

The Treasury

Central Agencies Shared Services Information Release

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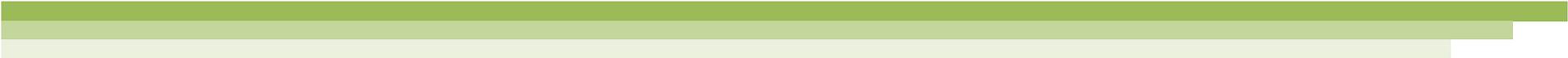
CASS Management Response

EY Review of Lessons from CASS – One Year On

Alastair Mackay, July 2013

CASS

CENTRAL AGENCIES SHARED SERVICES



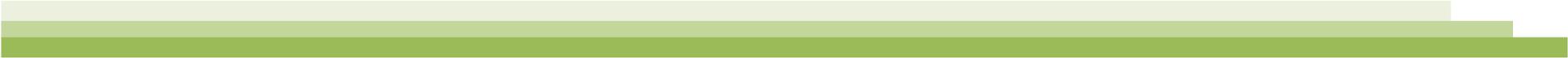
Overview

We support and agree with the findings in the report:

- NOTE the comments about the earlier phases of CASS's gestation and establishment. These will be picked up in the "Lessons Learnt" material being produced to share with other parts of the system
- NOTE the conclusion that we have overcome the initial post-launch productivity dip and *"Stakeholders generally view CASS as adding value and to have been a worthwhile undertaking"*

There are two levels at which action is required:

1. Actions for the CASS team to lead. [This is the focus of this presentation.](#)
2. Actions requiring discussion and direction at the Central Agency Executive level. Intention is to frame this up in a [subsequent paper](#) for OSC. A one page summary is included at the end of this pack.



Actions for the CASS team to lead...

1. Provide more transparency on the services offered by CASS and develop agreed customer focussed measures of service performance
2. Provide more clarity on cost allocations, where effort is being exerted by CASS and where the Agencies have choices
3. Do more work to clarify the future operating model for CASS

These will address the EY recommendations on Performance Management (1 and 2), Capability (3) and Planning and Analysis (3)

NOTE: While not a major part of the EY review, following recent events we are also putting renewed focus on the BCP and DR planning with all three Agencies.

More specifically...

1. Provide more transparency on the services offered by CASS and develop agreed customer focussed measures of service performance

#	Description	Responsible	Target date	Comment
1.1	Prepare an updated version of the CASS Service Catalogue to spell out the services offered to each Agency	Alastair Mackay	TBA	Will incorporate recent changes such as increased support for IT security
1.2	Develop / revise specific meaningful service measures	IT (Matt O) IM (Matt O) HR (Terry M) Fin (Sara)	TBA	Finance already have a solid suite of measures. The other areas less so. Look to leverage BASS measures where applicable. All will be worked through with Agency reps and will be agreed with PB
1.3	Develop reporting on service level being achieved	IT (Matt O) IM (Matt O) HR (Terry) Fin (Sara)	TBA	Some reporting can be produced early on, others will be enabled by implementation of planned system changes
1.4	Establish targets for Service Levels and improvement programmes for achieving these	Alastair	TBA	Use a 3 month base line of current performance on which to base targets To be agreed with Agencies

More specifically...

2. Provide more clarity on cost allocations, where effort is being exerted by CASS and where the Agencies have choices.

#	Description	Responsible	Target date	Comment
2.1	Prepare a paper for each Agency spelling out <ul style="list-style-type: none">• current cost allocation in more detail• Split between running costs, managed funds and project costs• Identify the specific Agency needs or drivers are leading to the share of the costs• Identify opportunities to change	Alastair Mackay	TBA	Opportunities will be based on Agency activity that drives CASS effort
2.2	Prepare a paper for the Partnership Board that identifies areas of CASS where efficiencies are possible that could benefit ALL agencies	Alastair Mackay	TBA	These opportunities will be based on CASS becoming more efficient
2.3	With each Agency discuss any actions or changes they wish to make as a result of this analysis	Alastair + Agency PB members	TBA	

More specifically...

3. Do more work to clarify the future operating model for CASS

#	Description	Responsible	Target date	Comment
3.1	Refresh the Finance Maturity Model work	Sarah	TBA	Will be adapted to incorporate a customer needs view
3.2	Refresh the IT and IM Maturity Model	Matt	TBA	Will be adapted to incorporate a customer needs view
3.3	Refresh the HR Maturity Model	Terry	TBA	Will be more explicit about the trade off between efficiency gains from HR policies and processes standardisation and potential impact of change on Agency culture.
3.4	Prepare a CASS workforce Plan, identify the capabilities required in the future , the people risks to manage and the specific capability development initiatives	Alastair (Arch)	TBA	Will include work on CASS team culture and more specific needs e.g. Customer-centricity
3.5	Prepare a Central Agency Information Systems Strategic Plan (ISSP) that sets out future direction for our IT	Matt	TBA	
3.6	Pull the threads together to prepare Agency impact views and make explicit the tradeoffs / decision points	Alastair	TBA	Work in parallel to the above in order to show a more integrated picture of changes, benefits and impacts
3.7	Review CASS governance arrangements to see if any quick changes are appropriate	Alastair	TBA	Needs to be informed by the wider discussion on ambitions for CASS

Next session...

The EY review recommended addressing issues of Ambition, Governance and Culture in order to give CASS clear direction for the future. We believe the discussion needs to be framed as:

1. Determine the future System-wide strategy for shared corporate **services** (Plan for developing a strategy, accountability, role of CASS in formulating strategy)



2. Determine the future ambitions for CASS within this System **context** (e.g. Choices include more corporate functions, more agencies, subsumed in wider shared service, different business model, stick with current scope and so on)



3. Determine the future Governance needs for CASS and the extent to which we should converge key policies and practices between the three Agencies to enable CASS efficiencies.