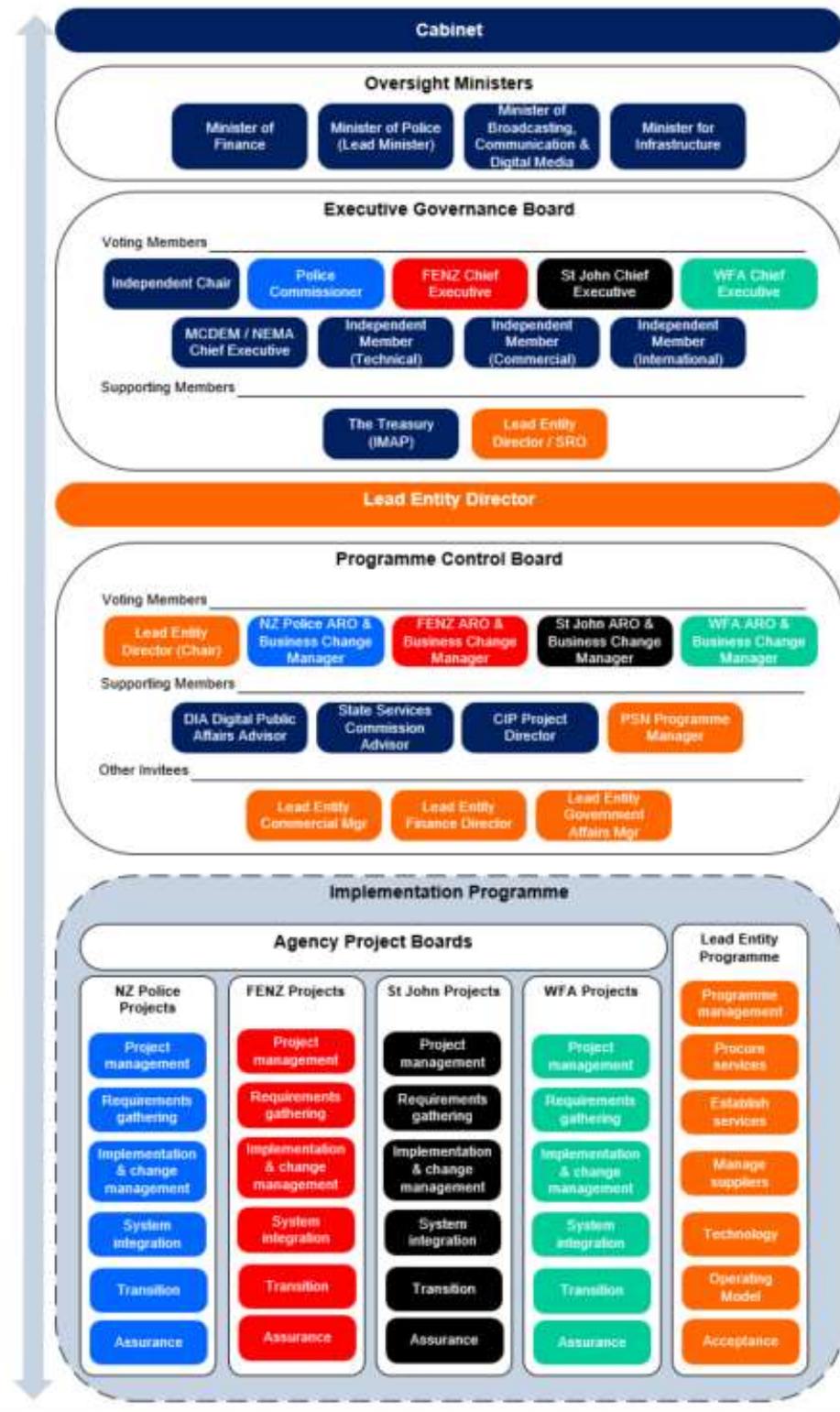


Figure 1: Governance Structure

## 5.1 Senior Responsible Owner/Lead Entity Director

The Senior Responsible Owner (SRO) is the single accountable person to oversee, manage and co-ordinate all aspects of the programme with its underlying projects and the Lead Entity. The SRO will be accountable for the following key activities:

