

# **MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT IMMIGRATION NZ**

## **Our Future Services Programme**

# **Independent Quality Assurance Review Report**

September 2025

Final

***IN CONFIDENCE***

**INDEPENDENT QUALITY ASSURANCE NZ LIMITED**

**www.iqanz.com**

**Lead Reviewer:** Privacy of natural persons

**Peer Review:** Privacy of natural persons

This report summarises our findings and observations of the Our Future Services programme, together with our recommendations to increase the programme's likelihood of success.

IQANZ prepared this report for the Programme SRO. The report may be issued for broader distribution within MBIE as appropriate. It isn't intended for release to any external party without our prior approval.

We completed the discovery and engagement work between 01 and 08 September 2025. The findings and observations outlined in this report rely on the information we gathered and reflect the status of the programme at that time.

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## Executive Summary

### Overview

Immigration NZ's (INZ) Our Future Services (OFS) Programme will address ongoing challenges that INZ faces due to having multiple platforms to manage submission and processing of visa applications, and the continued use of legacy systems that are expensive to maintain and update.

Over three phases of delivery between February 2025 and December 2031, the programme will deliver a smaller, more efficient and digitally enabled immigration system that supports a more customer-centric visa application process. The programme will automate workflows as much as possible to improve productivity and will integrate a risk analytics platform to better identify and manage immigration risk.

Phase one (February 2025-June 2026) sees the programme set its foundations and scale up to enable product redesign of all IGMS and Online Services products. This phase will implement the core risk foundations, address the highest priority enhancements for cross-product functionality, and deliver the supporting strategies and future state design needed for the new visa operating model and system. A key outcome of this phase is building momentum and stakeholder confidence to support the future phases.

### Objectives

MBIE asked IQANZ to provide assurance services over the first year of programme delivery (June 2025-July 2026). The overarching objective is to give an independent view of the level of confidence for both internal and external stakeholders, that the Programme will deliver against its key milestones dates as set out in the detailed business case, achieve its intended benefits and deliver within the programme costs.

Our first assurance exercise focuses on the delivery approach and foundations as the programme starts to scale up. We assessed whether the programme's delivery approach, organisational structure, and day-to-day practices provide a strong foundation for successful delivery and support the achievement of key milestones, benefits, and cost targets.

**Appendix A** includes the Terms of Reference for our engagement, with detailed scope information and a list of the people we spoke with.

### Overall Observations

#### Summary Ratings Dashboard

A summary of ratings for each key scope area is presented below.

| Scope area     | Rating                                                                                                                                                  |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Delivery Model | <div> <div>POOR</div> <div> </div> <div>GOOD</div> </div> <p>Minor gap: meets most needs effectively. Small refinements would strengthen this area.</p> |

| Scope area                                    | Rating                                                                                                                                                                                                       |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Programme Structure, Roles & Responsibilities |  <p>Moderate gap: partially supports delivery success but needs further development. Targeted improvements are needed.</p> |
| Ways of Working                               |  <p>Minor gap: meets most needs effectively. Small refinements would strengthen this area.</p>                             |

## Key Findings

**The programme's hybrid delivery approach is pragmatic and well-supported**, blending waterfall and agile practices to suit MBIE's environment and governance expectations. However, the application of these methods is inconsistent across workstreams, with ADEPT migration teams using Scrum and other streams relying more on linear or Kanban-style management. Integrated planning and sequencing across teams is still maturing. While short-term planning is improving, joined-up longer-term planning is embryonic. Transition points between business and technical teams need clearer definition to avoid gaps and ensure continuity of knowledge and decision-making as products move through the lifecycle.

**The programme structure is complex**, with multiple layers of management and some dual reporting lines that create extra effort to manage and align across the programme. Roles and responsibilities could be clearer, especially at the interface between business and technical teams, and for cross-programme roles such as Business Product Owners and Service Designers. Approval processes risk becoming bottlenecks as delivery accelerates and multiple product development gets underway, with key role reliance for approving critical programme artefacts such as user stories. The current structure has supported early delivery, but as the programme scales, there is a need to clarify accountabilities and streamline decision-making to maintain momentum.

