

Public Safety Network

Appendix 9.

Operating Model

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1. Background

New Zealand's Emergency Services require secure reliable communications to help enhance public wellbeing, enforce the law, protect people and property, and operate with each other. To achieve this, the Public Safety Network (PSN) programme is a co-ordinated development approach for investment to replace the existing and outdated voice-centric radio networks with modern, innovative communication solutions. These will use voice, video, messaging and broadband data services, and provide the same core data and communications capabilities throughout New Zealand.

The Next Generation Critical Communications (NGCC) Lead Entity leads the PSN programme, working with and for the participating emergency services agencies – Fire and Emergency New Zealand, New Zealand Police (Police), St John New Zealand (St John) and Wellington Free Ambulance (WFA) - the agencies. 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.

2. Public Safety Network strategic intent

The PSN Strategic Intent drives the design of the operating model, so that we are organised to deliver a valuable, outcomes-based, partnership.

The PSN Strategic Intent is made up of two components: the purpose of the PSN, and the benefits that will flow from this:

2.1 Our Purpose

The PSN will provide Emergency Services agencies with modern critical communication services that enable them to better coordinate, manage, protect and direct their geographically dispersed staff which will support healthier, safer and more connected communities. This new capability will ensure reliable access to secure communications, meet health and safety requirements while delivering our legislative and contractual obligations, provide sustainability, and be governed to ensure development of the capability.

2.2 The PSN Benefits

- Our communication services make our people and the public safer;
- Our people are intelligence-led, with improved situational awareness through fit-for-purpose equipment;
- We can respond within reliable and resilient coverage throughout New Zealand, including during disasters;
- Our people can share information securely; and
- Communications capabilities are evolving and affordable.

A more detailed outline of the benefits is provided in Appendix One.

3. Purpose of our operating model

An operating model links strategy to action by connecting the strategic objectives of a programme to its tactical plans and projects. An overview of operating models is provided at Appendix Two.

The purpose of the PSN operating model is to provide an initial view of how to organise to deliver and execute PSN's strategy for its customers (the agencies), with potential to evolve over time to include other products and customers. Specifically, its purpose is to:

- Provide a high-level representation of what needs to be in place, and how to organise effectively and efficiently for successful delivery and execution;
- Reflect the needs and future requirements of Participating Agencies, including supporting all participating agencies to have a clear understanding of the level of control they will have, and the capabilities required by each party in the model;
- Outline how service provision will be organised and monitored, including how service providers will be managed, and who will manage the day-to-day service consumption for participating agencies and operational teams; and
- Describe the ways of working between parties through a set of operating principles which will guide decisions and behaviours.

The operating model will be used for procurement purposes. It will also assist the Lead Entity to ensure they are procuring the right products at the right time, recognising the state of readiness of participating agencies to procure them, and their nuanced requirements.

This operating model is expected to be further tested, explored and enhanced through the procurement process and beyond, as understanding is further developed and the programme progresses.

The operating model could also be adapted in the future to reflect other programmes if they are added to the NGCC Lead Entity's portfolio.

4. How we are organised

The operating model outlines the key parties in the PSN programme, and their functions, responsibilities and accountabilities or decision-making rights, to be undertaken in accordance with the operating principles. The relationships between the groups, and the key activities that trigger these, are captured in the arrows between the parties. The table below provides additional detail to support the high-level outline in the operating model.

A glossary of terms is provided in Appendix Three.

4.1 Summary of functions, accountabilities, and responsibilities

	Function	Accountabilities	Responsibilities	Capabilities
NGCC Lead Entity	Deliver, lead, facilitate and manage critical communication services that meet the current and changing needs for all participating agencies equally	<ul style="list-style-type: none"> • Delivery of the PSN programme • Relationship management with service providers • Procurement of products and services for the catalogue • Governance of communications capability development • Facilitating centralised funding requests when it is cross-sector (e.g. evolution of services) 	<ul style="list-style-type: none"> • Monitoring and managing realisation of benefits within programme • Reflecting the needs of users, and supporting Participating Agencies with change • Ongoing management and evolution of service catalogue • Ongoing global service management for PSN (including system-wide monitoring) • Managing a 'centre of excellence' for development of critical communications • Issues management 	<ul style="list-style-type: none"> • Facilitation • Leadership • Programme and change management, including benefits realisation • Contracting • Enough technical capability to understand system-wide needs • Strategic capacity • Skills and mindset to operate under the principles