- reviewing agency project mandates related to PSN transition and radio assurance;
- authorising expenditure in accordance with Delegated Financial Authorities;
- ensuring the programme delivers within its agreed cost, time, quality and other parameters;
- endorsing re-validated DBC(s) and Implementation Business Cases to support investment decisions;
- approving changes to the programme (scope, time and cost) within the agreed tolerances;
- escalating any major programme changes that exceed agreed tolerances, risks and issues that cannot be effectively managed by the PCB to the EGB;
- recommending that the EGB approves major decision gates when acceptance criteria are achieved;
- ensuring agencies have processes in place for realising and reporting benefits;
- approving aggregated agency benefits realisation reporting;
- preparing and managing Memorandums of Understanding;
- managing the Master Services Agreement for PSN services;
- managing the PSN service catalogue and service roadmap;
- managing service provider performance and resolution of issues;
- developing Implementation Business Cases;
- endorsing agency business cases where relevant;
- developing and endorsing reports, including report backs and PSN performance reporting; and
- resolving conflicts within the PCB.

## 5.2 Agencies

Each participating agency has an Agency Project Board (APB). The APB is chaired by an Agency Responsible Owner (ARO) who is accountable to their agency Chief Executive, who is a member of the EGB. The ARO oversee, manage and co-ordinate all aspects of the PSN projects, including radio assurance within their agency. They are accountable for the realisation of PSN benefits within their agency.

Agencies will be responsible for:

- defining and monitoring benefits for their agency;
- representing the operating business;

- communications planning;
- training planning;
- changing operating procedures to incorporate PSN services;
- incorporating PSN into agency business continuity planning;
- coordination of fleet, premises and personnel related to the deployment of PSN equipment;
- business acceptance testing;
- migration planning including production pilots;
- alignment with an agreed common framework for transition;
- maintaining the agency specific adoption roadmap for all activities related to or impacted by the PSN;
- regularly contributing to the PSN Capability Roadmap by sharing the agency adoption roadmap, participating in agreed joint planning sessions;
- supporting activities necessary for the integration with systems shared by multiple agencies; and
- establishing projects and programmes of work to integrate and consume PSN Service Catalogue items.

Each agency will develop and leverage transition and service consumption projects based on the PSN Capability Roadmap.

### 5.3 Agency Business Change Manager

Each agency has a Business Change Manager (BCM) who is responsible for leading the delivery and defining success of the PSN Programme within their agency on behalf of the ARO to ensure the benefits of the PSN Programme are realised in their business. The AROs and BCMs provide agency leadership for the PSN. Responsibilities of the BCM include (within their agency):

- defining and monitoring benefits for their agency;
- representing the operating business;
- continuity of existing services until transition completed;
- communications planning;
- training planning;
- changing operating procedures to incorporate PSN services;
- incorporating PSN into agency business continuity planning;
- coordination of fleet, premises and personnel related to the deployment of PSN equipment;
- business acceptance testing; and
- migration planning including production pilots.

It is important to note that ARO and BCM responsibilities differ for each agency due to differing organisational structure, culture and operating models. The PSN programme on behalf of the Lead Entity will work to develop and leverage common PSN transition processes and procedures through the PCB and working groups.

#### **5.4 Delivery Partner**

Crown Infrastructure Partners (CIP) performs the role of Delivery Partner for the PSN procurement. CIP will manage the primary procurement process to select suppliers to establish the infrastructure required to deliver PSN services. This includes contracting for, managing and delivering cellular coverage, cellular network resilience, digital radio services and core network Mission Critical features. CIP will develop the PSN Master Services Agreement and initial PSN Service Catalogue which will be handed over to the Lead Entity for ongoing management and evolution. CIP's role in the PSN Programme will be complete once the delivered infrastructure meets the contracted requirements and is handed over for participating agencies to begin transition.

CIP as delivery partner for the procurement of the network infrastructure will provide relevant inputs and ongoing updates to the PSN Capability Roadmap.

#### **5.5 Service Provider**

Service providers will provide services, established through the primary procurement process, for secondary procurement directly with agencies.