**Ways of working within teams are bedding in well, with good collaboration within teams, regular agile ceremonies, and a positive team culture.** Teams are using tools effectively, though usage could be more consistent and access for vendor partners improved. Cross-team collaboration needs strengthening, as most showcases and planning sessions are attended primarily by team members and business stakeholders rather than the wider programme. Ambitious timelines are driving heavy workloads, and while teams are committed and open to learning, there is a risk to sustainability if capacity constraints and workload pressures are not addressed. Whole-of-programme planning is needed to align direction and priorities, and to ensure lessons learned are shared across teams.

**The OFS Programme is starting up well**, with strong support for its delivery approach and early signs of effective collaboration and delivery. Most of the issues encountered are typical teething problems for a large, complex transformation programme, rather than indicators of fundamental underlying issues. The recommendations in this report are designed to help the programme work through these early challenges, clarify roles and responsibilities, strengthen planning and collaboration, and ensure sustainable delivery as the programme scales up. Addressing these areas will help the programme build on its solid foundations and increase its likelihood of delivering the intended benefits on time and within budget.

## Key Recommendations

We've made six recommendations for the programme to consider. These are outlined below.

| #                                                        | Recommendation                                                                                                                                                                                                                                                                                                                                                | Priority         |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>Delivery Model</b>                                    |                                                                                                                                                                                                                                                                                                                                                               |                  |
| 1                                                        | Develop and embed an integrated planning approach across all workstreams. This should include regular cross-team planning sessions, a single integrated programme plan, and clear sequencing of work and resource allocation.                                                                                                                                 | High - Do Now    |
| <b>Programme Structure, Roles &amp; Responsibilities</b> |                                                                                                                                                                                                                                                                                                                                                               |                  |
| 2                                                        | Further clarify ownership versus contribution: defining who leads and who supports each artefact for roles where multiple people are contributing, to avoid duplication, delays or gaps in decision making.                                                                                                                                                   | High - Do Now    |
| 3                                                        | Reporting lines and escalation paths must be made explicit, especially where the structure has dual/peer level management roles.<br>Review the allocation of cross-product roles (such as Business Product Owners and Service Designers) to ensure workloads are manageable and that approval processes do not create bottlenecks as the programme scales up. | High - Do Now    |
| <b>Ways of Working</b>                                   |                                                                                                                                                                                                                                                                                                                                                               |                  |
| 4                                                        | Strengthen cross-team collaboration and communication by establishing regular, structured forums for sharing lessons learned, best practices, and resolving common issues.                                                                                                                                                                                    | Medium - Do Soon |
| 5                                                        | Continue to mature intra-team planning and retrospectives and introduce whole-of-programme planning sessions to align priorities and direction.                                                                                                                                                                                                               | Medium - Do Soon |
| 6                                                        | Monitor team wellbeing and capacity and adjust timelines or provide additional support as needed to ensure sustainability.                                                                                                                                                                                                                                    | Medium - Do Soon |

## Acknowledgements

We'd like to acknowledge the transparent, open and constructive input from the individuals who contributed to the review. They were generous with their knowledge and actively supported the review process.

## Detailed Findings & Recommendations

We have rated each review component in scope to show how well current practices support delivery success. The ratings reflect the size of the gap between existing practice and what would be ideal for an initiative of this nature. These assessments consider both the initiative's context and improvements already in progress. Based on our detailed findings, we recommend addressing the identified gaps according to their priority level noted – with critical and substantial gaps needing the most urgent attention.

### Delivery Model

#### Rating


**POOR**
**GOOD**

Minor gap: meets most needs effectively. Small refinements would strengthen this area.

#### Findings and observations

##### **Delivery approach is pragmatic and well supported**

The programme uses a hybrid delivery approach, combining linear (waterfall) and agile/iterative practices across the five workstreams. Planning and management controls are more iterative, while deployment and product delivery use “traditional” waterfall practices. Parts of MBIE are new to agile planning and management principles, so this approach recognises the organisational constraints and governance expectations. Fieldwork suggests a high level of support for the programme’s approach across those we spoke to.