	Function	Accountabilities	Responsibilities	Capabilities
Participating Agencies	Procure from the catalogue, collaborate with the Lead Entity on new products/services, and communicate agency needs and perspectives regarding performance and service, including collaborating with the entity on expected Service Level Agreements (SLAs) and Key Performance Indicators (KPIs).	<ul style="list-style-type: none"> • Developing and communicating agency requirements for technology on an ongoing basis • Delivering and managing change and transition to PSN services within an agency, including integration • Managing agency budgets 	<ul style="list-style-type: none"> • Monitoring and managing the realisation of benefits within an agency • Procurement of products and services from the catalogue, from Service Providers • Managing the needs of users and supporting the development of new services through the Lead Entity • Engaging with Lead Entity regarding current and future needs for products/services and experiences of performance and service • Managing own independent contracts with Service Providers • Decommissioning legacy services and contracts • Early escalation of issues for resolution 	<ul style="list-style-type: none"> • Technical, project and change management, including benefits realisation • Procurement and contract management • Enough technical capability to understand needs • Skills and mindset to operate under the principles

	Function	Accountabilities	Responsibilities	Capabilities
Service Provider(s)	Provide PSN services under agreed contract(s)	<ul style="list-style-type: none"> • Delivery and maintenance of products and services to the agreed SLAs and KPIs • Relationship management with Lead Entity and Participating Agencies • Working with Lead Entity and Participating Agencies to find solutions to address critical communications problems • Evolution of products and services 	<ul style="list-style-type: none"> • Provision of products and services when procured by Participating Agencies • Supporting participating agencies to transition to the PSN services, including integration • Reporting on achievement of SLAs and KPIs • Developing and maintaining knowledge of critical communication needs • Ongoing development of their critical communications capability, delivering new innovations • Continuous improvement of services 	Capabilities to be proposed by potential service providers through the procurement process

	Function	Accountabilities	Responsibilities	Capabilities
Governance Groups	Set strategic direction, approve programme, tolerances and escalation points, monitor programme delivery, risks and benefits realisation, resolve barriers and conflicts	<ul style="list-style-type: none"> • Strategic direction and foresight • Stewardship of benefits 	<ul style="list-style-type: none"> • Oversight and monitoring • Development co-ordination • Conflict resolution 	<ul style="list-style-type: none"> • Strategy and benefits realisation • Risk management • Oversight and foresight • Disputes resolution • Skills and mindset to operate under the principles

4.2 Responsibility matrix

This responsibility assignment matrix (RASCI) describes the participation of each party in arrangements using the following definitions:

R = Responsible: Those who do the work to complete the task. The task can be delegated, but not the responsibility.

A = Accountable: The final approving authority that is ultimately answerable for the correct and thorough completion of the deliverable or task and who ensures the prerequisites of the task are met and who delegates the work to those responsible. The role that is accountable for a task or deliverable may also be responsible for completing it.

S = Support: Those who support the responsible people/person to deliver their responsibility. Support can be through the provision of resources or advice.

C = Consulted: Those whose opinions are sought, typically subject matter experts and key stakeholders, and with whom there is two-way communication.

I = Informed: Those who are kept up to date on progress, at either key stages or only on completion of the task or deliverable, and with whom there is just one-way communication

Key stakeholders: Executive Governance Board (EGB) | Programme Control Board (PCB) | Agency Project Boards (APBs) | Lead Entity (NGCC) Senior Responsible Officer (SRO) | Lead Entity (NGCC) Programme Manager | CE of Participating Agencies | Participating Agency Responsible Owners (AROs) | Participating Agency Business Change Managers (BCMs) | Service Providers.

This RASCI is a view of current state and will be reviewed and updated as the programme evolves and roles change. Some stakeholders, particularly AROs and BCMs, have individual roles, and also participate as a member of a Board. In these cases, the RASCI sets out where they are involved in an issue in their individual role, as well as in their role as a member of a Board.

Areas included:

- PSN strategic intent and benefits realisation;
- Procurement of products and services;
- Performance of PSN programme, including operational risk management;
- Capability development and change management;
- Communications and engagement.

