

3 September 2015

James Bourne  
[fyi-request-3037-bb67f2bb@requests.fyi.org.nz](mailto:fyi-request-3037-bb67f2bb@requests.fyi.org.nz)

Dear Mr Bourne

I refer to your request of 12 August 2015 in which you ask:

*Could you please explain the roles and responsibilities of the Strategy & Executive Director of information, technology and systems (Stephen Crombie).*

I attach a document which sets out the roles and responsibilities of 2I/c Strategy and Executive Director Information, Technology and Systems.

Note that Mr Stephen Crombie is no longer in this role.

Yours sincerely



*F*

Fiona Michel  
Deputy Chief Executive People

## **Roles and Responsibilities of 2I/C Strategy and Executive Director Information, Technology and Systems**

The 2I/C Strategy and Executive Director Information, Technology and Systems is accountable for providing leadership and direction to ensure a high quality contribution to the overall strategic direction of the New Zealand Police, through the enablement of ICT and telecommunications information management capability and for delivering integrated technology solutions for Police to support their service delivery. In order to deliver, the CIO will:

- Take ownership of the NZ Police enterprise, whole-of-government perspectives and the need to build capacity to demonstrate and balance benefits against innovation and business as usual in order to maximise value;
- Create governance, strategy and planning processes on information management required to make decisions and coordinate activity across the NZ Police organisation and the wider Justice Sector;
- Decide and set rules for how ICT decisions are made at the project and procurement levels with a focus on continuous improvement;
- Encourage the sharing of knowledge and expertise across the organisation to strengthen the organisational fabric; and
- Proactively promote opportunities for innovation, sharing, re-use, consolidation and standardisation where they add business value.

### **Key accountabilities**

#### **1. Enterprise Leadership**

- Works closely with the ICT Management Group and the New Zealand Police Executive to develop and provide an integrated, value for money and customer focussed ICT support service to New Zealand Police.
- Provides the Commissioners, Police Executive and Police Managers with high quality and best practice advice on ICT related strategies and issues, and ensures that opportunities and risks are identified and appropriate actions are recommended and followed through.
- Keeps the Deputy Chief Executive Strategy informed of any risks which may impact on New Zealand Police's reputation.
- Ensures effective monitoring, controlling and reporting on all ICT assets, expenditure and financial commitments to ensure financial integrity and sustainability.
- Champions New Zealand Police and its values, demonstrating leadership across the public sector, and building strong internal and external relationships that reinforce New Zealand Police as a public sector leader and benchmark organisation in the information technology field.

## 2. Strategy and Planning

- Develops, sets and aligns ICT strategies to support New Zealand Police's overall strategic direction and business priorities.
- Provides leadership and support to facilitate organisational change.
- Leads the development of strategies, policies and procedures that are aligned to and support the work of New Zealand Police's business units, including:
  - providing the vision of how ICT can respond to business needs through both innovation and business as usual development;
  - developing strategies that support business needs and priorities, and ensuring the operationalisation of these strategies;
  - maintaining an "end to end" view of ICT's role to deliver value and support to business units;
- Ensures an effective risk management framework that includes regular assessment of risks, identification of new/potential risks, and ensures that the framework complies with the requirements of New Zealand Police's overall risk and assurance strategies.
- Develops and actively maintains specific action and contingency plans for high risk business critical systems, applications and services, including the development of business continuity plans and the testing of crisis management plans and disaster recovery arrangements.

## 3. Architecture Policies and Standards

- Ensures that ICT has the necessary capability and the appropriate systems (infrastructure and applications) in place to deliver on New Zealand Police's strategies and objectives now and in the future.
- Ensures a responsive, flexible, stable, secure and resilient technological platform and operating environment.
- Maintains the capacity and capability within ICT to deliver ICT projects required by New Zealand Police so it is able to deliver on its strategic direction and meet its business needs.
- Develops strategies that anticipate, manage, mitigate and monitor the risks associated with providing reliable organisation-wide information and telecommunication technologies and services.
- Ensures that the appropriate security protocols are in place that protect and maintain the availability, privacy and integrity of New Zealand Police's information and telecommunication systems, and ensures that the appropriate systems and applications are available to those individuals who need to access them to do their jobs.
- Leads and ensures the development and operational delivery of high quality information and telecommunications technology services that are best practice, customer orientated and future-focused.
- Consults with internal customers to determine priorities, develops appropriate strategies, and agrees the appropriate level(s) of service delivery and support.

- Ensures that the agreed services are delivered when and where they are supposed to be delivered.
- Provides the necessary support to ensure that the agreed services are provided in a secure, efficient and cost effective manner.

#### 4. Knowledge Sharing and Collaboration

- Represents New Zealand Police in justice sector fora that will contribute to its reputation for excellence and expertise, including:
  - representing New Zealand Police in a professional and competent manner;
  - displaying leadership in New Zealand Police across the area of ICT expertise;
  - developing networks that will contribute to enhancing New Zealand Police's reputation for leadership, innovation and knowledge in the area of information technology and telecommunications; and
  - working effectively with external stakeholders on ICT and telecommunications related issues.
- Leads the ICT Service Centre and ensures the implementation and delivery of high quality ICT and telecommunications services, policies and advice to managers and staff, including:
  - driving the development of all ICT strategies, innovation and policies across New Zealand Police;
  - analysing feedback from customers (internal and external) on areas for improvement in ICT;
  - establishing quality and best practice standards of service and monitoring and reviewing performance against these standards; and
  - realising the investment in New Zealand Police's ICT business critical systems.
- Regularly informs clients about the services of ICT and its performance.

#### 5. Synergy

- Promotes ICT as a source of technological innovation that lowers costs, creates value, makes it easier for Police to carry out their core functions, and makes innovation real.
- Takes a whole-of-government view to the provision of client-centred services and works closely with central agencies and other government departments.
- Ensures client-centred service delivery and quality service is delivered to New Zealand Police in the area of information and telecommunications technology. This includes:
  - aligning ICT service delivery with organisational, business group and individual customer needs and priorities;
  - adding value to both the long-term strategies and plans of New Zealand Police and the day-to-day business of the various business groups; and

- evaluating and prioritising improvements to the information technology and telecommunication infrastructure to ensure that ICT resources are being used effectively.

**From:** Information  
**Sent:** Thursday, 13 August 2015 16:05  
**To:** MCMAHON, Teresa; DUFFY, Sally; THOMSON, Raewyn  
**Subject:** Fw: Official Information Act request - Roles of the Strategy & Executive Director of information, technology and systems (Stephen Crombie)

Hi.  
Another one!

-----Forwarded by Jane Archibald/POLICE/NZ on 13/08/2015 04:04PM -----

To: OIA requests at New Zealand Police <[information@police.govt.nz](mailto:information@police.govt.nz)>  
From: James Bourne <[fyi-request-3037-bb67f2bb@requests.fyi.org.nz](mailto:fyi-request-3037-bb67f2bb@requests.fyi.org.nz)>  
Date: 12/08/2015 03:33PM  
Subject: Official Information Act request - Roles of the Strategy & Executive Director of information, technology and systems (Stephen Crombie)

Dear New Zealand Police,  
I was just enquiring about the roles and responsibilities of the Strategy & Executive Director of information, technology and systems (Stephen Crombie)

Yours faithfully,  
James Bourne

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This is an OIA request done via the FYI website.

Please do not send progress updates as PDF files.

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