

Business Case

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		17/02/2025

Business Case Purpose
This business case seeks capex funding of \$3,897,424 to deliver the TIKA Replatforming project. The delivery stage of the project will start on 24 February 2025 and is expected to be completed by 15 June 2026.
Problem and Opportunity
TIKA is an essential system for managing regulatory investigation functions across MBIE, with over 550 users in 13 different business units. The system faces the following challenges: - TIKA is nearing the end of its planned lifespan, having first been implemented in 2018. The infrastructure that TIKA is built on is nearing its end of extended support, with a newer web-interface technology version available from the supplier. Product updates are difficult as software must be deployed to all users' laptops, at a cost of \$10,000 per overall deployment. - TIKA documents are stored in the database rather than a document management system, limiting the ability to handle large files and a better way of handling this will be required as video and audio evidence files becomes more prevalent. - TIKA is built on an ageing on-prem infrastructure and has experienced an increasing number of system outages over the past 18 months. There are many public-facing web forms for receiving complaints to MBIE regulators, e.g. to report Migrant Exploitation (MEx), where triage teams must manually create complaint records in TIKA by copying data received through the form. This consumes large amounts of time that could be better applied to triaging and assessing complaints, minimising investigation backlogs. TIKA can be modernised by moving to a cloud-hosted infrastructure with new web browser interface for users. This will extend its life for the foreseeable future, keeping MBIE aligned with the software provider's roadmap and enabling a continuous improvement approach. New functionality for integrating TIKA with public facing complaint forms can be delivered more efficiently within the scope of the project. To ensure no delay in complete benefit realisation of integration capability, the project will explore the possibility of integrating all the other public facing forms with TIKA and report back to DGB by June 2025 with findings and potential change request to achieve the same as part of this project.
Impact of Not Proceeding
- Continuing to use the aging system will degrade MBIE's ability to meet regulatory investigation and enforcement obligations, and increased risk of disruption to critical processes and legal proceedings. There were six severe outages of TIKA in the last year and another incident already in January 2025. During outages, MBIE investigation teams are unable to access information or conduct work, including time-sensitive matters such as triage of reports of exploitation or other offences, resulting in severely reduced productivity. - The database and operating system will need to be upgraded before reaching end-of-life. - Multiple vendors are required for TIKA system support and incident response. - There will be missed opportunities to improve user interface accessibility. - System improvements will need to be done at higher cost due to software deployment requirement. - Significant time is spent on data entry before complaints can be triaged and investigated.

Complexity	Med	Treasury RPA	Med	Business Impact	Med
Project Start Date	10/01/2024	Indicative Closure Date	15/06/2026	Privacy Threshold Assessment	Med

Recommendation	Decision
Approve: The Project Delivery funding 1. Capex funding of \$3,897,424 (\$604,740 in FY 24/25 and \$3,292,684 in FY 25/26).	Approved/Not Approved
Approve: 2. The indicative project closure date of 15/06/2026.	Approved/Not Approved
Approve: 3. The benefits and the associated measures as stated in the Benefits Table.	Approved/Not Approved
a) Note: That the next governance document submitted to this forum will be closure report on 15/06/2026.	Noted/Not Noted

Project Overview (Short)
The purpose of this project is to modernise and extend the life of TIKA by moving it to Azure cloud-hosted infrastructure and providing a web browser interface for users to replace the current on-premises servers and installed desktop software interface. Functionality will be mostly like-for-like, with improved storage capacity, data access, ease of use, and a new interface for creating complaint cases in TIKA from data received directly from other MBIE systems or web forms. Project scope will include integration of the existing MEx complaint form. MBIE standards and patterns for cloud infrastructure and security requirements have been followed in the solution design.

Project Objectives		
Item	Title	Description
1	Cloud migration of TIKA system	Migrating the TIKA system to MBIE’s Azure cloud tenancy and decommission legacy system.
2	Web interface	Provide a web browser interface for the users.
3	Integration capability	Build capability of integrating public facing forms with TIKA complaints

Funding Source: Capex	Funding Source: Opex	Associated Memo Account	FICC/SLT Approval Needed?
MBIE Capital	9003 – TIKA System Recoveries	N/A	Yes

