



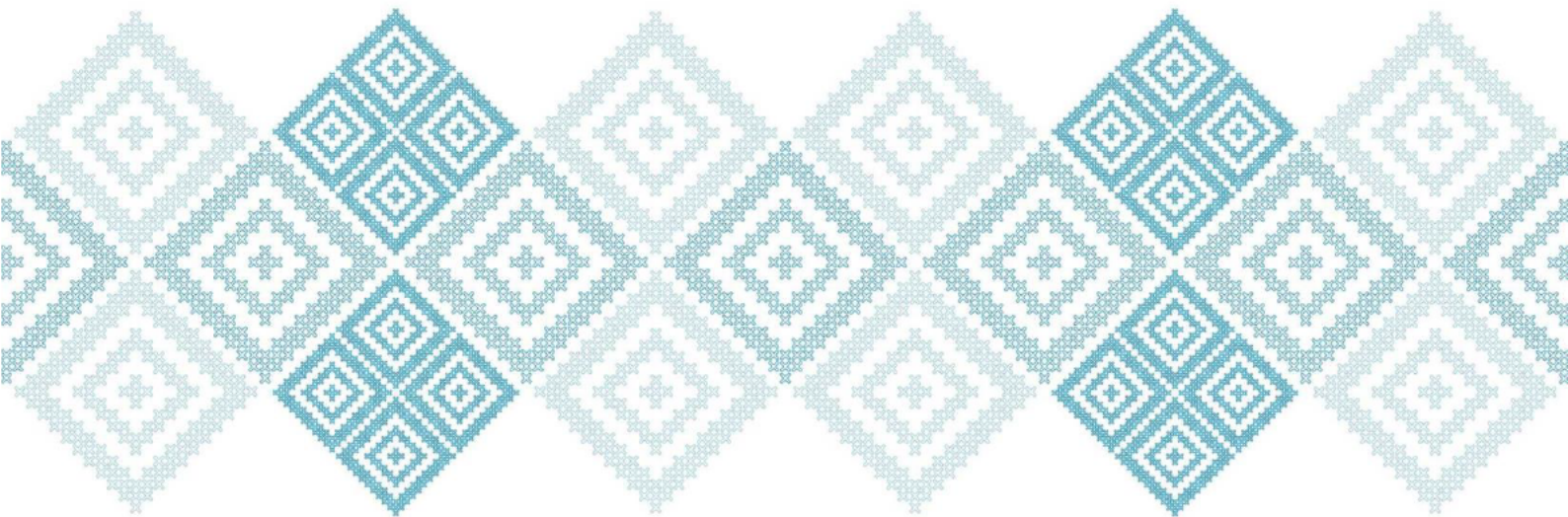
GATEWAY REVIEW REPORT

Ministry of Business, Innovation & Employment (MBIE)

Our Future Services Programme

Gate 0: Strategic Assessment (mid-point review)

June 2025



Gateway Review Report

Gate 0: Strategic Assessment

Gateway Review Reference ID	1619
Agency Name	Ministry of Business, Innovation & Employment (MBIE)
Investment Name	Our Future Services
Senior Responsible Owner	Karen Bishop
Planning Meeting Date	05/06/2025
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Report Version	FINAL

Review Team Leader	Privacy of natural persons
Review Team Member	
Review Team Member	
Review Team Member	

This report has been prepared by the Gateway Review Team in accordance with the New Zealand Government's Gateway Review Process (Gateway) as set out in the six handbooks *Gateway Review Process Best Practice – Gateway to Success*, published by the New Zealand Government. This report summarises the Team's findings and recommendations, informed by, but not limited to, an assessment against the criteria documented in the handbooks.

This report is the property of the Ministry of Business, Innovation & Employment (MBIE).

Important Notice

This report contains headline findings and recommendations only, and is not intended to be interpreted in isolation from the daily discussions and briefings to the SRO during this Review.

Gateway Review Reports are official information, and the Official Information Act 1982 (OIA) applies as normal. Please consult the Gateway Unit in Treasury before any public release of a Gateway report under the OIA.

