MINISTRY OF BUSINESS INNNOVATION & EMPLOYMENT

OUR FUTURE SERVICES PROGRAMME

DETAILED BUSINESS CASE INDEPENDENT QUALITY ASSURANCE REVIEW REPORT

August 2024

Final

IN CONFIDENCE

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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 OFS Detailed Business Case together with our recommendations to address shortcomings or improvement opportunities.

IQANZ prepared this report for the SRO, Programme Sponsor, Immigration System Governance Group, and 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 22 and 30 July 2024. The findings and observations outlined in this report rely on the information we gathered and reflect the status of the detailed business case work at that time.

Executive Summary

Overview and objectives

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.

Work to address these challenges began five years ago. To date INZ has implemented several key initiatives including a modern cloud-based platform for visa processing (ADEPT), a cloud-based rules engine, an analytics platform, and operating model changes. These initiatives aim to improve customer-centricity and implement a continuous improvement framework. Since these projects completed, INZ has transitioned to a BAU delivery model to progress migration of visa products from the legacy systems onto ADEPT.

Progress has been slower than ideal and Immigration system leadership has determined that managing the ongoing improvements and transition/migration of existing visa products would be best delivered as a cohesive programme of work. A small team is developing a Detailed Business Case (DBC) to justify the desired approach and enable a programme team to be established.

Ahead of the DBC going to Cabinet, Immigration system leadership requested an independent assessment of the business case, to ensure it is robust and fit for purpose.

The objectives of this review were to:

- Assure the Ministry that the:
  - DBC presents a well-reasoned, robust proposal for seeking funding and fulfils public sector requirements.
  - DBC and any supporting documents are coming together as intended (with consistency), and each of the five cases has had appropriate inputs and levels of detail applied from appropriate parties.
  - programme governance structure and management control environment (processes, standards, guidance, and practices used) are robust and suitable to support successful programme delivery.
- Identify strengths and provide pragmatic advice and recommendations for any improvements required in the DBC and programme governance/management control environment.

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

In making our assessment of the DBC, we have used Treasury's DBC reviewer assessment tool and Gateway review themes and insights 2016-2022[1], as well as our experience over many years reviewing government business cases.

Findings and Summary Ratings

A summary of ratings for each key scope area is presented in the table below:

Scope area	Rating	Description
Strategic Case		Mostly appropriate and fit for purpose. Minor improvement opportunities exist.
Economic Case		Mostly appropriate and fit for purpose. Minor improvement opportunities exist.
Commercial Case		Development needed to support delivery success. Material improvement opportunities exist to be addressed as a priority.
Financial Case	Not rated as undrafted at time of review	
Management Case		Mostly appropriate and fit for purpose. Minor improvement opportunities exist.

Key findings

- The DBC team is **following Treasury Better Business Case guidelines effectively**, and the business case presents a robust stating of the problems to be addressed with potential options to deliver outcomes. The Financial Case was undrafted at the time of our review, but the team have assessed funding approaches and are working through implications of the preferred approach. The Commercial Case needs further work to outline the current state commercial arrangements, given these will endure through the programme.
- The pragmatic approach of a Detailed Business Case, rather than a multi-step programme BC then DBC is sensible, given the nature of the programme being a continuation of work already underway in BAU and started under earlier business cases.
- **High level programme scope is well defined**, supported by a detailed migration approach and delivery sequence designed to incrementally release benefits through decommissioning legacy systems and enabling productivity improvements in visa processing. Business and technology SMEs have been well-involved with planning workshops to date. While the timeline for delivery is long, fieldwork suggests it is reasonable, being based on experience to date of the migration activities done under BAU.
- Programme **cost and benefit models are comprehensive, well-developed, and evidence based**. They show a good level of SME engagement to support assumptions and modelling. BAU productivity metrics form the basis of costs and expected benefits. Both models are granular enough to support ongoing monitoring and tracking. We recommend the programme builds regular checkpoints during delivery to check and revalidate underlying

[1] https://www.treasury.govt.nz/information-and-services/state-sector-leadership/investment-management/investment-management-system-reporting/gateway-review-findings

assumptions and provide early warning if forecasts are veering away from plan. Sensitivity in the models is well understood.

