MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Project Brief

Project No.	Project Name	Business Group	Sponsor	Business Owner	Project Manager	Date
4681	TIKA Re-platforming	Strategy, Performance and Design, TWSD	Katherine MacNeill	Privacy of natural persons	Privacy of natural persons	17/06/2024

Project Brief Purpose	This project brief seeks Opex funding of $324,288 in FY24/25 to develop a business case for TIKA Re-platforming project along with initial design work, business requirements gathering and vendor engagement.				
Problem and Opportunity	The TIKA investigations case management system is used by over 500 people across TWSD, INZ, and BRM groups. This initiative aims to modernise and extend the life of TIKA by moving it to a cloud hosted infrastructure and providing a web browser interface for users, to replace the current on-premises servers and installed desktop software interface. The TIKA system is nearing the end of its planned lifespan with depreciation completing in mid-2024, having first been implemented in 2018. There are financial and delivery benefits to refresh this critical system and extend its life by moving to cloud-hosted infrastructure and replacing the user interface. The vendor, Xanalys, developed a new web-based platform that provides a re-platforming path for the TIKA desktop client application in 2022 for one of their other clients, which reduces the required investment for this approach.				
Complexity	Med	**Treasury RPA**	Low	**Business Impact**	Med
Project Start Date	10/01/2024	**Indicative Closure Date**	29/08/2025	**Privacy Threshold Assessment**	Med

Recommendation	Decision
Approve: 1. The Project Brief funding of Opex $324,288 (FY 24/25) to fund the Business Case and recover the $29,432 cost of creating this Project Brief from cost centre 9003 – TIKA System Recoveries, shared by user business units.	Approved/Not Approved
a) **Note**: That the next governance document submitted to this forum will be a Business Case to be presented on 21 Oct 2024.	Noted/Not Noted
b) **Note**: That the Opex requirements have been reviewed by Finance	Noted/Not Noted
c) **Note:** That this initiative is on the MBIE investment plan to be considered for FIC approval in July 2024.	Noted/Not Noted
d) **Note:** That the indicative costs for the entire project are CAPEX $1,500,000 and OPEX $270,000. To be confirmed at business case stage.	Noted/Not Noted

Project Overview (Short)

The primary purpose of this project is to modernise and extend the life of TIKA by moving it to a cloud hosted infrastructure and providing a web browser interface for users, to replace the current on-premises servers and installed desktop software interface. A plan for delivering a "like-for-like" implementation of a web-based TIKA application and with enhancements that are available in the new platform. We will also consider Cloud infrastructure requirements and implementation models and Security requirements. Cloud migration makes TIKA easier for users to access and work with more efficient service delivery, time and effort saved. It keeps MBIE aligned with the software provider's product roadmap, by allowing for continuous improvement approach rather than running a series of enhancement projects, taking an invest to save approach, with enhanced security and efficiency in service delivery).

Strategic Alignment

Moving MBIE systems to the cloud is a central pillar of the MBIE Digital Blueprint. The TIKA system is nearing the end of its planned lifespan with depreciation completing in mid-2024, having first been implemented in 2018. We need to refresh this critical system and extend its life by moving to cloud-hosted infrastructure and replacing the user interface. This initiative ensures that a key tool used across MBIE remains fit for purpose and supportable. It provides a basis for being more responsive to user improvement requests as continuous improvement approach.

Impact if it does not go ahead

13 MBIE regulators rely on TIKA for investigation case management. If the platform reaches end of life without this investment, we will be using an aging system which is reducing in support by vendors. This increases the risk of disruption to critical processes and legal proceedings. It also puts at risk ongoing security accreditation. Note that there were 6 severe outages of TIKA in the last year, which will increase, meaning 500 users in MBIE are impacted by being unable to access information or conduct their work, including time sensitive matters such as triage of reports of exploitation or other offences, and reducing productivity. The opportunity to improve user interface will be missed, with higher cost and delayed system improvements, as they will need to be bundled up and delivered as projects with additional expense for updating and deploying desktop client software. It also misses out on productivity savings.

Constraints

Description	Treatment	Impact
Vendor Xanalys capacity	Early engagement to ensure project timelines align with vendor availability	If vendor has low capacity, then the delivery timeline will be pushed out.
MBIE funding availability	Aligning the start of the post-project brief work with the start of FY24/25 and FIC approval for FY24/25 investment planning	If required funding is not available to the project, then the project will be delayed and risks crystalised.

Project Objectives

Item #	Title	Description
1	Cloud migration of the current on-premises TIKA system	Work with the vendor to define a cloud migration approach, to be delivered in stages within Delivery phase.
2	User interface via web browser	Design the core "like-for-like" web application, including enhancements that have been implemented in the new web platform.
3	Associated technical enhancements	Determine additional application enhancements, potential infrastructure and security requirements, including new modules developed by the vendor, that will be included in the initial design.

Funding Information

	Funding Information		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
A	Approved Investment Planning Bid*	Capex		$1,500,000				
		Opex		$270,000				
B	Indicative Funding requested in this Submission	Capex						
		Opex	$29,432**	$324,288				$324,288
C	Indicative Ongoing Operating Costs	To be determined at Business Case stage ***						
D	*Depreciation*							
E	*Capital Charge*							
F	*Estimated Whole of Life Cost (C + D)*							

* This project was included in the approved 2023/24 investment bid. This has now been differed to 2024/25 and is one of the TWSD investment bids going to FIC for approval in July 2024.