Direct any enquiries regarding the Gateway Review Process to the Gateway Unit:
gatewayunit@treasury.govt.nz

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1. Review Conclusions

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER
The Our Future Services (OFS) Programme is a transformational business change programme to support Immigration New Zealand's visa processing and risk management, building on the ADEPT system. There is overarching support for the Programme and all interviewees see it as critical. Several interviewees commented on how well the Programme has progressed since the last Review and there is overall confidence of delivery. The Programme has some inherent advantages not available to all government investments, including being self-funded, strongly supported by Government and a priority for MBIE. The overall Programme is on track but there are issues that need to be managed: • Financial challenges, including reduced visa volumes and revenue, overhead savings; • Status of the workforce change and transformation; and • Dependencies which are not clear across the wider Ministry In the same vein, the Review Team remains unclear as to where responsibilities and accountabilities lie for key deliverables, e.g. ownership of technology delivery. The Review Team makes recommendations to strengthen governance, risk management and future planning. The Review Team found that the Programme remains in the Amber Delivery Confidence category. If the Blocker identified below is not resolved in a timely manner, the Programme will shift to a Red Delivery Confidence and require substantial replanning.	

The Delivery Confidence assessment colour status uses the definitions below:

Colour	Criteria Description
Green	Successful delivery to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
Green/Amber Amber/Green	Successful delivery appears probable, however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible, but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation
Amber/Red Red/Amber	Successful delivery is in doubt, with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
Red	Successful delivery appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.

1.2 Recommendations

The Gateway Review Team makes the recommendations in the table below, which are prioritised using the following definitions.

- **Critical (Do Now)**
To increase the likelihood of a successful outcome it is of the greatest importance that the project should take action immediately.
- **Essential (Do by ...)**
To increase the likelihood of successful outcome the project should take action in the near future.
- **Consider (Good Practice)**
The project should benefit from the update of this recommendation.

Ref	Recommendation	Priority
R1	That MBIE appoints the SRO as a full member of the Programme Board	DO NOW
R2	That MBIE appoints the Deputy Secretary Corporate and Digital Shared Services as a full member of the Programme Board	CONSIDER
R3	That the SRO determines the appropriate governance document (DBC or PMP) to guide the Programme, and ensure it remains up to date.	DO NOW
R4	That the SRO ensures the Board undertake a full risk review to validate risks and current treatments.	DO BY October 2025
R5	That the SRO ensures the replanning exercise is broad enough to confirm the scope, emerging opportunities, remaining deliverable of future phases, and the delivery approach (be it a continuation of the programme or a recast to BAU).	CONSIDER

Section 4 details the Gateway Review Team's findings in support of these recommendations.

1.3 Blockers

A blocker is a critical, high-impact issue that is outside the Programme/Project's ability to control that will severely impact time, cost, quality and scope.

Ref	Blocker	Describe specific nature of blocker	Consequence to investment if not resolved
B1	Financial benefits from MBIE organisation overheads	Financial benefits from MBIE organisation overheads have not been confirmed at the time of this review	The financial benefits shortfall will lead to Programme funding shortages as the Programme is funded through benefits. This could lead to Programme failure. The overheads account for approximately a third of the monetised benefits. The Review Team believes this needs to be resolved by the end of September 2025 (to ensure actions like procurement of services can continue) or an alternative plan put in place.

1.4 Business Case Assessment

Not required, as agreed with the Gateway Unit.

2. Background

2.1 Review Approach

Gate 0: Strategic Assessment is a broad, strategic review that may be undertaken at the start-up stage of a programme to inform decision-making or may be undertaken during the programme implementation to confirm the alignment with the established outcomes.

In order to form an opinion in relation to this Review, the Gateway Review Team has:

- Applied the Gateway Review Process.
- Interviewed the stakeholders listed in Appendix B.
- Reviewed the documentation listed in Appendix C.

More detailed information regarding the nature of this Review and its context within the New Zealand Government Gateway Review Process is provided in Appendix A.