PSN strategic intent and benefits realisation					
Task	Accountable	Responsible	Support	Consulted	Informed
Setting the strategic intent and the benefits	Executive Governance Board (EGB)	Programme Control Board (PCB)	Lead Entity Senior Responsible Officer (SRO) Agency Responsible Owners (AROs)		Business Change Managers (BCMs)
Approve the programme tolerances and escalation points	Executive Governance Board (EGB)	Lead Entity Senior Responsible Officer (SRO)	Programme Control Board (PCB)		Agency Project Board (APBs)
Monitoring, delivering, and reporting against strategic intent and benefits – programme wide	Programme Control Board (PCB)	Lead Entity Senior Responsible Officer (SRO)	Lead Entity Programme Manager Agency Project Board (APBs)		Agency Responsible Owners (AROs) Business Change Managers (BCMs)
Monitoring, delivering, and reporting against strategic intent and benefits – agency	Agency Project Board (APBs)	Agency Responsible Owners (AROs)	Business Change Managers (BCMs)		Lead Entity Senior Responsible Officer (SRO) Lead Entity Programme Manager

Procurement of products and services					
Task	Accountable	Responsible	Support	Consulted	Informed
Set-up and ongoing management of the centralised service catalogue	Programme Control Board (PCB)	Lead Entity Senior Responsible Officer (SRO)	Service Providers	Agency Responsible Owners (AROs) Business Change Managers (BCMs)	Executive Governance Board (EGB) Agency Project Boards (APBs)
Procurement from the catalogue	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Lead Entity Senior Responsible Officer (SRO) Service Providers		Business Change Managers (BCMs)
Master contract management and negotiations, including SLAs and KPIs	Executive Governance Board (EGB)	Lead Entity Senior Responsible Officer (SRO)	Service Providers	Programme Control Board (PCB)	Agency Project Boards (APBs)
Management of individual agency's secondary contracts, including SLAs and KPIs	CE of Participating Agencies	Agency Responsible Owners (AROs)	Lead Entity Programme Manager Service Providers		Agency Project Boards (APBs)
Decommissioning of legacy services and contracts	Programme Control Board (PCB)	Agency Responsible Owners (AROs)	Lead Entity Programme Manager Service Providers		Agency Project Boards (APBs)

Performance of PSN programme, including operational risk management					
Task	Accountable	Responsible	Support	Consulted	Informed
Quality of products and services management – system-wide	Programme Control Board (PCB)	Lead Entity Senior Responsible Officer (SRO)	Service Providers	Agency Responsible Owners (AROs)	Executive Governance Board (EGB)
Quality of products and services – agency-secondary procurement	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Service Providers		Lead Entity Programme Manager
Delivery and maintenance of products and services	Lead Entity Senior Responsible Officer (SRO)	Service Providers		Agency Responsible Owners (AROs)	Programme Control Board (PCB)
Issues management for products and services – system-wide	Programme Control Board (PCB)	Lead Entity Senior Responsible Officer (SRO)	Service Providers	Agency Project Boards (APBs)	Executive Governance Board (EGB)
Issues management for products and services – agency-secondary procurement	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Lead Entity Programme Manager Service Providers		Programme Control Board (PCB)
Continuous improvement of products and services in Services Catalogue	Lead Entity Senior Responsible Officer (SRO)	Service Providers	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Programme Control Board (PCB)
Development of new products and services, evolution of Services Catalogue	Lead Entity Senior Responsible Officer (SRO)	Service Providers	Programme Control Board (PCB)	Agency Project Boards (APBs)	Executive Governance Board (EGB)

Performance of PSN programme, including operational risk management					
Task	Accountable	Responsible	Support	Consulted	Informed
Centre of excellence for development of critical communications	Executive Governance Board (EGB)	Lead Entity Senior Responsible Officer (SRO)	Programme Control Board (PCB) Service Providers Lead Entity Programme Manager		

Capability development and Change Management					
Task	Accountable	Responsible	Support	Consulted	Informed
Business change management and delivery capability within participating agencies	CE of Participating Agencies	Agency Project Boards (APBs)	Lead Entity Programme Manager Programme Control Board (PCB)		Executive Governance Board (EGB)
Transition to new technology and services, including integration	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Service Providers	Business Change Managers (BCMs)	Programme Control Board (PCB) Lead Entity Programme Manager
Delivering fit-for-purpose outcomes to business requirements	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Service Providers Lead Entity Programme Manager		Programme Control Board (PCB)

Capability development and Change Management					
Task	Accountable	Responsible	Support	Consulted	Informed
Oversight of programme transitions plan	Programme Control Board (PCB)	Lead Entity Programme Manager	Service Providers	Agency Project Boards (APBs)	Executive Governance Board (EGB)
Management and delivery of changes and transitions – agencies	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Lead Entity Programme Manager Service Providers		Programme Control Board (PCB)