- The **programme governance structure is adequate** but risks being top heavy. To ensure the model works well, it's crucial to have clear and well documented roles and responsibilities, defined tolerances and escalations processes, and allow decisions to be made as close to the programme as possible.
- The programme has defined a **comprehensive change management approach, using existing proven methods**. Learnings from the earlier ADEPT implementation project, and migrations of visa products post-project are noted, and the team are adapting their approach accordingly. Existing change teams will support the programme change resources to deliver the approach. The level of change within the business will vary depending on the visa product. Mapping out the change model in more detail once the programme is underway will support more granular change planning, but the work the programme team have done to date is appropriate at this stage in its lifecycle.
- Overall, the draft **DBC is shaping up to present a robust case for investment**, with several viable options for delivery and one clear preferred option. While the programme has risks with its delivery, these appear well understood and early mitigation actions appear sound. There is confidence in the work the team has done to date and recognition of the quality and competency of the people involved.

Key recommendations

We've made 10 recommendations for the programme to consider. Of these, four are **High** priority and outlined below:

#	Recommendation	Why
Overall Observations		
1	Ensure the Executive Summary contextualises the investment as a continuation of the work previously started in INZ under earlier business cases. Reflect this context throughout the business case sections where appropriate.	The OFS programme as the continuation of work started under the Automated Decision Assistance/ADEPT business case is important context for anchoring the investment as continued investment in ongoing improvements.
Strategic Case		
2	Simplify the contextual information presented, to support better reader engagement with the Strategic Case. Include an overview or summary of the future state information before the relevant sections for the same reason.	Overviews, signposts and simplified information help readers engage with the core of the investment logic, making it easier for them to see the programme rationale.
Commercial Case		
6	Include more current state contractual information, existing commercial arrangements	As the programme will be largely using existing

#	Recommendation	Why
	and their management, as well as any expected changes to those arrangements as a result of the programme.	contracts for delivery, it's important that readers understand what the current state is and how the programme might change it.
Management Case		
10	Clarify the decision making hierarchy, including which roles are decision making and tolerances for decisions at various levels in the governance structure. Endeavour to have as much decision making as possible close to the programme.	Clear decision making paths help with effective and efficient decisions during the programme life. Keeping most of the decisions close to the programme mean those with the most skin in the game and knowledge of the programme are making critical decisions.

Appendix B includes a full definition of the Rating and recommendation priority

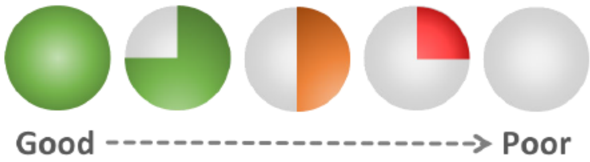
Acknowledgements

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 time.

Detailed Findings & Recommendations

We have rated each of the review components using the rating guide to identify the strengths and weaknesses of the project. These ratings consider the surrounding context of the programme and any work in progress.

Based on the detailed findings in this report, the recommendations should be addressed as a matter of noted priority.



Context and Overall Observations

Note: this section is not rated

Findings and observations

We reviewed a version of the DBC as at 19 July 2024. This version was mostly complete, except for the Financial Case (which was still to be drafted) and no executive summary. Our assessment of the Financial Case is consequently based on supporting information, not the actual case itself.

We also met regularly with the Programme Director during our fieldwork, presenting initial findings and recommendations. It's likely the team will have already addressed many of our recommendations that are outlined in this report.

The DBC is appropriately a hybrid PBC/DBC

The DBC picks up from earlier business cases to support similar interventions in the immigration system. As such, it doesn't follow from a separate programme or indicative business case (per BBC guidance) but is a continuation of the work to modernise visa processing and exploit the capability enabled through the ADEPT platform.

Going straight to DBC, with expanded strategic and economic case material is sensible and pragmatic. This approach provides rigour around investment rationale and programme approach and avoids delaying the start date of work by multiple months to accommodate a multi-phase business case process.

The Executive Summary will need to set the continuation context

The DBC needs to be clearer that the work proposed is a continuation of work already started post the implementation of ADEPT, using mostly existing approaches, but scaling up for a speedier and better controlled delivery. The version of the DBC we reviewed doesn't set this context well, other than in a few isolated points.