2.2 Investment Description

The Our Future Services Business Case proposes investment to accelerate and enhance delivery of a digitally enabled service model that is more efficient and sustainable in balancing facilitation and protection of the immigration system.

Over recent years we have developed the core foundations for a future service model that is built around a single, cloud-based application submission and processing platform.

Our work to date has already identified the solutions we need for the future.

We have delivered tangible incremental improvements to the immigration system over the past five years. This includes a cloud-based, digitally enabled platform for visa and visa-related application processing (ADEPT), a cloud-based business rules engine, and a risk analytics platform.

Our successes to date provide a framework for our future service model and confidence in what our proposed future state will achieve. By investing now to accelerate this work, we can reduce risk, save money, and deliver additional benefits faster. As a result, we will be able to respond quicker to changes in policy, volumes or risk, and make it easier for customers to do the right thing.

While we have set a clear direction of travel, continuing at our current pace means spending money to keep out-of-date legacy systems operational and will lead to us carrying an increased risk of technology platform failure for longer.

Our new platform is proven to improve efficiency and productivity. However, we cannot realise its full potential until it is our single submission and processing platform, and the risk analytics platform is connected and enabled. We also need to go further to address the enduring barriers we face in providing an efficient, customer-centric immigration service and appropriately managing risk to protect New Zealand's borders.

The Our Future Services programme will deliver a smaller, more cost-effective immigration system that is more productive, effective at managing immigration risk, and provides a better experience for customers and staff.

We will measure our success against four benefit areas:

- Improved efficiency of services
- Improved identification and management of risk
- Improved system agility
- Improved experience for customers and staff.

Aims of the Investment

The programme's investment objectives are to:

- create a unified immigration technology eco-system by:
 - consolidating our submission and processing applications into a single platform (ADEPT).
 - decommissioning legacy systems to minimise risk of system outages and improve agility.
- implement new risk capabilities and strengthen our processes and frameworks to better understand, mitigate and manage immigration risk.
- develop and deliver an immigration system that is easy to understand, interact and compliant
- Consolidating our submission and processing applications into a single platform.

Driving Force for the Investment

The Programme will address the following key challenges:

- Ineffective visa processing
- Increasing risk of technology and service failure
- Reactive and unsophisticated risk management
- Poor customer and user experience

Procurement/Delivery Status

The Programme is running a basic procurement approach in that it is sourcing resources for inputs rather than seeking to outsource outcomes. MBIE is acting as the system integrator.

MBIE is using existing suppliers for the bulk of the work on already purchased systems and will go to market when necessary for new capabilities.

Current Position Regarding Gateway Reviews

The Programme has run previous gateway reviews as well as independent IQAs in line with their assurance plan.

2.3 Acknowledgements

The Gateway Review Team would like to thank all those interviewed for their support and openness, which contributed to the team's understanding of the project and the outcome of this Review and in particular Privacy of natural persons for their excellent logistical and administrative support.

3. Previous Review

A Gate 0/2 Strategic Assessment / Delivery Strategy – Detailed Business Case was completed in October 2024. The Review found that the Programme was Amber which is considered normal for the point in its development. The Review also determined Delivery Confidence could trend to Amber/Green once the Staffing, Planning and Governance preparations are completed and once the Business Case approval gives a clear steer for funding allocation and MBIE portfolio prioritisation.

The OFS Programme is a formalisation of Business as Usual (BaU) activities, putting a programme ‘wrapper’ around them to control acceleration and a structured approach to benefits realisation. It needs to be viewed as a programme of change rather than an IT project, since there is heavy reliance on process re-design and organisation re-structure to leverage the IT and secure the intended benefits, including cost savings.

The Review concluded that the Detailed Business Case (DBC) for the OFS Programme serves a somewhat different purpose from other programmes and that it should not get bogged down in the mechanics of the approvals process. The key here is to make a priority call and acknowledge the opportunity cost, in the MBIE Portfolio, of prioritising this work rather than the financial cost requiring new money.