Strategic Case	"Our focus with Cloud technology is to actively use Cloud solutions and move existing applications to the Cloud" is a central pillar of the MBIE Digital Blueprint. Continued investment in TIKA is strategically important. It is a key example of a shared digital solution that meets the requirements of multiple business areas instead of operating a fragmented series of separate bespoke solutions. Data held in TIKA is a strategic asset that can be shared within the bounds of the TIKA Memorandum of Understanding to identify and investigate offending that spans multiple regulatory environments.
Economic Case (Preferred Option)	Three options were considered, with Option 2 being the preferred option by the Project Steering Group - - Do nothing – keep using TIKA with minimal investment other than essential upgrades of end-of-life components (database, server operating system etc.) - Upgrade TIKA to the supplier's current product version with web-based user interface and migrate to cloud infrastructure. Add interface for creating complaint records in TIKA directly from external data. - Upgrade TIKA to the supplier's current product version with web-based user interface but remain on the current on-premises infrastructure. Option 2 ensures the essential tool used by MBIE investigation teams remains fit for purpose, is easily maintainable, and involves fewer supporting vendors. Other options require avoidable spend on obsolete infrastructure and merely delay an inevitable product replacement. Previous consideration of going to market for alternatives was discounted due to indicative cost, disruption of fully replacing a product that is tuned to MBIE's requirements, migrating large amounts of active and archived data, retraining users, and reworking business processes.
Commercial Case	The existing supplier, Xanalis, will be engaged for the re-platforming of their TIKA proprietary software product. Xanalis has managed similar re-platforming for other customers; lessons learned from these experiences will be valuable for ensuring this project runs smoothly. The Xanalis Master Services Agreement (MSA) expires in December 2025 and renewal will be included in the scope of this project. New Statements of Work will be drawn up with Xanalis to deliver the project and to provide on-going operational support.
Mgmt. Case	The project will be managed in alignment with MBIE project governance, management and quality assurance disciplines. 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.
Financial Case	The Investment Plan provisioned \$1.5 M capex and \$270k opex as an 'Important' pipeline initiative in FY 2024/25. Confirmed cost after detailed design and increased scope is higher than the investment estimate. This, combined with delay in project initiation, means that only \$604,740 capex will be used in 2024/25, and \$3,292,684 capex is required in 2025/26. Project and ongoing costs are affordable, spread across 13 Business units using an established cost allocation model. The depreciation is planned for 8 years; the preferred option 2 delivers the full scope and benefits with 8 years depreciation plan. This option was approved in principle by wider TIKA business units.

Funding Information		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/35	Total
A Approved Investment Planning Bid	Capex		\$1,500,000				\$1,500,000
	Opex		\$270,000				\$270,000
B Previously Approved: Project Brief	Capex	-	-	-	-	-	-
	Opex	\$29,432	\$324,288				\$353,720
C Previously Approved: Business Case (if applicable)	Capex	NA	NA	NA	NA	NA	NA
	Opex	NA	NA	NA	NA	NA	NA
D Previously Approved: Change Requests (if applicable)	Capex	NA	NA	NA	NA	NA	NA
	Opex	NA	NA	NA	NA	NA	NA
E Carry-forwards (if applicable)	Capex	NA	NA	NA	NA	NA	NA
F Total Previously Approved Funding (B+C+D+E)	Capex	-	-	-	-	-	-
	Opex	\$29,432	\$324,288				\$353,720
G Funding requested in this Submission	Capex	-	\$604,740	\$3,292,684	-	-	\$3,897,424
	Opex	-	-	-	-	-	-
H Total Project Funding Requirement (F+G)	Capex		\$604,740	\$3,292,684			\$3,897,424
	Opex	\$22,528	\$324,288				\$346,816
I Estimated Ongoing Operating Costs	Opex				\$350,000	\$2,450,000	\$2,800,000
J Depreciation		-	-	-	\$487,178	\$3,410,246	\$3,874,584
K Capital Charge		-	\$30,237	\$194,871	\$170,512	\$511,537	\$907,157
L Estimated Whole of Life Cost (H+I)		\$22,528	\$929,028	\$3,185,646	\$326,446	\$1,904,086	\$6,367,734