Communications and engagement					
Task	Accountable	Responsible	Support	Consulted	Informed
Consult and inform on programme matters that impact on participating agencies	Lead Entity Senior Responsible Officer (SRO)	Lead Entity Programme Manager			Programme Control Board (PCB)
Responding to consultation on programme decisions	Programme Control Board (PCB)	Agency Responsible Owners (AROs)	Business Change Managers (BCMs)	Agency Project Boards (APBs)	Lead Entity Senior Responsible Officer (SRO) Lead Entity Programme Manager
Early communication of agency issues and needs	Agency Project Boards (APBs)	Agency Responsible Owners (AROs)	Business Change Managers (BCMs)		Lead Entity Senior Responsible Officer (SRO) Lead Entity Programme Manager

5. How we will operate

We have agreed a set of operating principles, underpinned by two critical areas of focus (or anchors) for our programme. These will guide all our behaviours and our decisions.

5.1 Our anchors

The Centre of Gravity and Main Effort are used in our operating model as two foundational concepts to anchor and guide decisions and activity.

The **Centre of Gravity** is the point, activity, or stakeholder group that is the single most critical thing for unleashing success.

The **Main Effort** is the activity, deliverable or outcome that is the most critical for success – a focus point which will receive priority.

For the Public Safety Network:

- The **Centre of Gravity** is ongoing support and engagement of the participating agencies.

What this means in practice is that we will create many opportunities for participating agencies to be involved in the operation and development of the PSN, and that all parties will actively engage, communicate frequently and transparently, and actively utilise processes for early resolution of issues.

- The **Main Effort** is the right services at the right time and the right price.

What this means in practice is that when we are facing conflicting priorities, our decisions we will be guided by what best enables each Participating Agency to obtain the services they need at a price they can afford. This includes all parties working for the collective benefit by recognising and accommodating the different starting points, funding arrangements, operational requirements and chosen pathways of each Participating Agency, and could mean re-scoping or re-phasing planned activities.

5.2 Our operating principles

Focus on the why – we work pragmatically towards the purpose, knowing it will take time and different pathways.

User-centred – our products and services keep people safe, are simple to use and add value that couldn't be achieved alone.

Collaboration – we enjoy mutual engagement and joint working between parties, working 'with' not 'to' and listening not telling. There is no wrong door for raising issues, which are quickly addressed.

Equity – we provide a service that responds to the context and needs of all Participating Agencies, recognising that one size does not fit all.

Transparency – all parties communicate openly and often on what we are doing and why and give other parties' views due consideration in their decision-making.

Interdependent community – we are better together. We learn from and support each other and accommodate each other's different organisational settings. We ensure everyone has tools and support to deliver change in their own agency and make decisions where they sit best.

Appendix One. Public Safety Network benefits

The PSN programme will be deemed successful when the following outcomes are achieved for the participating agencies:

- Our communications capability meets operational needs;
- Our communications services make our people safer; and
- Critical communication services are evolving and affordable.

The PSN programme generates direct and indirect benefits. Direct benefits, such as security and improved resilience of future communications, arise from investing in PSN, whereas indirect benefits are ones that relate to changes which are enabled by the investment in PSN.

While the indirect benefits cannot be directly claimed by PSN, they cannot be achieved without PSN. For example, although PSN will extend cellular coverage in rural areas, the community will not realise the benefit of better health services in those areas without Ambulance separately investing in the deployment of telemedicine applications.

Emergency Services agencies will be individually responsible for realising the benefits which result from increased productivity and effectiveness of their operational services. Recognising that reliable communications underpin Emergency Services delivery, the benefits derived from each outcome will mostly be measured by existing agency Key Performance Indicators (KPIs). The benefits linked to this work are continuously updated during the course of the Establish phase as benefits realisation planning is completed.

The PSN investment aligns with the individual Emergency Services' organisational strategies. This following section shows the current alignment to the agencies' strategic goals the PSN will enable.

New Zealand Police Benefits

The PSN programme will help Police achieve each of its three strategic themes.