We'd expect the Executive Summary to cover most of this context, as a scene setter for the rest of the DBC. But it would also be useful for this message to permeate the rest of the business case too. It’s important context for all areas as it has determined constraints and guiderails for options, costings, and commercial aspects.

The programme risk profile assessment is under discussion

As part of the BBC process, the programme team completed a Risk Profile Assessment (RPA), self-assessing as Medium risk. Treasury have countered this assessment, rating the programme as High risk. INZ are working with Treasury to address these mismatched views. From our experience across multiple government programmes of work, the OFS programme doesn’t show many of the characteristics of other high rated programmes.

It's important to balance programme risk interventions against the consequences of risks eventuating and the additional time and cost of the requirements of a High RPA rating.

Recommendations

1. Ensure the Executive Summary contextualises the investment as a continuation of the work previously started in INZ under earlier business cases.
   Reflect this context throughout the business case sections where appropriate.

   Priority: High
   Owner: Programme Director
   Due date: Do now

Strategic Case

Rating

Mostly appropriate and fit for purpose. Minor improvement opportunities exist.

Findings and observations

NZ Treasury BBC guidelines for the DBC expect the Strategic Case to revisit the strategic case from the earlier programme or indicative business case, confirming its continued validity, and note any substantive changes since earlier work.

INZ organisation and context information is highly detailed

The Strategic Case lays out substantial information about INZ, its purpose and the visa processing system, including:

a) MBIE’s immigration system administration role
b) The size and nature of the immigration system
c) The existing system challenges and related problems
d) The actions INZ needs to take to address those problems

This is more information than we’d expect in a typical DBC, but it is appropriate given the way INZ has approached the OFS business casing.

However, the 30-odd pages of detailed information in this part of the Strategic Case is a lot for the reader to absorb and understand. It could be simplified without losing the key elements of context and problem definition. Doing so would better support the reader to engage with the document and to quickly understand the challenging landscape the project wants to address. A consistent theme from Treasury business case reviews is the need to draft business cases from the decision makers' perspective, to be concise and compelling.

Future state information needs overview/summary

The DBC outlines INZ's ambitions and vision around the future service model in some detail. It's pleasing to see there's a clear set of expectations around the model and what INZ will be able to do in the future. This gives a set of guiderails for the programme to deliver within and will be useful in supporting decision making and guidance at governance levels.

However, there's a lot of information presented around the future state which could be challenging for readers to absorb. Fronting this useful and important detail with a summary or overview will help with presentation and accessibility.

Investment objectives are reasonable and well supported

Fieldwork shows strong support for the objectives, with consensus that they align well with the identified problems. The IOs are supported by an investment logic map.

Benefits definition and sizing work is excellent

The DBC outlines four key benefits to be achieved by the programme, one of which is financial while the other three are non-financial. Baselines are understood for most benefit areas and measurement indicators are also well defined.

The work the team has done to understand potential financial benefits from efficiency/productivity gains and removed legacy system costs is comprehensive. Appropriate business/SME involvement supports robust benefit definition and sizing estimates, using workforce planning forecasts and models that INZ has already in place. Most people we talked to felt the benefit estimations are appropriately conservative.

The benefits model is granular enough to support scenario testing and model any impacts should underlying assumptions change. It includes a four-month lag post migration of the first two products in each tranche before the productivity benefits begin. Remaining products in each tranche use a two month lag. Having such a delay before counting benefits aligns to both INZ's experience with the already migrated products, and industry research we've seen around post-implementation productively lag for major system implementations. However, the programme should consider whether a more conservative six month/three month lag would be better, particularly where the migration to ADEPT will see substantially different business processes or where Immigration Officers will be using ADEPT for the first time.

The assumptions themselves are clearly documented, but it would be good to include them in the benefits model spreadsheet so that all relevant information is in the same place. Currently benefit assumptions are in a separate document.

Recommendations

2. Simplify the contextual information presented, to support better reader engagement with the Strategic Case.
   Include an overview or summary of the future state information before the relevant sections for the same reason.