##### **The blended approach needs time to bed in**

While the approach is pragmatic given the environment, there’s some inconsistency in how the planning and management methods are applied across workstreams. We see this as a factor of the relative newness of the programme and delivery teams, rather than underlying issues with the approach itself.

The ADEPT migration teams use Scrum<sup>1</sup> for delivery planning, across multi-disciplinary product teams made up of both business and technical resources. These teams use Azure DevOps (ADO) to plan and manage their work.

<sup>1</sup> Scrum is an agile framework for delivering projects in short, iterative cycles called sprints, where cross-functional teams work collaboratively to deliver small, usable increments of value, inspect progress regularly, and adapt plans based on feedback.

The other streams (e.g. Workforce of the Future, Decommissioning etc) are more linear or use Kanban-style<sup>2</sup> delivery management, using a mix of ADO, MS Excel and physical work boards to plan and manage their work. These differences in approach make it more complex to integrate and sequence the work across the teams.

### **Transition points between business and technical teams need refining**

Business requirements are gathered upfront by the Business BAs and then transitioned to the Technical BAs where they are elaborated in an iterative design and build cycle. Likewise, technical design and build is managed by the Project Managers, while end to end delivery is managed by the Delivery Leads. In practice, both for BAs and the management roles, transition boundaries are more fluid than on paper, and knowledge of earlier decisions, discussions and direction is needed to ensure nuance isn't missed as the product progresses through the delivery lifecycle. The teams are aware of the need for greater collaboration and learnings from "first cab off the rank" Student Visa product migration are filtering into the delivery approach now. Sequencing of work across products will be critical now that multiple product streams are running concurrently and some roles will sit across all products.

### **The programme needs an integrated plan**

There is a lack of integrated planning across workstreams to support work sequencing and resource management. Team delivery planning is maturing, with the teams getting better at both short and longer term plans. However, detailed, joined-up planning within and across the workstreams is embryonic. During our fieldwork, the programme management team held its first all-of programme planning day to help set a discipline of quarterly/longer-term planning to support the short, fortnightly plans the teams are currently using.

We support the team's effort in this direction. Longer term planning horizons help programmes like OFS better sequence work and enable the teams to identify potential resource and work overlaps or gaps.

## **Recommendations**

1. Develop and embed an integrated planning approach across all workstreams. This should include regular cross-team planning sessions, a single integrated programme plan, and clear sequencing of work and resource allocation.

**Priority:** High - Do Now

**Owner:** Programme Manager / Workstream Delivery Managers

---

<sup>2</sup> Kanban is a visual workflow management method that helps teams improve efficiency by tracking work as it moves through stages, limiting work in progress, and continuously optimising flow.

## Programme Structure, Roles & Responsibilities

### Rating

POOR

GOOD

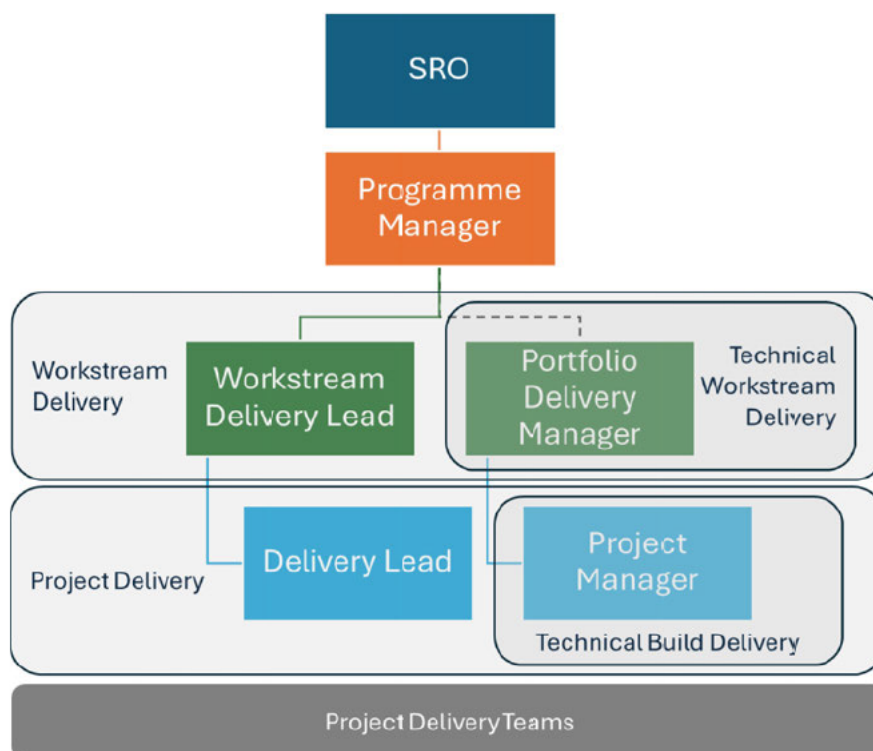
Moderate gap: partially supports delivery success but needs further development. Targeted improvements are needed.