Service providers will be responsible for:

- delivery and integration of services to agencies as per the PSN Service Catalogue;
- engaging with the PSN Programme and Emergency Services agencies to perform system acceptance testing including MC Interworking functionality testing for end to end hybrid network solution offered;
- regularly contributing to the PSN Capability Roadmap by sharing the service provider capability roadmap and participating in agreed joint planning sessions;
- providing standardised integration options for all agencies;
- continuous improvement of PSN Services;
- evolving capabilities in a timely manner to keep current and avoid end-of-life step change;
- engaging in proof-of-concepts, trials and pilots with agencies;
- providing clear plans for migration of capabilities as they evolve;
- reporting on SLAs and KPIs for PSN Services;
- ongoing development of critical communications capability including delivery of new innovations;
- assisting with agencies decommissioning plans; and
- assisting agencies with asset transfers.

## 6. Transition Management

Transition management is guided by the following principles:

- give agencies control over the adoption of capabilities and ensure that capabilities are available when expected;
- guide transition from programme vision and objectives;
- monitor the transition with measurable transition KPIs and benefit realisation KPIs;
- provide visibility and transparency across all agencies about transition progress;
- share experience across agencies and adapt future transition activities accordingly;
- focus on the continuous delivery of benefits to agencies throughout the transition;
- establish regular cross-agency interactions for feedback and adapting to change;
- ensure transition does not degrade legacy services until agency migration is completed; and
- provide a transition roadmap from the existing legacy services and capabilities with 3GPP type open standard solutions.

Considerations for transition success:

- services are technically fit-for-purpose – have passed various levels of tests and any outstanding bugs are acceptable/not critical to service delivery;
- service support model is strategically aligned;
- end-user documentation/training in place;
- commercials are in place including:
  - Agreements signed and current;
  - SLAs agreed;
- service management established including:
  - Service catalogue updated;
  - Service desk in place; and
  - Second and third-level support and escalation processes in place; and
  - Integration between the supplier Service Desk and agency Service Desk.

### 6.1 Transition Overview

Post-primary procurement and the establishment of the PSN Service catalogue, the agencies will undertake secondary procurement to establish agency contracts with service providers.

For some services, integration is a transition step prior to user transition. The integration activities involving service providers and agencies follow selection from the Service Catalogue and would feature as part of the agency project delivery.

The PSN programme will establish a roadmap with service providers to aid in the transition of agencies to the new PSN capabilities. The roadmap will identify when and where PSN services will be built, tested and ready for agency transition projects. The PSN programme will utilise agency roadmaps and a consultative process to optimise the PSN Capability Roadmap, identifying opportunities for early adoption. In addition, the PSN programme will work with agencies to help them plan their transition projects including any technical or business change management that can occur to prepare for transition.

As shown in the diagram below, the agency roadmaps will influence the PSN Capability Roadmap. The PSN Capability Roadmap will influence and guide the creation of the agency roadmaps. The agency roadmaps and the PSN Capability Roadmap influence each other.

It is understood that the transition to the new LMR network may include the use of some existing agency assets, however all existing agency services must be maintained as fully operational until agencies have completed migration to the new service capabilities. Known spectrum, physical site infrastructure and interface system constraints will influence the transition roadmaps. The user transition may be influenced by the build timelines.