   Priority: High
   Owner: Programme Director
   Due date: Do now

3. Explore the level of optimism inherent in the four/two month lag for product migration benefits, adjusting as much as possible for optimism bias. Scenario modelling may help test the underlying assumptions in the delay timings.

   Priority: Medium
   Owner: Programme Director
   Due date: Do now

4. Include assumptions around benefits as a tab in the benefits model workbook, to keep all benefits-related information in the same place.

   Priority: Medium
   Owner: Benefits modeller
   Due date: Do now

Economic Case

Rating

Mostly appropriate and fit for purpose. Minor improvement opportunities exist.

Findings and observations

The Economic Case should outline the shortlist options assessment, the preferred way forward, and the likely benefits from the investment. Risks and uncertainty should be measured.

Options definition and analysis is appropriate

The programme doesn't have previously shortlisted options to explore as part of the DBC, but the team have defined a set of options to deliver the desired outcomes, assuming a starting point of using ADEPT as the platform of choice.

The four options are sensible, include a status quo/continuation of BAU option, and present an incremental/scaled approach to delivering the programme. All four are “true” options – i.e. decision makers could choose any of the options and achieve some of the desired outcomes.

Definition and analysis around these options is appropriate, using alignment with the investment objectives and critical success factors to support multi-criteria analysis.

Cost-benefit analysis is nearly complete

The programme’s detailed cost model is robust. Both it and the detailed benefits model allow for meaningful cost-benefit analysis to support decision making. Review participants were confident in the cost details, noting that licencing costs for ADEPT are complex and more assumption based for outyears than ideal.

The team have assumed an uplift in ADEPT licensing costs based on current actuals, plus a percentage of consumption costs per product. These costs were still be finalised during our fieldwork.

Cost risks are understood

There’s a risk that licensing costs for ADEPT post migration of products could increase more than is modelled, however there’s no practical way of assessing the size of this risk before the programme starts migrating products. Building in checkpoints to test cost assumptions and risks as products begin to migrate will help the programme understand whether there are likely to be unexpected increases in costs.

There are other sensitivities in the programme cost model, such as the ability for attrition to mostly account for personnel reductions expected during delivery. These are well understood by those we talked to. Again, tracking during delivery and at key checkpoints will help INZ understand whether interventions are needed to ensure costs remain within plan and benefits aren’t compromised.

Preferred option scope and approach is well defined

The preferred option – Modernise the end to end service model – includes a phased delivery approach, to enable benefits realisation during delivery and provide an off-ramp for investment should that be needed. Four streams of work support the outcome areas and the team have defined a logical approach to product migrations. Fieldwork suggests a good level of planning and analysis underpins the information in the business case, with the team engaging across business and technology SMEs and vendors.

High level scope is defined, with placeholders for more detail in the business case as the team firm up plans. People we talked to showed a good understanding of the preferred option scope and migration plan.

Recommendations

5. Ensure programme planning includes checkpoints to test cost forecasts and associated risks during programme delivery.

   Priority: Medium
   Owner: Programme Director
   Due date: Post DBC, during programme planning

Commercial Case

Rating

Development needed to support delivery success. Material improvement opportunities exist to be addressed as a priority.

Findings and observations

BBC expectations for the Commercial Case include covering the intended procurement strategy, service scope and outputs, risk allocation and payment mechanisms, as well as the proposed contractual arrangements.

The commercial case needs some more contextual and support information

The programme is mostly using existing platforms and contractual arrangements. As a result, there is limited new commercial activity needed to support delivery.

The work plan notes there may be some procurement needed for ancillary technology, depending on design decisions made for specific visa products. But whether this is needed won't be known until the design work is underway.

The Commercial Case as written doesn't provide this context well. We would expect to see an outline of existing commercial arrangements, how these are managed within INZ and whether there are any adjustments expected to those arrangements because of the programme work.

Existing approaches/strategies will be used

The case outlines MBIE's existing procurement standards/ approaches and affirms these will be suitable for the programme's needs, should procurement be required. This is sensible given the likely lower risk nature of the anticipated procurement activities (i.e. they will be for component parts of the ecosystem, not the main platform).