### Findings and observations

#### The programme structure and resource model is complicated

The programme operates five workstreams: two ADEPT streams (Product Build/Migration and Optimisation/Enhancements), Enabling Foundations, Decommissioning, and Workforce of the Future.

In all workstreams, except Workforce of the Future, there are at least three layers of programme/project management leadership between the SRO and the delivery teams. In addition, both the workstream and project management layers have dual roles performing leadership and management responsibilities.



Two Workstream Delivery Managers support four of the streams – one covers both ADEPT streams, while the other covers Enabling Foundations and Decommissioning. The Workforce of the Future stream is led by the Director Organisational Design and Change, who effectively acts as a WDM. In addition, both the ADEPT and Enabling Foundations/Decommissioning workstreams each have a Portfolio Delivery Manager (PDM) to support their technical delivery teams.

Projects within the workstreams are led by Delivery Leads who are responsible for the end to end delivery, while Technical Project Managers focus on the build and technology components within those project groupings.

Teams are a mix of MBIE permanent and fixed term resource from INZ, Te Whakatairanga Service Delivery, Strategy & Assurance, and Corporate Digital and Shared Services (CDSS). A newly appointed vendor partner (DXC) bolsters the ADEPT product build teams, to fill gaps in development capacity. The Enabling Foundations and Decommissioning workstreams use a mostly outsourced resource model, with a small internal team.

### **Varied reporting lines risk creating confusion**

Programme reporting lines are complex, with Delivery Leads reporting to the WDMs while the Project Managers report to the PDMs (a non-programme CDSS role). The PDMs and Project Managers only have a dotted reporting line to the Programme Manager – a standard approach for large, technology-enabled business projects at MBIE. This creates some challenge for influence and authority, with risk of overlapping or competing directives, depending on who a role reports to. The management team is working this out in practice, but we heard instances of delivery team members unsure of who to include in escalations and which roles are responsible for what parts of the delivery lifecycle.

The programme Delivery Teams recently undertook a survey. The results showed that while most team members understand their own role (74%), only 58% have a good understanding of others' responsibilities.

### **Role and responsibility boundaries are still bedding in**

Role boundaries are also not as clear as they could be, particularly around the interface between business and technical business analysts, where responsibilities for specific deliverables are sometimes uncertain. The roles that came up most often in our discussions in terms of overlaps or confusion in responsibilities are between the Workstream Delivery Managers and the Portfolio Delivery Managers, and between the Delivery Leads, Project Managers, and the Business Product Owner.

For example, both the WDM and PDM are expected to manage risks, issues and dependencies within their workstream. They are also both involved in governance reporting and artefact endorsement/approval. Ambiguities arise around areas like decision making when technical delivery impacts business priorities or vice versa, and the boundaries between strategic oversight and operational delivery within the roles.

Fieldwork suggests that boundary understanding has improved over the year, and the detailed Delivery Lifecycle Stages deliverables matrix is credited with helping solidify this. That document continues to evolve and be updated as points of confusion arise and new roles are added to the programme.

### **Cross-product roles risk being stretched too thinly**

Some roles (such as the Business Product Owner and Service Designers) have responsibilities across the products, rather than a

sole product. The size of the programme work makes these roles significant and being stretched across multiple products can lead to capacity and prioritisation issues.