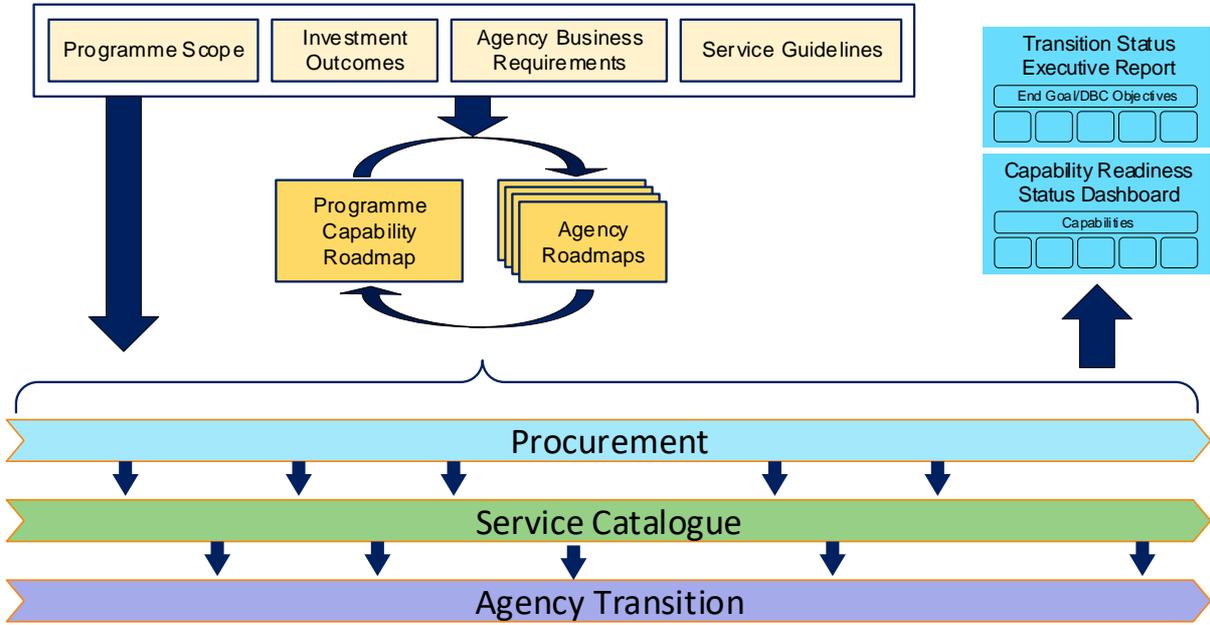


Figure 2: Transition Approach

Any new capabilities required during the lifecycle of the PSN Service Catalogue will be notified by agencies to the NGCC Lead Entity to negotiate enhanced or new services with service providers.

The programme and agency roadmaps will hold more detail for the near-term view and will be higher level for the longer-term timelines:

- a detailed view of the near term (next six months);
- a somewhat refined view of the medium term (six months to 18 months); and

- a high-level view by calendar quarter for the longer term (beyond 18 months).

## 6.2 PSN Capability Roadmap

The PSN Capability Roadmap provides the agencies with a current, and regularly updated, view of the rollout of capability releases from service providers. It is the reference document for the current state of all relevant releases of partial or whole capabilities that can be adopted by agency for integration, testing, pilots and adoption.

This roadmap is owned by the programme but is collaboratively updated with agencies and service providers as part of the transition planning process.

The roadmap will be based on a set of current assumptions, constraints and dependencies that will be included with the roadmap.

The focus areas of the Capability Roadmap are:

- details capability release timelines from contract partners and when capabilities will be viable for transition;
- contains delivery milestones for PSN capabilities that allow for agency transition projects to commence planning activities and identify when capabilities will be ready for purchase;
- informs staging of potential roll-out within agencies including agency pilots and agency proof-of-concepts;
- identifies dependencies across capabilities;
- reflects agency constraints and dependencies for adoption;
- identifies where capabilities are expected to be enhanced over time;
- includes all PSN Service Catalogue items, not just network infrastructure capabilities (e.g. devices); and
- informs agencies timing for secondary procurement activity.

## 6.3 Agency Transition Roadmaps

The agency transition roadmaps will be established and maintained by each of the agencies. The roadmaps are closely aligned with the PSN Capability Roadmap. A continuous collaborative process of review and update, with the programme, the other agencies, and service providers, is necessary to ensure that the roadmaps remain synchronised.

Each agency is the owner of its transition roadmap. The focus areas of the roadmaps are:

- details planned agency transition projects to take up new PSN capabilities including any planned pilots or proof-of-concepts;
- details involvement of one or more agencies in the integration activities necessary for service adoption;
- details other agency change projects (technical and business) that may impact on transition or integration;
- details the staging of projects within agencies including managing constraints that agencies have (e.g. vehicle fit-out timelines);

- identifies dependencies across other agency roll-outs;
- identifies and reflects constraints and dependencies with other agencies;
- informs budget and resource planning for agencies;
- details decommissioning activities; and
- informs any new services/capability required for the Lead Entity to work with service providers to add to the Service Catalogue.