Commercial risks should be considered

While providing ADEPT is an existing commercial arrangement, its pricing structure is complex and increasing use of the platform will increase consumption costs. MBIE's ability to renegotiate pricing

	terms due to greater use (to ensure pricing remains sustainable) should be considered and any related risks noted for programme monitoring.
Recommendations	6. Include more current state contractual information, existing commercial arrangements and their management, as well as any expected changes to those arrangements as a result of the programme. **Priority:** High **Owner:** Programme Director **Due date:** Do now 7. Ensure any commercial risks (such as pricing instability due to commercial constructs) are noted as part of the programme's risk planning work. **Priority:** Medium **Owner:** Programme Director **Due date:** Post DBC, during planning

Financial Case

Rating	N/A	Not rated as the case was undrafted at the time of our review

Findings and observations

The Financial Case should include analysis of the preferred option, particularly affordability and funding mechanisms.

Funding mechanisms are being agreed

The team have identified four options for funding the circa $60m required to deliver the programme, from a capital injection to funding from immigration accounts. We understand the likely option will be funding from the levy and memo accounts, i.e. effectively self-funding from levies and fees.

Details of this and implications for the immigration accounts are being assessed at the time of writing. For this reason, the team have yet to draft the Financial Case.

Contingencies in the cost model are appropriate

The cost model includes a blanket 20% contingency across both programme costs and ongoing licensing and operating costs. While the team have done a lot of work to understand the likely costs, there are still uncertainties and risks around costs. This level of contingency is appropriate in our view.

However, the team may want to consider conducting a Quantitative Risk Analysis (QRA) to further understand the risk implications on costs and whether varying levels of contingency could be appropriate over programme costs vs licensing and operating costs.

Recommendations

8. Consider conducting a QRA exercise to further quantify risk impacts on the cost model and contingency levels.

   Priority: Medium
   Owner: Programme Director
   Due date: Before DBC submission

Management Case

Rating

Mostly appropriate and fit for purpose. Minor improvement opportunities exist.

Findings and observations

Detailed management strategies and plans are expected in the Management Case, including programme/project approach and planning, governance structure, change management, benefits management, risk/issue management and post project evaluation planning.

Management Case is well developed

The Management Case includes the information we'd expect to see at this point in the programme lifecycle. Fieldwork evidenced good planning work already underway to understand the scope, timeline, migration approach and transition needs to support the business changes arising from programme work.

Programme governance structure is adequate, but with some risks and improvement opportunities

MBIE has existing governance structures that support portfolio, programme and project delivery. The programme will plug into these structures, with INZ's existing Immigration System Governance Group (ISGG) acting as Programme Board. This approach is reasonable and makes effective use of in flight mechanisms. A Programme Sponsor has also been appointed, who reports into the ISGG.

However, the governance model risks being top heavy, with multiple bodies both within INZ and the wider MBIE the programme has to satisfy. This adds a significant management workload that the programme will need to be resourced to support.

Good practice suggests governance should be as close to a project or programme as possible, to support effective decision making by those responsible for the outcomes. The proposed governance structure enables this to an extent, particularly given the Programme Sponsor role. However, we would typically expect a Sponsor to sit on the Programme Board. It doesn't appear to be the case for OFS and we recommend INZ consider amending this. We also recommend INZ consider independent membership on the Programme Board, to support breadth and diversity of thinking.

The decision making hierarchy is unclear

With the multi-layered governance structure, the programme's decision hierarchy isn't clear enough in the Management Case to suggest it will effectively support good decision making. There are multiple layers and groups who need to be informed or input to decisions, which makes governance management complex and high effort. The interplay between Programme Sponsor, SRO, ISGG, and wider MBIE governance functions from a decision making perspective needs to be well documented, with clear roles, responsibilities and tolerances defined.

Day to day design decisions should be made close to the programme. It's pleasing to see a Programme Design Group proposed in the model. Empowering this group to make enduring decisions will be critical to its effectiveness.

Programme resourcing and delivery structure is well thought out

The Management Case shows substantial thinking about how to optimise the programme's resource model and delivery structure to support successful delivery. Core capability teams/centres of excellence will be set up to support the delivery teams. The business case notes that aspects of Agile delivery will be used as part of the model. As this is a new way of working for INZ business there will be a period of embedding and adapting needed before teams operate well. It will be important that the programme supports its teams to upskill in the agile practices as work gets underway.