** A budget of $29,432 was approved by the cost centre owner for initial Project Brief preparation (30 April actuals are $4,163).

*** The on-going operating cost for the current TIKA system is $1,366,000 per year. The delta difference in this cost will be confirmed during the business case stage.

Funding Source: Capex	Funding Source: Opex	Associated Memo Account	FIC Approval Needed?
MBIE Capital	9003 – TIKA System Recoveries	NA	Yes

Key Risks

Theme	Description	Treatment & Controls	Rating
Technology	If post migration the user roles and other business rules are not applied to the TIKA users and business unit then there will be breach of privacy and data sharing rules.	Business rules and user roles mapping in the design phase to ensure accurate migration.	Medium
Technology	TIKA infrastructure becomes aged and out of support, potential for security breaches, increasing support costs.	Migration of the on-prim TIKA system to cloud	Medium
Business requirements	If too many new functionalities / enhancements are requested by business groups, the project budget and timeline will increase considerably.	Prioritise requirements by engaging with the TIKA Change group.	Medium
Engagement and Communication	If all the business units in TIKA are not engaged during the project, then change delivery will not be implemented	Scheduled TIKA steering group and TIKA governance group meetings to ensure all involved business unit representatives are engaged. A working group in addition to this will also be created to allow for more detailed discussions.	High
Benefits and Outcome	If the user training is not delivered, then the users will not be able to use the new system post go live.	Follow train the trainer approach.	Medium

Delivery Approach and Methodology
The overall delivery of the project will be aligned to the MBIE PMO project delivery guidelines. The Delivery phase of the project will follow Agile Delivery Methodology by the vendor for the delivery of the technical components involved in the project. Vendor Xanalys will be mainly responsible for this part.
Resource Requirements (To develop Business Case)
Required resourcing for the business case is approximately 4 months from July to October 2024 and will utilise: • 40% Project Manager • 100% Business Analyst • 50% Solution Architect • 25% Cyber Security Architect • 10% Change Manager • Xanalys team – BA, application lead and technical lead
High-level Procurement Approach
The existing vendor, Xanalys, will be engaged for the re-platforming of their TIKA proprietary software product. New Statement of Work will be drawn up with Xanalys to deliver the project deliverables. The current Master Service Agreement with the vendor expires in Dec 2025, we will be looking into replacing this with the new agreement aligned to the support requirements for the new platform.
Business Change Summary (Impact on culture, systems, policy, processes and people) within the [business group]
Business Process for the impacted businesses, Technology, Internal MBIE users and Culture and Behaviour areas will have Medium impact rating. No Policy impact, Property, Equipment and Facilities impact, and External stakeholder impact is expected.

High-level Project Scope (Target Outcomes)	
In Scope	**Out of Scope**
Cloud migration of the current on-premises TIKA system	Any new integrations with MBIE business systems
User interface via web browser	On-boarding of new business units
Technical enhancements – yet to be determined	
Decommission of on-premises systems	
User training	

	High-level Project Deliverables	Date
1	Finalise the list of technical developments that will be delivered as part of this project	Oct 2024
2	Cloud migration of the current on-premises TIKA system	Jun 2025
3	User interface via web browser	Jun 2025
4	System documentation and training manuals	Jun 2025

	Milestones (To approval of the Business Case only)	Date
1	Finalising project scope	Sep 2024
2	Initial design document	Sep 2024
3	Project Business Case	Oct 2024

Dependencies		
Description	**Impact**	**Date Needed**
NA		

Benefits (Between 1 – 3 Maximum)				
#	**Type**	**Name**	**Description**	**Target Measure**
1	Technical risk reduction	TIKA system moved to a secured cloud	TIKA migrated to cloud from an aging system. This will also put us on the key supplier technology roadmap.	Migration achieved. Security accreditation maintained.
2	Improved Services : Internal	Browser based access	Users will be able to access the system via web browser and don't have to wait for software installations, with associated time savings aggregating to savings for each function.	TIKA user access via web browser. Elimination of service desk requests for assistance with TIKA client software installs and faults. Reduction in time lost per day by users.
3	Cost avoidance	TIKA system – desktop software deployment cost avoidance	Avoided cost of desktop software deployments. $40,000 per annum is spent on deployment for Datacom support (assuming 4 releases per year)	Avoidance of $40,000 cost per year for the same or greater rate of system updates delivered.

Reference Documentation	Mako Link
Governance Group ToR	Internal Links
Finance Project Workbook	
Treasury Risk Profile Assessment (M for high complexity)	
Benefits Map	
Business Change Impact Assessment	
Privacy Threshold Assessment	
Stakeholder Analysis and Register	
Resource Management Plan	-
Other (e.g. Architecture Forum Approval)	-

Endorser / Reviewer	Endorsed?	Endorser / Reviewer	Endorsed?
All endorsements received (table exported from Confluence)	Yes 156926907	Project Steering Group (PSG minutes)	Yes 156909249 156929938
Project Sponsor: Katherine MacNeill	Yes	PMO Quality, Benefits & Assurance: Privacy of natural p	Yes
Business Owner: Privacy of natural persons	Yes	Business Strategy Alignment: Privacy of natural p	Yes
Cost Centre owner : Privacy of natural persons	Yes	Technology Strategy Alignment: Privacy of natural person	Yes
Finance Business Partner: Privacy of natu	Yes	Workstream Manager: Privacy of natural pe	Yes
Procurement & Commercial: Privacy of natural pe	Yes		