Appendix E describes the actions taken by MBIE to address the recommendations of the previous Gateway Review, and the Gateway Review Team’s comments on whether or not the recommendations have been addressed.

4. Findings and Recommendations

4.1 Policy and Business Context

Findings:

The policy and business context for this Programme is largely unchanged since the previous Review.

This is not new work. It is an acceleration of existing work. It is in pursuit of working smarter to streamline the administration of the Immigration New Zealand process and improve the customer experience. The Review Team agrees that the Programme construct remains valid for this phase.

This Programme has some inherent advantages not available to all government investments. These include:

- Government permission to invest third party revenue;
- Continued strong support from Government and stakeholders;
- The Programme being treated as a priority for MBIE;
- ADEPT is already in place, accepted as the core system, delivering benefits and being further developed to become an enterprise-strength platform; and
- Positioned to support the Government's policy settings for immigration.

Visa revenue is below forecast which changes the business assumptions on which this DBC is built. Immigration New Zealand is used to having revenue volatility and has tools to manage it.

The Review Team heard consistent feedback from all interviewees that the Programme Board needs a refresh, including clear accountabilities. One source of good practice advice known to the Review Team is the following: <https://oag.parliament.nz/good-practice/docs/good-governance.pdf>.

In line with the recommendation in the previous Review, MBIE has appointed a full-time SRO. The SRO is currently a non-voting member of the Board. Good practice suggests that the SRO be a full member of the Programme Board. In larger, more complex projects, such as OFS, the role of the SRO and Chair should be separate, with the SRO focussing on strategic direction and the Chair on governance and oversight.

Given a large proportion of the deliverables are technology based and managed by the Digital group, and that the monetised benefits realisation is a key component of ongoing funding, the Review Team is of the view that the Deputy Secretary Corporate and Digital Shared Services should be a member of the Programme Board.

The Review Team heard of a number of hygiene issues negatively impacting on the Programme Board mode of operation, including attendance, substitutes, meeting times which may be impacting the governance role of the Board. These need to be reviewed and addressed.

Recommendation:

R1	That MBIE appoints the SRO as a full member of the Programme Board	DO NOW
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Recommendation:

R2	That MBIE appoints the Deputy Secretary Corporate and Digital Shared Services as a full member of the Programme Board	CONSIDER
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4.2 Business Case and Stakeholders

Findings:

There is overarching support for the Programme and all interviewees see it as critical. Several interviewees commented on how well the Programme has progressed since the last Review and there is overall confidence of delivery.

Funding is secured for Phase 1: Jan 2025 – June 2026. Funding for Phase 2 (or 3) cannot be considered until after re-working the Financial Case.

There are assumptions that underpin the Financial Case in the DBC that are arguably no longer valid. These include potentially reduced visa revenues and the ability to obtain the financial benefits from overheads. The overheads account for approximately a third of the monetised benefits, as covered in the Blocker section above. There is a plan to rework the Financial Case which may prompt a tidy-up of other aspects of the DBC which are now out of date.

The SRO will need to determine how / where to articulate key changes to the wider case, e.g. through a regularly reviewed PMP that supersedes the DBC, or a DBC Addendum.

Recommendation:

R3	That the SRO determines the appropriate governance document (DBC or PMP) to guide the Programme, and ensure it remains up to date.	DO NOW
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4.3 Risk Management

Findings:

The Assurance Plan sets out the Programme's risk approach. There are Risk and Issues Registers in place and these are regularly updated.

The Review term heard repeated comments that while the Risk and Issue Registers are in place, there is a view that the mitigations were potentially ineffective in addressing the core risk. This was described by some interviewees as optimism bias.

Best practice risk management requires overall ownership of the process and responsibility for challenge at Programme Board level. The Review Team believes there would be merit in the Board undertaking an additional deep dive risk review to ensure that treatments are appropriate and will practically address the risks raised. This includes who owns the risks to resolution.

Recommendation:

R4	That the SRO ensures the Board undertake a full risk review to validate risks and current treatments.	DO BY October 2025
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4.4 Review of Current Outcomes

For the purposes of this Review, the current phase (Phase 1) ends on 30 June 2026.