Currently the Director Online Services approves all user stories before development starts. While the programme was developing only one product (Student Visa) the risk of this approach creating a bottleneck was low. However, with two Product teams and the Optimisation team now developing in parallel, there is an increased risk that delivery momentum could be slowed by having a single approval point for all user stories.

We would typically expect Product Owners to perform this role for the stories related to their product. However, this is not how the programme is set up and how product management works at INZ. Given the ambitious timeline for programme delivery, OFS needs mechanisms for ensuring momentum isn't slowed due to inefficient approval processes.

### **The departure of the Programme Director will bring change**

During our fieldwork, the Programme Director finished with the programme. A replacement is being recruited however the new position will sit at a Programme Manager level given the SRO is now full-time on the programme and there would be considerable overlap between a Programme Director and the SRO's responsibilities.

The departure of a respected senior leader in the programme team can bring uncertainty and change to a programme team. Fieldwork evidenced some of this, but people we spoke to were confident they could step up to fill gaps until a new Programme Manager is appointed.

- 
- |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendations</b> | <p>2. Further clarify ownership versus contribution: defining who leads and who supports each artefact for roles where multiple people are contributing, to avoid duplication, delays or gaps in decision making.</p> <p><b>Priority:</b> High - Do Now<br/><b>Owner:</b> SRO/Programme Manager</p>                                                                                                                                                         |
|                        | <p>3. Reporting lines and escalation paths must be made explicit, especially where the structure has dual/peer level management roles.</p> <p>Review the allocation of cross-product roles (such as Business Product Owners and Service Designers) to ensure workloads are manageable and that approval processes do not create bottlenecks as the programme scales up.</p> <p><b>Priority:</b> High - Do Now<br/><b>Owner:</b> Programme Manager / SRO</p> |
-

## Ways of Working

### Rating

POOR

GOOD

Minor gap: meets most needs effectively. Small refinements would strengthen this area.

### Findings and observations

#### Programme ways of working are bedding in well

The programme's multi-disciplinary team approach is bedding in, with the teams starting to work well together. Collaboration within teams is generally good and regular touch points (such as daily stand ups, fortnightly retrospectives and showcases) provide opportunities for engagement and alignment within the team.

However cross-team collaboration is more limited and ad hoc. While showcases are open to all, we're told they're mostly attended by members within a team and business stakeholders. Project leaders told us they're working to build a more widespread practice of any team member attending any showcase or demo. This is a work in progress and challenging given how busy the project teams are.

#### Timelines are ambitious and driving heavy workloads

Fieldwork shows the team members value the collaborative culture that's developing within the programme. But they also feel stretched by the programme's ambitious timeframes, the inability to push back and suggest more realistic timeframes, and by capacity constraints. The pressure to meet fixed deadlines means team members are often working long hours and this creates risk around the sustainability of programme momentum.

#### Programme toolset is suitable

Delivery teams use ADO, with a single instance used by both MBIE and DXC teams. This preserves a single source of truth for design and build activities, making cross-team communication more efficient.

Chat channels and other digital communication tools support engagement across the teams, particularly as the DXC team members are not based on site with the MBIE team members.

MBIE's document management system MAKO holds key programme artefacts. Access to this is restricted to MBIE team members only, so sharing these documents is more challenging. However the teams are managing this well and there were no issues raised during our fieldwork.

#### Planning sessions are growing in maturity

Intra-team planning and retrospective sessions are held, but we're told their effectiveness varies, depending on the newness of the team and their level of experience in these less familiar agile ceremonies.

Fieldwork suggests the teams are open to learning and applying actions from lessons as they're found, balanced against a pragmatic approach of ensuring practices are embedded before changing them.

Whole of programme planning sessions are a maturity step the programme needs to take, to ensure all members are on the same page in terms of priority and direction. The current more siloed approach serves the individual workstreams but lacks the cohesion needed for a complex programme like OFS to optimise delivery. Fieldwork suggests that team members would welcome more regular communication about delivery plans, particularly the big picture across the programme including sequencing of work and how the optimisation workstream factors into overall delivery timelines and plans.

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### Recommendations

4. Strengthen cross-team collaboration and communication by establishing regular, structured forums for sharing lessons learned, best practices, and resolving common issues.