Police Strategic Themes	Benefits
Safe Homes: free from crime and victimisation	<ul style="list-style-type: none"> • Secure communications will mean criminal targeting is enhanced and victim personal information is protected • Faster reliable data will enhance patrol tasking and co-ordination activities • Crime prevention information will be available live with enhanced resolutions for incidents
Safe Roads: Preventing death and injury with our partners	<ul style="list-style-type: none"> • Greater ability to use communications technology to monitor staff wellbeing • Secure communications • Fast, responsive access to data in rural areas
Safe Communities: People are safe wherever they live, work and visit	<ul style="list-style-type: none"> • Improved situational awareness that enables resources to be directed quickly • Critical command information can be sent and received over faster, more reliable data

Table 1: Connections between Police's strategic themes and the PSN programme's benefits

Fire and Emergency New Zealand Benefits

Fire and Emergency was reviewing its organisational strategy when the Detailed Business Case was documented. The information on Fire and Emergency’s strategic context, and its alignment with the PSN programme, was based on Fire and Emergency’s interim operating model and strategy.

The PSN programme will help Fire and Emergency achieve each of its three strategic themes.

FENZ Strategic Themes	Benefits
Building resilient communities	<ul style="list-style-type: none"> Maintain operational communications capability within projected baseline Create a digital platform that will enable Fire and Emergency to enhance its operational capability
Collaboration, partnerships and influence	
Growing our people	
Intelligence-led, evidence-based decisions	
Keeping pace with change	

Table 2: Connections between Fire and Emergency’s strategic themes and the PSN programme’s benefits

St John Benefits

St John’s strategic aims for the next five years are described in *Stepping Forward: Our Plan for the Future 2018–2023*.¹ This plan identifies the six strategic aims for St John for playing its part in making New Zealand communities stronger, safer and better. The PSN capability will enable two of these aims.

The PSN programme will help St John achieve the following strategic aims:

St John Strategic Aims	Benefits
Improving the quality and equity of our services	<ul style="list-style-type: none"> Patients can rely on St John to deliver the right care, at the right time, and in the right place to help improve their health outcomes Patients who experience serious injury or illness will have better access to targeted clinical treatments to improve their health outcomes St John’s people and workplaces will be safer and healthier, and its day-to-day operations will have less impact on the environment
Building capability to innovate and adapt	<ul style="list-style-type: none"> Everybody who interacts with St John will have simpler, easier and faster access to its products and services, however they contact the organisation

Table 3: Connections between St John strategic aims and the PSN programme’s benefits

¹ St John. (2018). Stepping forward: our plan for the future 2018-2023. Retrieved from <https://www.stjohn.org.nz/globalassets/documents/ibp/stepping-forward-ibp.pdf>

Wellington Free Ambulance Benefits

The alignment between WFA’s strategy and the PSN programme was assessed using the strategic priorities WFA developed during 2017/18 and the 2018/19 NASO KPIs

The PSN programme will help WFA achieve a number of its strategic priorities including the following:

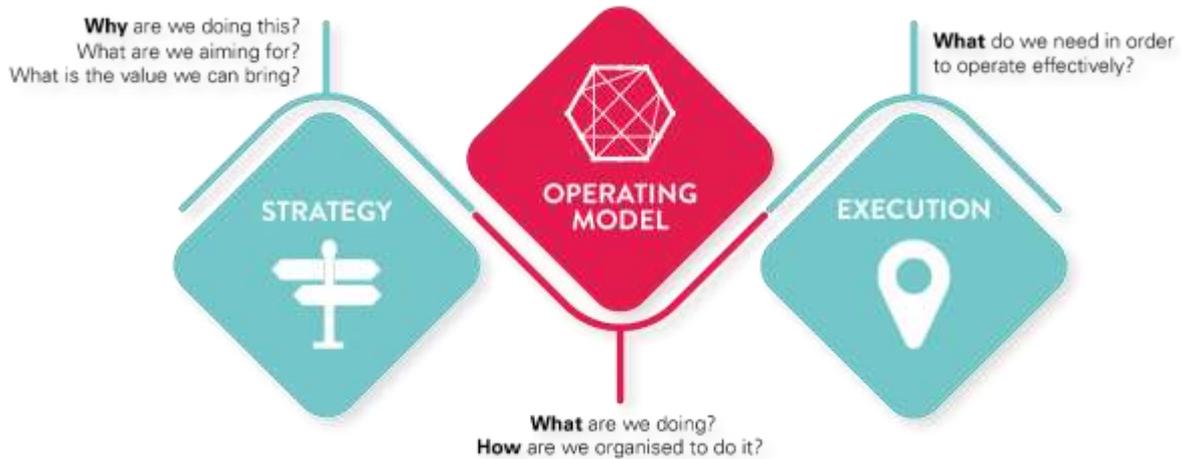
WFA Strategic Themes	Benefits
Better patient outcomes and experience	<ul style="list-style-type: none"> • Patients will receive care closer to home • Patients will be referred to a provider who best meets their needs • Emergency Department attendances will be reduced • Emergency Ambulance Service will have greater availability for life-threatening calls • Patients experiencing life-threatening and non-life-threatening injuries or illnesses will have better health outcomes