There is clarity of the main outcomes to be achieved. The overall Programme is on track but there are issues that need to be managed:

- Financial challenges, including reduced visa volumes and revenue, overhead savings;
- Status of the workforce change and transformation; and
- Dependencies which are not clear across the wider Ministry.

In the same vein, the Review Team remains unclear as to where responsibilities and accountabilities lie for key deliverables, e.g. ownership of technology delivery.

Actions from the previous Gateway Review (see Appendix E) have largely been completed. The Review Team has been unable to evaluate the progress of the Workforce of the Future workstream due to the Director Organisation Design and Change, Future Services only being recently recruited.

The Workforce of the Future workstream is developing a workforce plan. The Review Team regards this as a high priority and is scheduled to be complete by December 2025.

While the Review Team heard confidence in the appointment of the Director, there was a desire to have more transparency on the plan. The Review Team heard that the Workforce of the Future workstream needs to provide clarity on key decisions and dates and ensure that the voice of the business is heard. The Review Team heard mixed views about how well the organisation was set up for change. Behaviours that demonstrate that the Programme is a business change need to be reinforced and embedded.

4.5 Readiness for Next Phase

For the purposes of this Review, the next phase runs from July 2026 to June 2028.

Findings:

The Review Team heard that there are differing views on whether this is a seven-year programme or a shorter piece of work. Key interviewees reinforced the need for the agility, including (importantly) identifying how benefits can be realised earlier.

The Review Team was advised that before the end of Phase 1 there will be a replanning exercise undertaken to confirm the scope and remaining deliverables of future phases, and the delivery approach, be it a continuation of the programme or a recast to BAU for aspects of it. This also provides the opportunity to identify if evolving technologies such as AI will enable the deliverables to be sped up or change their shape and impact on the future operations of immigration. Interviewees identified the pace of change as a key feature of this programme as the technology and business needs will rapidly evolve and are not fully known.

Recommendation:

R5	That the SRO ensures the replanning exercise is broad enough to confirm the scope, emerging opportunities, remaining deliverable of future phases, and the delivery approach (be it a continuation of the programme or a recast to BAU).	CONSIDER
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5. Next Review

Depending on the outcome of the replanning exercise, MBIE has a range of Review options. These include a **mid-point Gate 0: Strategic Assessment** if Programme construct remains, a **Gate 5: Operational and Benefits Realisation Review**.

MBIE should contact the Gateway Unit no later than the start of Q2 in calendar year 2026 to discuss options.

APPENDIX A – Review Purpose and Context

Overview of the Gateway Process

Gateway is a programme/project assurance process that involves short, intensive reviews at up to six critical stages (or decision gates) in the lifecycle of a project and at intervals during a programme. Reviews are conducted by a team of reviewers not associated with the investment and usually contain a mix of experts sourced from the public and private sectors.

Reviews are designed to:

- Assess a project against its specified objectives at a particular stage in its lifecycle
- Provide early identification of any areas that may require corrective action
- Increase confidence that the project is ready to progress successfully to the next stage.

Overview of Gate 0: Strategic Assessment

Gate 0: Strategic Assessment is a broad, strategic review that may be undertaken at the start-up stage of a programme or project, to inform decision-making, or may be undertaken during programme implementation to confirm the continued alignment to the delivery of outcomes and benefits. Gate 0 may be undertaken several times throughout the life of particularly complex investments in addition to the other reviews that would occur in the normal application of the Gateway Review Process.

In a broader sense, this type of review provides assurance to the Sponsoring Agency responsible for the investment, via the SRO, that the scope and purpose has been adequately assessed, communicated to stakeholders, and contributes to the agency's overall business strategy and/or whole-of-government strategies and policies. It also aims to test whether stakeholders' expectations of the investment are realistic, by reference to planned outcomes, resource requirements, timeline and achievability.