Business Change Summary (Impact on culture, systems, policy, processes and people) within the {business group}			
The project has a medium change impact. While overall business functions remain the same, MBIE users of TIKa will need to learn to use a new system to do their jobs and to adapt to a new way of working. This will require dedicated communication and training activities. There are no external customer impacts or policy changes required with this project.			
High-level Project Scope (Target Outcomes)			
In Scope			Out of Scope
Cloud migration of the current on-premises TIKa system			On-boarding of new business units
User interface via web browser			
Capability for TIKa integration with public facing complaint forms (MEX for integration with TIKa complaints)			
Discovery work – other public forms to be integrated with TIKa complaint system. Cost vs benefit analysis to determine other candidates for integration. Selected candidates, additional delivery cost and additional delivery time will be part of Change request (to be submitted to DGB by Jun 2025)			
Decommission of on-premises systems			
Training for current system users			
High-level Project Deliverables			Date
1	User interface via web browser		March 2026
2	TIKA interface to receive data from other systems and forms; integrate public facing form with TIKa complaints		March 2026
3	Cloud migration of the current on-premises TIKa system		April 2026
Key Project Milestones			Date
1	Delivery stage kick-off		24 Feb 2025
2	Project Go Live		April 2026
3	Project Closure		15 June 2026
Benefits (Between 1 – 3 Maximum)			
Type	Benefit Name	Description	Target Measure & Date
Technical risk reduction	TIKA system moved to MBIE cloud tenancy	TIKA migrated to cloud from an ageing system. TIKa follows the key supplier technology roadmap.	Migration achieved. Security accreditation maintained Measure at project completion.
Cost avoidance	Avoid non-strategic spend on upgrades and deployments	If migration does not go ahead the existing databases and servers will need to be upgraded, estimated \$250k based on recent MBIE SQL/OS upgrade projects. Avoided cost of \$40,000 per annum for desktop software deployments (assuming four maintenance releases per year).	Avoidance of \$250k infrastructure spend and \$40k/yr software deployment overhead. Measure at project completion.
Productivity gain	Redeployment of staff from data entry to productive activity	Remove manual data entry of MEX complaints. ~500 complaints per month and 30 mins to create each complaint in TIKa. This benefit will be extended to other public facing forms that will be chosen for integration with TIKa complaints.	Reduce manual data entry of time of up to 250 hrs per month for Migrant Exploitation alone. Measure 6-months after go-live.
Key Risks (further details recorded in the Business case Playbook)			
Theme	Description	Treatment & Controls	Rating
Technology	User roles and business rules not applied as per current settings	Accurate mapping of the business rules requirements	Medium
Business requirements	Scope increase post business case approval	Prioritise requirements by engaging with the TIKa Change Board	Medium
Engagement and Communication	All 13 business units are not engaged in the project phase	Engaging with TIKa Steering Group and TIKa Governance group for key decision making and TIKa Change Board for business requirements and SME support.	High
Benefits and Outcome	Failed change on-board due to sub-par communication, engagement and user training	Change Manager to support these activities. Following the train the trainer approach. Regular workshops with the Super users to ensure they are kept up-to-date.	Medium

Dependencies - Description		Impact	Date Needed
NA			
Cross-Agency Involvement			
NA			
Constraints - Description	Treatment	Impact	
Project funding request being approved	The funding required for the successful project delivery has been submitted to wider TIKA Business unit and has received their approval in principle in terms of affordability.	If DGB or MBIE Senior Leadership Team does not approve the requested funding, the project delivery cannot proceed as planned.	
Project Category (Highlight one)		Run	Grow
Project Type (Highlight one only)			
Discretionary	An initiative that will improve how MBIE operates or replaces an existing system or asset. Initiatives may be able to be deferred and revisited later when resources are available but may become non-discretionary over time		
Mandatory	Legislated, regulated, or directed by Government or the MBIE SLT, or is essential to health and safety compliance, security or disaster recovery, or will result in or cause failure or reputational risk to MBIE if this is not undertaken		
Resourcing – How will this project be resourced?(Highlight selection)			
Internal		Contractors	Outsourced / Consultants
Medium	Resource required to deliver would be a mix of internal / external resources		
Reference Documentation (M=Mandatory)		Mako Link	
Governance Group Terms of Reference (M)		Internal Links	
Project Brief (M for medium and high complexity)			
Business Case Playbook (M for medium and high complexity)			
Finance Project Workbook (M)			
Treasury Risk Profile Assessment (M)			
Project Initiation Document (M)			
Benefits Map (M)			
Benefits Realisation Plan (M)			
Assurance Plan (M for medium and high complexity)			
Business Change Impact Assessment (M)			
Privacy Threshold Assessment (M)			
Stakeholder Analysis and Register (M)			
Resource Management Plan (M)			
Other (e.g. Architecture Forum Approval)			
Endorser / Reviewer		Endorsed?	Endorser / Reviewer
All endorsements received (table exported from Confluence)	Yes 168716905	Project Steering Group (PSG minutes)	Yes 168582634
Project Sponsor: Nikki Sumner	Yes	PMO Quality, Benefits & Assurance: Privacy of natural persons	Yes
Business Owner: Privacy of natural persons	Yes	Business Strategy Alignment: Privacy of natural persons	Yes
Cost Centre owner : Sarena Saunders	Yes	Technology Strategy Alignment: Privacy of natural persons	Noted
Finance Business Partner: Privacy of natural persons	Yes	Workstream Manager: Privacy of natural persons	Unavailable
Procurement & Commercial: Privacy of natural persons	Yes	Digital Operations: Privacy of natural persons	Yes