Table 4: Connections between WFA’s strategic themes and the PSN programme’s benefits

Appendix Two. Overview of an operating model

An operating model outlines how an organisation will deliver strategic value and achieve desired benefits. The model sits at a high level, with a focus on providing a broad view. It provides a framework through which detailed planning and delivery can be undertaken.

Figure 1: Operating model link to strategy and execution (source: Martin Jenkins)



An operating model works at two levels – how to organise and how to operate. It is underpinned by agreed principles about how to work together.

At a high level (organising)

- Key players/groups, specifying for each:
 - Function;
 - Responsibilities and accountabilities;
 - Capability required;
- Relationships between the groups, and the key activities that trigger this; and
- Principles that guide the required behaviour of all involved to deliver successfully.

At a detailed level (operating)

- Channels;
- Systems and processes; and
- Enablers (e.g. comms, IT, change management, KPI and SLAs, capacity).

An operating model typically doesn't include:

- Budget or money flow;
- Programme/project planning and delivery (e.g. activities, phasing of changes, or timelines); and
- Policies and procedures.



PSN Operating Model

OUR PURPOSE

The Public Safety Network (PSN) will provide Emergency Services agencies with modern critical communication services that enable them to better coordinate, manage, protect and direct their geographically dispersed staff which will support healthier, safer and more connected communities. This new capability will ensure reliable access to secure communications, meet health and safety requirements while delivering our legislative and contractual obligations, provide sustainability and be governed to ensure development of the capability.

THE BENEFITS

- Our communication services make our people and the public safer.
- Our people are intelligence-informed, with improved situational awareness through fit for purpose equipment.
- We can respond within reliable and resilient coverage throughout New Zealand, including during disasters.
- Our people can share information securely.
- Communications capabilities are evolving and affordable.

HOW WE ORGANISE

NGCC LEAD ENTITY

Deliver, lead, facilitate and manage critical communication services.

Accountabilities:

- Delivery
- Develop critical communications
- Develop service catalogue
- Manage relationships
- Facilitate centralised funding requests

Responsibilities:

- Reflect needs of all agencies
- Support change
- Manage catalogue (ongoing)
- Manage PSN global services
- Centre of Excellence
- Manage issues
- Monitor/manage benefit realisation (programme)

PARTICIPATING AGENCIES

Procure from the catalogue, collaborate with the Lead Entity.

Accountabilities:

- Communicate requirements
- Manage agency change
- Manage agency budget

Responsibilities:

- Procure from catalogue
- Manage users' needs
- Monitor/manage benefits realisation (agency)
- Engage with Lead Entity
- Escalate issues
- Manage independent contracts
- Decommission legacy services