Where a Gate 0: Strategic Assessment is undertaken at the start-up stage of either a programme or project, it occurs when the preliminary justification for the investment is drawn together. It is based on a strategic assessment of business needs, an analysis of the stakeholders whose co-operation is needed to achieve the objectives, and a high-level assessment of the likely costs and potential for success. An early Gate 0 is particularly valuable as it helps to confirm that the way forward is achievable, before plans have been finalised.

Programmes that are particularly complex or long-lived may benefit from one or more Gate 0: Strategic Assessment reviews. Unlike other Gateway reviews it is likely that this will be determined by circumstances particular to the programme, rather than before a particular decision point.

At this Gate, the Gateway Review Team would be expected to:

- Review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to the overall strategy of the organisation and its senior management
- Confirm that the programme is supported by key stakeholders

- Confirm that the programme's potential to succeed has been considered in the wider context of government policy and procurement objectives, the organisation's delivery plans and change programmes, and any interdependencies with other projects or programmes in the organisation's portfolio and, where relevant, those of other organisations
- Review the arrangements for leading, managing and monitoring the programme as a whole and the links to individual parts of it (e.g. to any projects within the programme)
- Review the arrangements for identifying and managing the main programme risks (and individual project risks), including external risks such as changing business priorities
- Check that provision for financial and other resources has been made for the programme (initially identified at programme initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience and authorised
- After the initial Review, check progress against plans and the expected achievement of outcomes:
 - that there is engagement with the market as appropriate on the feasibility of achieving the required outcome
 - where relevant, check that the programme takes account of joining up with other programmes, internal and external.

APPENDIX B – List of Interviewees

Name	Role/Position	Interview Date
Privacy of natural persons	Programme Director, Future Services	23 Jun 25
Karen Bishop	General Manager Future Services, Senior Responsible Owner (SRO)	23 Jun 25
Alison McDonald	Deputy Secretary Immigration	23 Jun 25
Privacy of natural persons	Manager Assets and Supplier Management, Corporate and Digital Shared Services	23 Jun 25
Stephen Vaughan	Chief Operating Officer Immigration, Business Owner and Programme Board member	23 Jun 25
Nic Blakeley	Deputy Secretary Labour, Science and Enterprise, Programme Board Deputy Chair	24 Jun 25
Privacy of natural persons	Head of Digital and Programmes – INZ, Corporate and Digital Shared Services	24 Jun 25
	Director Organisational Design and Change, Future Services	24 Jun 25
	Deputy Chief Financial Officer, Strategic Finance, Corporate and Digital Shared Services	24 Jun 25
	New Zealand Country Manager, DXC Technology (vendor)	24 Jun 25
Richard Griffiths	Deputy Secretary Corporate and Digital Shared Services	24 Jun 25
Privacy of natural persons	Programme Director – MSD Services for the Future; external member on the Programme Board	25Jun 25
Carolyn Tremain	Secretary / Chief Executive Officer	25Jun 25
Suzanne Boslem	GM Customer Service Delivery & Programme Board member	25Jun 25
Privacy of natural persons	Treasury Vote Analyst Team	25Jun 25
	National Manager Risk and Verification	25Jun 25
	GM Agency Partnerships and Capability & Digital Identity Team, GCDO	25Jun 25

APPENDIX C – List of Documents Reviewed

Document Title	Version and/or Date
Programme Management Plan • Implementation Approach • Strategic Communications Plan • Approved Detailed Business Case Risk and Issue Management Strategy	4 June 2025 (PMP) 29 May 2025 (other docs)
Control book / registers • Risk register (programme) • Risk register (ADEPT workstream – Students) • Issues register • Decisions register Assurance recommendations register	4 June 2025
Our Future Services Programme Board Status Reporting & Minutes • April 2025 (for reporting period 22 Feb-21 Mar) • May 2025 (for reporting period 22 Mar-24 Apr) • June 2025 (for reporting period 25 Apr – 22 May) • Full Board meeting pack – 6 June Draft Programme Board minutes – 6 June	28 March 2025 2 May 2025 30 May 2025 18 June 2025
ISGG paper on Governance and updated tolerances	30 April 2025
Governance structure	May 2025
Delivery Readiness Assessment Outcome	April 2025
Change Management Strategy	Draft v.1.0 May 2025
Assurance Plan	v1.4 March 2025
Internal Assurance Terms of Reference	May 2025
Previous Gateway report (Gate 0-2)	October 2024
Previous IQA report	August 2024
Benefits Realisation Plan (working version)	v1.4 May 2025
Benefits Management Approach (memo to Programme Board)	9 May 2025
Organisational Charts	June 2025
Proposed list of Gateway interviewees	May 2025
February Cabinet paper	February 2025
Presentation on the programme – slides from planning workshop	June 2025
Delivery lifecycle stages - roles and responsibilities	April 2025