Programme control frameworks align with good practice

The Management Case covers relatively detailed approaches to programme management controls including:

- Change management and stakeholder engagement
- Risk and issues management
- Quality assurance and peer review.

This aligns with BBC expectations. Frameworks and structures make use of existing MBIE practices where relevant. We understand from discussions that BAU has been using similar practices for change management of the already migrated products. The programme intends to reuse these, adapted from lessons learned during the migrations to date.

Programme timeline seen as feasible

Business case options see a timeline ranging from 12 years (Option 2) to seven years (Option 4). A first glance these timelines seem long, and we explored the programme duration with those we talked to.

Timeline estimates are driven by the number of visa products to be migrated onto ADEPT (26 groups totalling 200 products) and based on the delivery metrics achieved by the existing teams for recent migrations. There's a mix of simple and complex products and some which need little change before migrating while others will have greater design effort.

Appropriate business and technical SMEs provided input to the migration approach and sequencing, as well as the product groupings. People we talked to saw the approach as sensible and not too ambitious or conservative. It's better to plan somewhat pessimistically, especially for such long duration work, so we're comfortable with the approach the team has taken.

The two-phase delivery approach allows for incremental benefit achievement as well as a potential off-ramp if needed.

Programme risks are well understood

People we talked to raised a range of risks during our fieldwork. Positively, these are largely covered in the Management Case risk section suggesting a good common understanding of risks.

Key risks include ensuring dedicated and ring-fenced resources (people and budget) for the programme throughout its life to maintain momentum and managing conflicting work priorities particularly in the Policy space to minimise programme disruption. People mentioned the need for programme flexibility and agility to adapt if unforeseen circumstances arise. The migration approach and sequencing are inherently flexible, assuming the programme tackles the ADEPT foundations work first (which is what's planned). This should stand the programme in good stead as it progresses.

Planned high level risk and issues management practices are suitable for the nature of the programme.

Benefits management will need more focus post DBC

BBC expectations are for a draft Benefits Realisation Plan to be appended or referred to in the Management Case. However, the benefits section of the OFS management case is fairly high level and doesn't meet this standard.

As noted, benefits definition and sizing work is well advanced and very well done. It provides a good foundation for the programme. Realisation management work can lag the DBC, but should include clear ownership of benefit realisation activities, a monitoring regime and timings for that, and be clear about any risks to realisation for ongoing management. As noted elsewhere in our report, we recommend the programme builds a series of checkpoints throughout delivery to test planning assumptions, including those around benefits.

Recommendations

9. Consider adding the Programme Sponsor and an independent to Programme Board membership

   Priority: Medium
   Owner: SRO
   Due date: Post DBC, during programme planning

10. Clarify the decision making hierarchy, including which roles are decision making and tolerances for decisions at various levels in the governance structure. Endeavour to have as much decision making as possible close to the programme.

    Priority: High
    Owner: Programme Sponsor/Programme Director
    Due date: Do now

11. Ensure benefits realisation planning includes checkpoints at key milestones during programme delivery to test underlying assumptions and whether benefits trajectory aligns with estimates.

    Priority: Medium
    Owner: Programme Director
    Due date: Post DBC, during programme planning

Document Signoff

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 Immigration System Governance Group. We fully agree with the 11 recommendations outlined as they are essential to ensuring that we develop a robust business case which will set us up for successful delivery of the Programme.

Since receiving the report, we have already implemented several of the recommendations and are actively working on the remaining ones.

Thanks again for your thorough analysis and constructive feedback.

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.