#### **6.4 PSN Capability Roadmap – Indicative**

The following is an indicative roadmap that attempts to show the potential timing of service readiness and agency transition. This will be further informed during the procurement process.

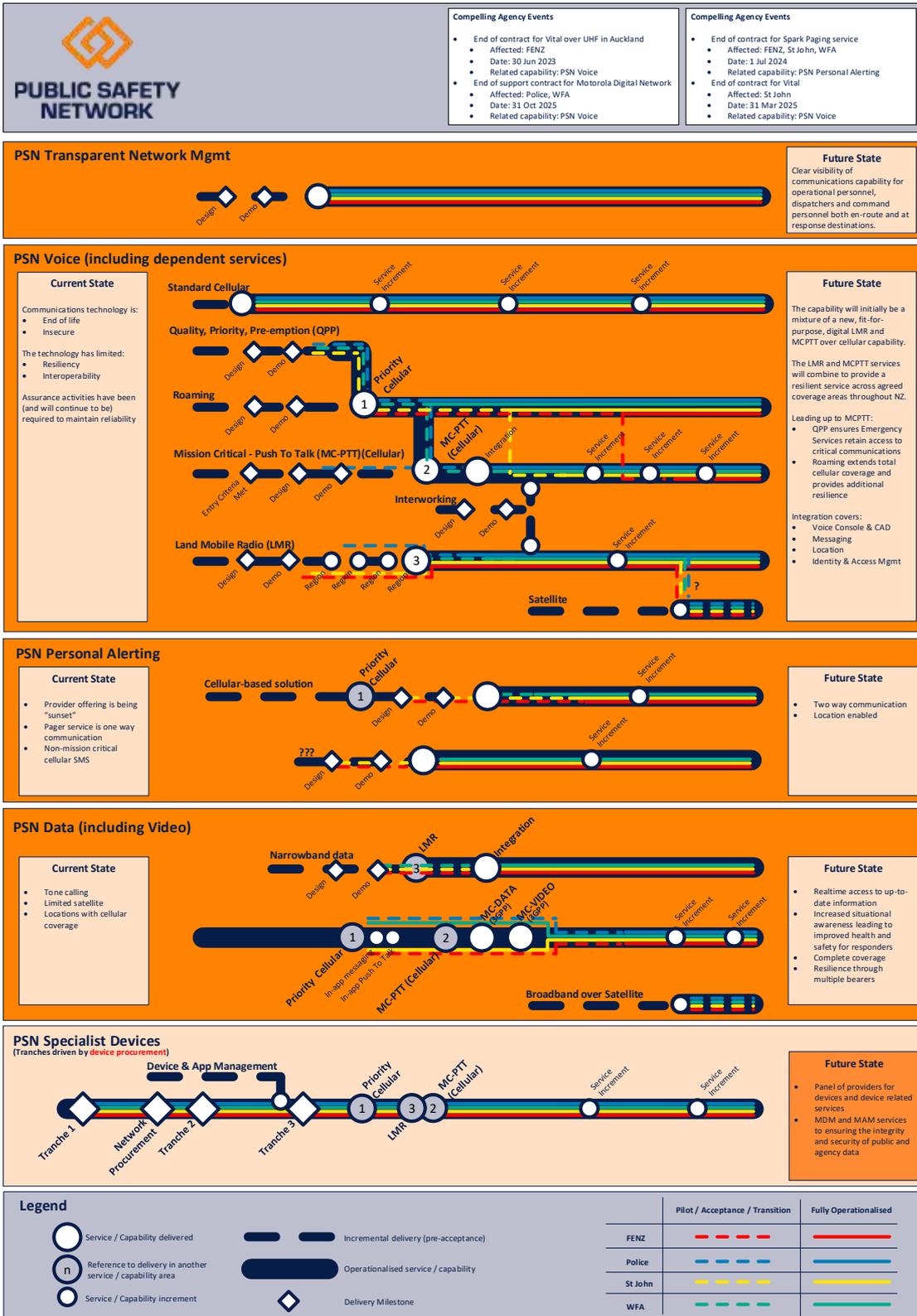


Figure 3: Indicative PSN Capability Roadmap

Pre-delivery milestones for design and demonstration have been applied generically and will be further informed by the acceptance aspects of the procurement process.