**Priority:** Medium - Do Soon

**Owner:** Workstream Delivery Managers

5. Continue to mature intra-team planning and retrospectives and introduce whole-of-programme planning sessions to align priorities and direction.

**Priority:** Medium - Do Soon

**Owner:** Programme Manager/Workstream Delivery Managers

6. Monitor team wellbeing and capacity and adjust timelines or provide additional support as needed to ensure sustainability.

**Priority:** Medium - Do Soon

**Owner:** Programme Manager

---

## Document Signoff

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### Management Comment

Thank you very much to you and your team for the comprehensive quality assurance report. The insights provided are invaluable to the success of the Our Future Services Programme.

I have reviewed the report and discussed the outcome with the Our Future Services programme team. We fully agree with all six recommendations outlined in the report and will work together as a programme team and with the workstream delivery managers and delivery leads to implement the recommendations. We will be discussing this report with the Programme Board at their meeting this Friday 3 October and will be reporting back to them on progress with implementing these recommendations at the Board meeting in March.

We have already begun work on reviewing the design and build process for product migration to reduce overlap between product migrations and allow kaimahi the time to support product migration post go live before moving to the next product design.

Thanks again for your thorough analysis and constructive feedback.

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### Next Steps

Please contact us if you would like to discuss the details of this report in person. We are happy to answer any questions or further explain the findings and intent of the recommendations.

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### Signoff

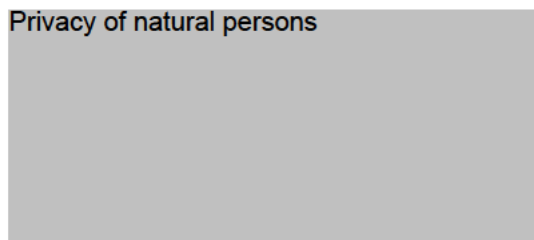


Karen Bishop  
OFS Programme SRO  
Ministry of Business Innovation & Employment

29 September 2025

[date]

Privacy of natural persons



Lead Reviewer  
IQA New Zealand Limited

29 September 2025

[date]

## Appendix A – Terms of Reference & Approach

### Scope of our review

#### Scope inclusions

The scope of this review included:

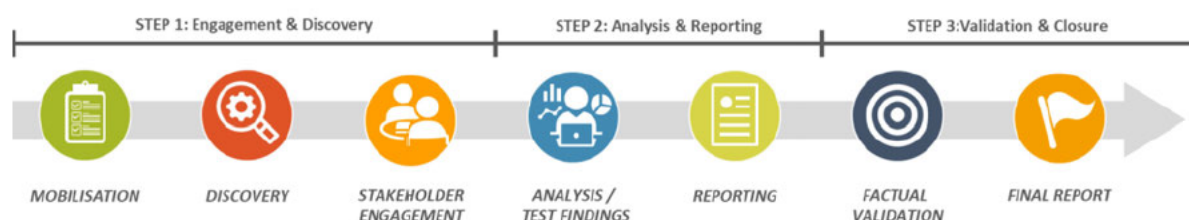
- **Delivery Model** - Review the overall delivery approach adopted by the programme, including how workstreams are structured and coordinated.
- **Programme Structure** - Assess the organisational setup of the programme, including roles, reporting lines, and governance layers to ensure the structure supports accountability, decision-making, and delivery efficiency.
- **Ways of Working** - Examine the day-to-day practices, collaboration methods, and tools used by delivery teams, to understand how teams operate and provide insight into delivery maturity and areas for improvement.
- **Delivery Team Feedback** - Gather insights from delivery team members on what is working well and what could be improved, to ensure the review reflects lived experience and identifies practical opportunities for enhancement.

#### Scope exclusions

Anything not specifically outlined above is deemed as out of scope of this review.

### Our approach

This diagram outlines the key steps we took to understand the project and assess its current state.