Signoff

04 September 2024

Karen Bishop
Programme Sponsor
Immigration NZ

[date]

Privacy of natural persons

03 September 2024

[date]

Lead Reviewer
IQA New Zealand Limited

Appendix A – Terms of Reference & Approach

Scope of our review

Scope inclusions

The scope of this review included assessing the robustness of the Detailed Business Case against Treasury's guidelines, covering the suitability and quality of:

- The Strategic Case
  - strategic context (from business, technical, organisational, and public sector perspectives).
  - definition of investment objectives, existing arrangements, and business needs.
  - definition and agreement of potential business and programme scope and key services requirements.
  - testing of assumptions, costs, benefits, risks, constraints, and dependencies.
  - definition of performance measures.
  - alignment with other Ministry, sector, and All of Government strategic objectives.
- The Economic Case
  - definition and agreement of critical success factors.
  - definition and assessment of long list and short-list options.
  - definition and modelling of benefits and costs.
  - definition and agreement of risks and uncertainty that may impact on the benefits or costs.
  - assessment of the preferred option and sensitivity analysis approach.
- The Commercial Case
  - overarching commercial viability.
  - definition of the procurement strategy, requirements, risk allocation and payment mechanisms.
  - review of the procurement process and controls.
  - definition of contractual and other issues.
- The Financial Case
  - the cost modelling approach and the high-level cost benefit analysis.
  - funding strategy and approach.
- The Management Case
  - proposed programme governance and management structure, environment/controls and approach, including the DBC development approach and how programme delivery will be structured.
  - approach to change, benefits, scope, and risk management.
  - the organisation's capability and capacity to deliver the resulting programme of work.
- The overall readability, content, and logical structure of the DBC.
- The business case development approach, socialisation and consultation process, and the level of support among key stakeholders (internal and external) for the recommended way forward.
- Identification of findings (strengths and improvement opportunities) together with pragmatic recommendations in relation to any improvement opportunities.

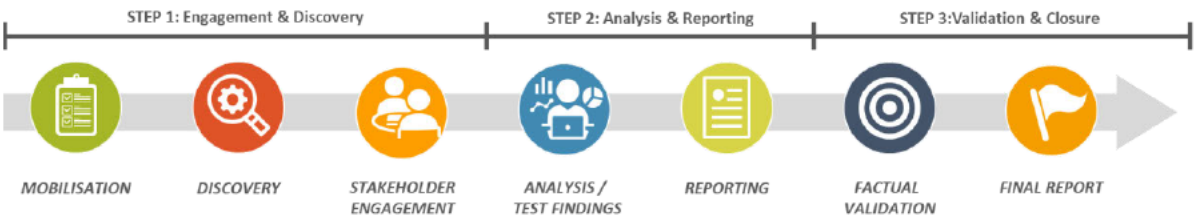
Scope exclusions

This review did not include:

- Review of and comment on any policy options contained within the business case.
- Assurance of the correctness of the costs included in the cost model.
- Specialist quantitative risk analysis expertise.
- Technology quality assurance.

Our approach

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



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.

People we spoke with

1. Privacy of natural persons – Programme Director
2. Sponsor – Karen Bishop
3. SRO – Alison McDonald, Deputy Secretary Immigration
4. Benefits Modelling – Privacy of natural persons
5. Finance Lead, Cost Modelling – Privacy of Privacy of natural persons
6. Business Representative – Privacy of natural pe Privacy of natural perso Deputy Chief Operating Officer, Immigration
7. Commercial Case Lead – Privacy of natural persons
8. Technical specialists - Privacy of natural persons – Lead Architect, Privacy of natural persons Manager of Technology Strategy and Privacy of natural persons, Head of Digital and Programmes, Immigration
9. Governance Group representative - Nic Blakeley – Deputy Secretary
10. ADEPT platform workstream leads - Privacy of natural persons and Privacy of natural persons

Review Team

Team Member	Role	Substantive Role
Privacy of natural persons	Lead Reviewer	Managing Director
Privacy of natural persons	Internal QA & Support	Director