The exception to this is an entry criteria milestone at the start of Mission Critical Push-to-Talk (Cellular). This milestone has been placed ahead of the start of design and build and is intended to ensure that the solution is positioned to deliver this new capability successfully in a New Zealand Emergency Services context.

## 6.5 Proof-of-Concepts vs. Trials

Proof-of-concept (PoC), pilot and trial activities may be required by agencies as part of their transition planning and implementation projects. These activities will be focused on informing the processes for transition and what business, operational or technology changes might be required to consume the catalogue services. These activities are not intended for supplier product development.

## 6.6 Testing and Acceptance

Service providers will deliver capabilities to the service catalogue once the agreed acceptance criteria have been achieved and approved by the PSN programme including security certification.

All services and integration must be tested and approved in test and PoC phases of the programme, then approved by PSN programme before services can be included in the catalogue.

During secondary procurement of a service from the catalogue, the agencies will define and agree acceptance criteria for adoption projects. The criteria will be guided by the service specification included in the Service Catalogue and may be supported by PoC activities to validate service applicability to particular use cases. Acceptance of adoption of services by agencies will include System Integration Testing (SIT) and User Acceptance Testing (UAT) and may be supported by limited-deployment agency pilots. Agencies will accredit the services for their own use from a cyber security perspective. There will need to be consideration of inter-agency testing.

## 6.7 Reporting

Reporting of capability readiness and take up by agencies of PSN services will be managed within APBs and will be reported up to the EGB via the PCB. Two dashboards will be produced by the programme:

1. Capability Readiness Dashboard.
2. Transition Status Executive Report.

### 6.7.1 Capability Readiness Dashboard

The capability readiness dashboard will be updated regularly and provided to stakeholders. The capability dashboard will be developed in conjunction with programme, service providers and agency stakeholders.

The readiness of the PSN service capabilities will be shown in the dashboard including:

- Device and application management;
- Transparent network management;

- LMR ;
- Cellular pre-emption and prioritisation;
- MCPTT (LMR, cellular, converged interworking);
- Devices (handheld, vehicle hubs, deployables);
- Satellite services; and
- Other key aspects as required.

### 6.7.2 Transition Status Executive Report

The transition status executive report will show progress of the transition for each agency. This report will be developed in conjunction with programme and agency stakeholders and will be a high-level summary of the benefits realisation plans and tracking of transition to the new PSN Services.

## 6.8 Capability Evolution

It is expected that the PSN capability will evolve as a result of evolving agency requirements, technology evolution, technology lifecycle, and changes to agency specific technologies.

It is important that backwards compatibility is maintained throughout service provider technology change and evolution. Service providers must update the Service Catalogue when there is a change either technologically or operationally. This is to ensure the Service Catalogue always reflects the service they deliver.

Service providers are encouraged to propose changes or additions to the PSN Service Catalogue as their capability evolves. Version upgrades, fault fixes and additions of functionality to existing catalogue services should have minimal impacts on agency interfaces and integration requirements.

Version support for capability should be N-2 at a minimum where 'N' occurs no more than once per annum.

## 6.9 Contract Management

CIP will manage the primary procurement process to select suppliers to establish the infrastructure required to deliver PSN services. This includes contracting for, managing and delivering cellular coverage, cellular network resilience, digital radio services, Personal Alerting, and core network Mission Critical interworking features. CIP will develop the PSN Master Services Agreement and initial PSN Service Catalogue which will be handed over to the NGCC Lead Entity for ongoing management and evolution. CIP's role in the PSN programme will be complete once the delivered infrastructure meets the contracted requirements and demonstrates a migration pathway to be handed over for Participating Agencies to begin transition.

Agencies will contract directly with service providers from the PSN Service Catalogue for transition to the services from within their agency. Agencies will maintain day-to-day operational and contractual management of services procured from service providers.