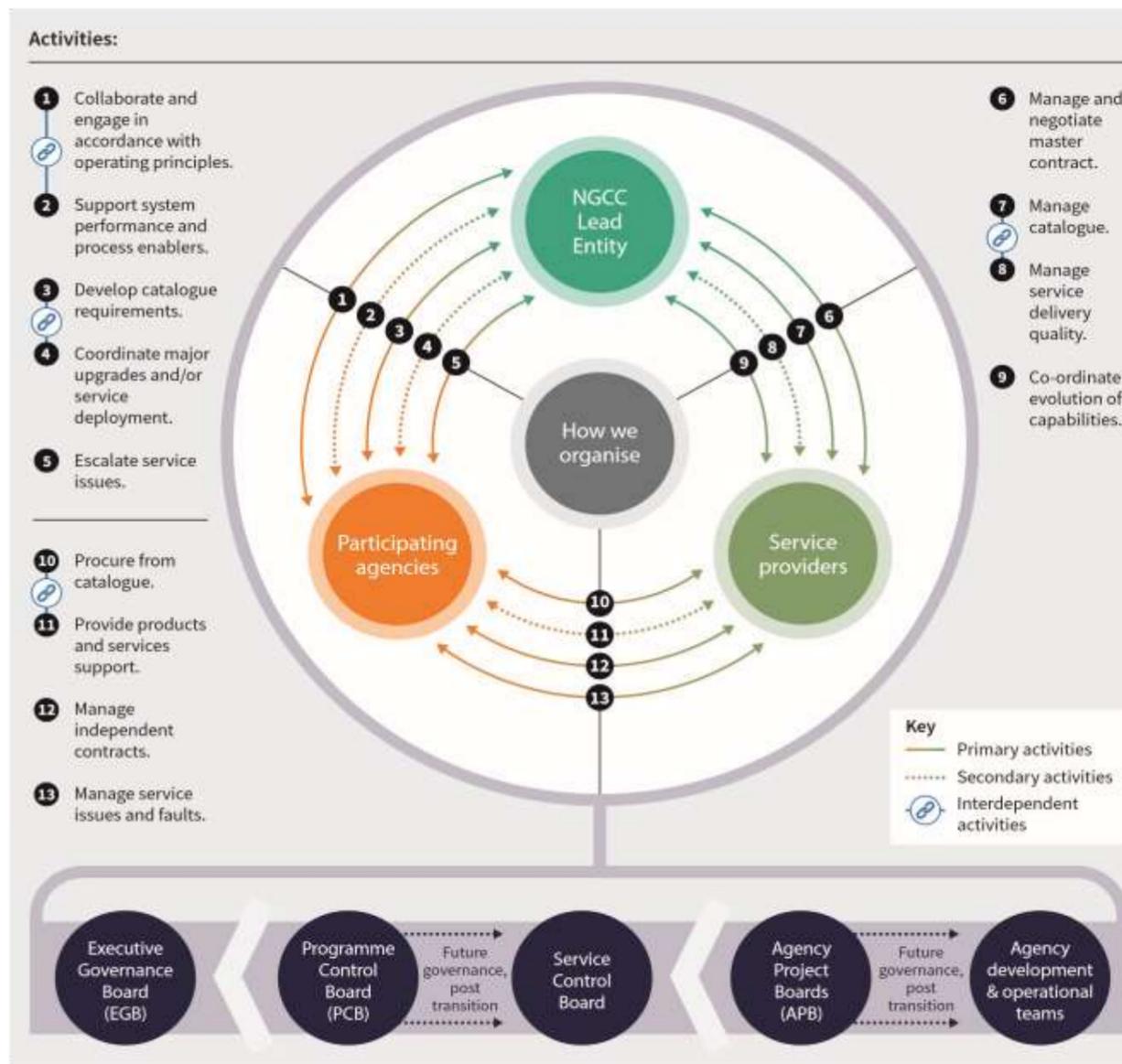
HOW WE OPERATE

OUR ANCHORS

- Centre of gravity**
Ongoing support and engagement of the participating agencies.
- Main effort**
The right services at the right time and the right price.

OUR OPERATING PRINCIPLES

- Focus on the why** – we work pragmatically towards the purpose, knowing it will take time and different pathways.
- User-centered** – our products and services keep people safe, are simple to use and add value that couldn't be achieved alone.
- Collaboration** – we engage mutually and work jointly between parties, we work 'with' not 'to' and 'listen' not 'tell'. There is no wrong door for raising issues, which are quickly addressed.
- Equity** – we provide a service that responds to the context and needs of all participating agencies, recognising that one size does not fit all.
- Transparency** – all parties communicate openly and often on what we are doing and why and give other parties' views due consideration in their decision-making.
- Interdependent community** – we are better together. We learn from and support each other and accommodate each other's different organisational settings. We ensure everyone has tools and support to deliver change in their own agency and make decisions where they sit best.



SERVICE PROVIDERS

Provide PSN products and services under agreed contract(s).

Accountabilities:

- Delivery
- Maintenance
- Manage relationships
- Evolution of products and services

Responsibilities:

- Provide products and services
- Support products and services
- Report on SLAs and KPIs
- Develop and maintain knowledge
- Develop products, services and capability
- Continuously improve services

GOVERNANCE

Set strategic direction, approve programme and risks, monitor delivery and benefit realisation, resolve barriers.

Accountabilities:

- Provide strategic direction and foresight
- Stewardship of benefits

Responsibilities:

- Oversee and monitor programme
- Co-ordinate development
- Resolve conflicts