Documents we reviewed

- 231207 2023 December 7 Final scoping of ADEPT Business Case_SIGNED
- 240201 ISGG update 1 Feb 2024
- 240201 ISGG update 1 February 2024
- 240229 Business case update ISGG # 2 - Final
- 240229 ISGG update 29 Feb 2024
- 240328 SLT Paper on Immigration System Future Services Programme - final
- 240404 2324 - 2876 Future Services Work Programme Aide memoire
- 240405 Business case update ISGG # 3 - FINAL
- 240405 ISGG update 5 April - FINAL
- 240503 IORG Record of Discussion Immigration Online Applications Reference Group - Our Future Services discussion and next steps
- 240503 IORG Update Our Future Services - ADEPT as a self-service portal - Reference Group 3 May
- 240505 IORG - Update Our Future Services - Reference Group Update # 2
- 240510 2324-3270 Our Future Services work programme for Immigration New Zealand docx
- 240510 IORG Our Future Services - Differentiated Service Response and Role of VACs - Reference Group 10 May
- 240521 ISGG update - May update FINAL (Copy)
- 240521 ISGG update May - FINAL (1)
- 240527 IORG - Our Future Services - Differentiated Service Response - Reference Group 27 May
- 240527 IORG Our Future Services - Information Sharing and Knowledge Tools - Reference Group 27 May
- 240610 IORG Our Future Services - Differentiated Service Response - Reference Group 10 June
- 240612 ISGG update 12 June - FINAL
- 240624 ISGG update - 24 June
- 240710 - Our Future Services - cost and benefit update
- 240710 Memo Benefits Measures and Assumptions
- 240729 ADEPT Benefits Realisation - Workforce 30-50%
- Draft OFS Communications Plan
- DRAFT RPA 881 outcome letter
- DRAFT SA 881 outcome letter
- Financial Model - Resource Calculation
- Financial Model - WIP
- ISGG Our Future Services - all minutes
- Master doc Our Future Services detailed business case
- Our Future Services - Minister briefing July FINAL
- Our Future Services Monetised Benefits Assumptions
- Our Future Services summary overview final
- Product Migration Assumptions Register
- Treasury risk profile strategic assessment - INZ - Our Future Services
- Treasury update - Draft costs profile - 30 July

Appendix B – What the assessment ratings mean

Summary assessment

Highly Likely	Successful delivery of the change appears **highly likely** and there are no major outstanding issues that significantly threaten achievement of the next key milestone.
Likely	Successful delivery of the change appears **likely**. Attention will be needed to ensure that risks do not materialise into issues threatening achievement of the next key milestone.
Possible	Successful delivery of the change appears **possible**. However, issues exist in key areas that require management attention in order to achieve the next key milestone. Issues appear to be resolvable at this stage if addressed promptly.
Unlikely	Successful delivery of the change appears **unlikely** with major risks or issues in key areas that require urgent management attention. Achievement of the next key milestone is in doubt.
Highly Unlikely	Successful delivery of the change appears to be **highly unlikely** due to significant issues which do not appear to be resolvable at this stage. The schedule may need to be re-baselined or overall viability of the investment re-assessed.

Component Rating

Rating	Description
	Appropriate and fit for purpose. No material improvement opportunities exist.
	Mostly appropriate and fit for purpose. Minor improvement opportunities exist.
	Development needed to support successful delivery. Material improvement opportunities exist to be addressed as a priority.
	Not appropriate or fit for purpose. Significant material improvements are needed, requiring immediate attention.
	Insufficient or missing, creating an unacceptable level of risk to delivery success.

Priority Rating

Rating	Description
High	Issue is having or could have a significant impact on the achievement of the next key milestone. 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.
Medium	Issue is having or could have a moderate impact on the achievement of the next key milestone. Action should be taken be taken at the earliest reasonable opportunity but be completed by the assigned due date.
Low	Issue is having or could have a minor impact on the achievement of the next key milestone. If addressed, it will improve the overall programme management control environment and/or efficiency and effectiveness. Implementation is recommended.

Document Control

Document Information

Document Name	MBIE INZ OFS Programme DBC IQA Review report
Contact	Privacy of natural persons [redacted]
Status	Final

Document History

Author	Description of Change	Date	Version
Privacy of natural persons [redacted]	Initial document	1 August 2024	0.1
	Updates following factual accuracy	8 August 2024	0.2
	For management comment	19 August 2024	0.3
	Final for signoff	03 September 2024	1.0

Distribution Control

Person	Role	Date of Issue	Version
Privacy of natural persons [redacted]	Internal peer review	2 August 2024	0.1
	Programme review for factual accuracy	2 August 2024	0.1
	For programme management comment	19 August 2024	0.3
	For signoff	03 September 2024	1.0