## 6.10 Change Control

Changes to either PSN Service Catalogue or PSN Master Services Agreement prior to handover to the NGCC Lead Entity will be managed by CIP with PSN programme approval.

Changes to either PSN Service Catalogue or PSN Master Services Agreement, once handed over from CIP, will be managed by the NGCC Lead Entity.

During transition planning and transition implementation the following will be agreed:

- Alignment of change control practices between service providers and agencies;
- Agency change control during the transition project and during normal operations understood by service providers; and
- Service provider change control practices during transition projects and during normal operations agreed by agencies.

Summary of typical process:

- Submit a change proposal;
- Consider and document impact;
- Decision to accept, conditionally accept, reject or defer;
- Implement;
- Review; and
- Close.

### **6.11 Agencies Working with Service Providers**

Agencies will engage directly with service providers to source services on the PSN Service Catalogue by way of secondary procurement.

This engagement will include:

- Planning service adoption based on the Capability Roadmap;
- Selection of services from the Service Catalogue;
- Identify scope of service delivery – subset, full, superset of Service Catalogue service requirements of functional and non-functional requirements;
- Analyse and agree integration requirements;
- Analyse and agree decommissioning requirements;
- Agree Statement of Work which would include all professional services required to implement the services including integration via open standards if required to agency specific systems and interfaces;
- Contracting; and
- Project management – financial control etc.

Agencies will engage with the PSN programme to request or propose changes to the PSN Service Catalogue.

### **6.12 Service Acquisition and Roadmap**

Agencies will prepare for service acquisition using information provided by the PSN Capability Roadmap.

Agencies will work directly with service providers to understand detailed features and requirements for consuming services from the PSN Service Catalogue. This would include:

- Defining the set of features required of the service from Service Catalogue;
- Identifying additional feature requirements not covered by the Service Catalogue;
- Understanding non-functional requirements; and
- Requirements analysis for integration with agency systems.

Agencies will be accountable for managing Statements of Work to deliver PSN Services from service providers.

Agencies will engage with the PSN programme to request or propose changes to the PSN Service Catalogue.

### **6.13 Equipment/Device Acquisition**

Equipment/device acquisition will also be performed as a secondary procurement from the device panels described in the PSN Service Catalogue. It is expected that the device panel will be established alongside the network infrastructure procurement.

Additional devices or equipment that are not currently available via the device panel can be included by initiating the defined process which will enable regular updating of the panel members. Agencies may also choose to procure devices from other existing contracts.

### **6.14 Contracting**

Agencies will contract directly with service providers from the PSN Service Catalogue. Agencies will maintain day-to-day operational and contractual management of services procured from service providers.

### **6.15 Integration with Enterprise Systems**

The service provider will work with the agency to analyse, document and agree the integration requirements for the consumption of PSN services. If required, any integration activity will form part of the agency implementation projects and if service provider resources are required it will be part of any Statement of Work with the service provider.

Integration activities may include temporary linking or interworking of legacy Push-to-Talk and message services with new PSN capabilities to facilitate operational transition.

## **7. Service Providers**

Service providers will be required to establish project delivery structures to deliver, build, test and assure the contracted network and associated services that the agencies are procuring.

Once agencies contract for services from the service catalogue by way of secondary procurement any delivery partner implementation projects will need to be resourced and agreed as part of the secondary procurement commercials.

The service provider will have sufficient resourcing for all transition projects.

### **7.1 Delivery Management**

Service providers will manage project delivery to agreed standards with regards to project scheduling, reporting, progress updates, risk and issue management and financial

management. These delivery management standards will be agreed and form part of the contracted services with agencies as part of secondary procurement.

## **7.2 Key Roles and Responsibilities**

Key roles and responsibilities for resources that are part of delivery and transition plans from delivery partners will be defined in project-related documentation. These roles are expected to include project management, technical and operational resources for each of the services being delivered.

## **7.3 Delivery Plans**

Service providers will be expected to undertake delivery planning using a project management tool that includes scheduling of tasks and dependencies which will be agreed with agencies.