#### People we spoke with

As part of our review we sought views from the people listed below. We would like to thank them for their input to this review.

| Name                                                                          | Roles                              |
|-------------------------------------------------------------------------------|------------------------------------|
| 1. <span style="background-color: #cccccc;">Privacy of natural persons</span> | Programme Director                 |
| 2. <span style="background-color: #cccccc;"></span>                           | Portfolio Delivery Manager ADEPT   |
| 3. <span style="background-color: #cccccc;"></span>                           | Change Lead ADEPT Migration Team 1 |

| Name                          | Roles                                                                |
|-------------------------------|----------------------------------------------------------------------|
| 4. Privacy of natural persons | Workstream Delivery Manager ADEPT                                    |
| 5.                            | Workstream Delivery Manager Enabling Foundations and Decommissioning |
| 6.                            | Delivery Lead – ADEPT Migration Team 2                               |
| 7.                            | Principal Business Analyst – ADEPT Migration Team 1                  |
| 8.                            | Business Product Owner – ADEPT Migration Team 1                      |
| 9.                            | Business Analyst – ADEPT Optimisation                                |
| 10.                           | Business Analyst – ADEPT Migration Team 2                            |
| 11.                           | Project Manager – ADEPT Migration Team 1 (DXC)                       |
| 12.                           | Senior Project Manager – Enabling Foundation and Decommissioning     |
| 13.                           | Service Designer – ADEPT Migration Team 1                            |
| 14. Karen Bishop              | GM Future Services and Senior Responsible Owner                      |

## Review Team

| Team Member                | Role                 | Substantive Role  |
|----------------------------|----------------------|-------------------|
| Privacy of natural persons | Lead Reviewer        | Managing Director |
|                            | Internal QA Reviewer | Director          |

## Appendix B – What the assessment ratings mean

### Component Rating

| <div> <div>POOR</div> <div></div> <div>GOOD</div> </div>                                            |                                                                                     |                                                                                                      |                                                                           |                                                                |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------|
| Critical gap                                                                                        | Substantial gap                                                                     | Moderate gap                                                                                         | Minor gap                                                                 | No gap                                                         |
| Absent or inadequate practice, creating unacceptable delivery risks. Immediate intervention needed. | Not suitable to support delivery success. Significant improvements needed urgently. | Partially supports delivery success but needs further development. Targeted improvements are needed. | Meets most needs effectively. Small refinements would strengthen support. | Fully meets all needs. Sufficient to support delivery success. |

### Priority Rating and Remediation Timescale

| Rating        | Description                                                                                                                                                                                                                                                                                                                                   |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>High</b>   | <p>Related finding is having or could have a significant impact on the achievement of the next key milestone.</p> <p><b>DO NOW:</b> Action should be taken immediately and the impact on the next decision gate should be formally assessed by the governance body if the recommendation is not implemented within the assigned due date.</p> |
| <b>Medium</b> | <p>Related finding is having or could have a moderate impact on the achievement of the next key milestone.</p> <p><b>DO SOON:</b> Action should be taken at the earliest reasonable opportunity but be completed by the assigned due date.</p>                                                                                                |
| <b>Low</b>    | <p>Related finding is having or could have a minor impact on the achievement of the next key milestone.</p> <p><b>DO IF ABLE:</b> If addressed, it will improve the overall management control environment and/or efficiency and effectiveness. Implementation is recommended.</p>                                                            |

## Document Control

### Document Information

|               |                            |
|---------------|----------------------------|
| Document Name | MBIE OFS IQA 1 Report      |
| Contact       | Privacy of natural persons |
| Status        | Final                      |

### Document History

| Author                     | Description of Change              | Date              | Version |
|----------------------------|------------------------------------|-------------------|---------|
| Privacy of natural persons | Initial document                   | 9 September 2025  | 0.1     |
|                            | Updates following factual accuracy | 22 September 2025 | 0.2     |
|                            | Final for signoff and distribution | 29 September 2025 | 1.0     |

### Distribution Control

| Person                     | Role                                  | Date of Issue     | Version |
|----------------------------|---------------------------------------|-------------------|---------|
| Privacy of natural persons | Internal peer review                  | 11 September 2025 | 0.1     |
| Karen Bishop               | Programme review for factual accuracy | 11 September 2025 | 0.1     |
| Karen Bishop               | For programme management comment      | 22 September 2025 | 0.2     |
| Karen Bishop               | For signoff and distribution          | 29 September 2025 | 1.0     |