APPENDIX D – Sample Action Plan

<All the information in this appendix is an abstract or repeat of information held elsewhere in the report.>

This Appendix to the Gateway Report is intended to be able to be distributed as a stand-alone document detailing the Senior Responsible Owner (SRO)'s Action Plan to address the recommendations in this report.

Context

[SRO to include context as applicable for the intended audience, e.g. by pasting section 1.1 of this report here]

Recommendations and Action Plan

The Gateway Review Team made the recommendations in the table below, prioritised using the following definitions. The SRO's plan to address these recommendations is also included in the table below.

- **Critical (Do Now)**
To increase the likelihood of a successful outcome it is of the greatest importance that the project should take action immediately.
- **Essential (Do by ...)**
To increase the likelihood of successful outcome the project should take action in the near future.
- **Consider (Good Practice)**
The project should benefit from the update of this recommendation.

<Copy and paste recommendations in sequence from earlier in the report and reset the numbering throughout the report after all have been copied). Leave the right-hand columns free for the agency to complete.>

Ref	Recommendation	Priority	Action Plan	Status
R1				
R2				

APPENDIX E – Previous Findings and Recommendations

The table below contains the significant recommendations made in the previous Gateway Review for this project Review 1577–**MBIE Our Future Services Programme Gate 0-2** and action taken, including actions that varied from recommendations made in the review.

Ref	Recommendation	Action Taken	MBIE Status	Gateway Review Team Comment	
R1	Clarify the purpose this Business Case is intended to serve and ensure that the value proposition of 'acceleration' through a programme approach (in place of merely faster BaU) is explicit.	Accepted. The Business Case and supporting Cabinet paper will clarify this further	Complete	The business case is out of date and requires changes.	
R2	Maintain the integration of the Programme within the overall MBIE portfolio including its visibility to the MBIE SLT, and re-visit the composition of the Programme Board, perhaps including an external member and full time SRO role.	Accepted. We will continue to report quarterly to SLT. The Programme Board membership includes two external members. Onboarding for the first external member has begun, with them attending their first meeting in December. We are in the process of identifying the second external member who we want to have extensive organisational change experience. We accept the recommendation for a full time SRO but require more time to work it through.	Complete	Agree although the PB has only been able to recruit one external member. Karen Bishop was named as the fulltime SRO.	

R3	Develop a Programme plan that identifies clear linkages between delivery milestones and benefit increments, with flexibility for off ramps and changes of direction as appropriate.	Accepted. A detailed programme plan for each of the workstreams has been developed. A more detailed plan will be developed once workstreams have commenced, as per the programme plan. We will build in the linkages with benefit increments and off-ramps.	Complete	Not evidenced except at a high level. There is a detailed PMP.	
R4	Go to market for highly experienced programme specialist roles identified in the resourcing plan and onboard as soon as possible.	Accepted. Five programme roles to support the Programme Director has been approved and recruitment will commence by 31 October 2024. Further critical roles will be recruited prior to Christmas	Complete	Agreed – key roles in place The Future workforce stream lead has only recently joined the programme team.	
R5	Develop a living Organisational Readiness and Change Strategy for the OFS programme, with immediate focus on developing an executive and business leadership alignment plan.	Accepted. The organisational plan is a key deliverable within the programme implementation readiness plan. A specialist change manager is one of the critical roles identified above for recruitment prior to Christmas.	In-Progress	Agree	