

Project Brief

Project No.	Project Name	Business Group	Sponsor	Business Owner	Project Manager	Date
4652	SBS ICT Work Initiatives	Small Business Services	Privacy of natural person	Privacy of natural pe	Privacy of natural person	18 Mar 2024

Project Brief Purpose	This project brief seeks \$1,280,698 of Opex funding and resources for 6 months across FY23/24 and FY24/25 (Mar – Aug 24) to develop a business case for Small Business Services (SBS) ICT Work Initiatives project.				
Problem and Opportunity	The Small Business Services team provides tools and expert advice designed to help small businesses succeed. This is achieved by collaboration across government and the private sector to identify market failures, follow a customer centred design process to develop solutions, and deliver these to stakeholder via the SBS digital channels(business.govt website, Regional Business Partner channels, Digital Boost, Better 4 Business). The current technology and platforms are outdated and can no longer serve the increased demand of SBS services. End customers find that information is hard to find, duplicated or is missing across websites. Upgrading SBS technology will give customers a greater ability to navigate the information and services available through SBS digital channels, enhancing the customer experience. As digital products and services continue to evolve, this project will also reduce the technical complexity and debt where possible, reducing support costs overtime. SBS established the ICT Work Initiatives project to deliver this. The project has been broken down into six workstreams that will be delivered incrementally over 4 years.				
Complexity	Med	Treasury RPA	Low	Business Impact	Med
Project Start Date	1 Feb 2024	Indicative Closure Date	30 Jun 2027	Privacy Threshold Assessment	TBC

Recommendation			Decision
Approve: 1. The Project Brief funding of Opex \$1,028,631 (FY 23/24) and \$252,067 over FY 24/25 (July - August 24) to fund discovery for the Business Case.			Approved/Not Approved
a) Note: That the next governance document submitted to this forum will be a Business Case to be presented on 19 August 2024.			Noted/Not Noted
b) Note: That the Opex requested for FY23/24 comprises of \$605,739 of incumbent vendor costs (DNA) and \$422,892 of internal costs to complete discovery across all workstreams of this project to inform the Business Case.			Noted/Not Noted
c) Note: That the Opex requirements have been reviewed and funding availability confirmed by Finance			Noted/Not Noted
d) Note: The ICT Work Initiatives project (KORU0203 -SBS ICT Work Programme) has been approved by Koru Advisory Group (KAG).			Noted/Not Noted

Project Overview (Short)
SBS ICT work initiatives project will focus on a collection of technology upgrades, customer experience enhancements, and decommissioning of old technology and channels to reduce technical debt in the ICT environment used to provide services for small business. The project consists of six main workstreams: 1. An upgrade to “business.govt.nz” technical platform 2. Upgrading customer products 3. Consolidation of channels and customer front end to ensure a seamless customer experience and avoid external confusion with internal brands 4. Authentication and Authorisation - Review and proposed consolidation of authentication and authorisation across platforms (business.govt.nz, Digital Boost, Market Integrity and Business Connect, supported by NZBN) 5. Investigation and implementation of a CRM to support SBS. 6. Investigate the use of AI tools to support customer services. This is a discovery exercise only. 7. The first three workstreams have been prioritised for delivery in FY24/25 – FY25/26 , while the workstreams 4, 5, 6 are yet to be planned.
Strategic Alignment
This project aligns to Te Whakaitairanga Service Delivery Strategic Priorities and strategic goals of Kaitiakitanga, Whanaungatanga, Whakamana and Puāwaitanga as follows: • Ensures we act sustainably (modernise customer experience of our services, reduce technical debt and consequently the cost of maintaining and supporting the technical platform), take care of and deliver services for the future. • Works with teams across MBIE (TWSD and DDI) and other agencies (IRD) to achieve an up-to-date and fit-for purpose ICT environment, content, products, services and expert guidance to support NZ small business • Involves engagement with Māori to ensure the design of our products and services through channels like business.govt.nz are fit for purpose is aligned to MBIE’s purpose of “Grow New Zealand for all”.
Impact if it does not go ahead
• Outdated, not fit for purpose technology that does not support growing customers and other stakeholders demands on the services provided by the SBS team. • Technical Debt and increased costs for supporting outdated disparate technology assets. • Failure to meet core service targets in future.

Project Objectives		
Item #	Title	Description
1	Enhance customer experience across SBS digital channels	Update business.govt.nz information architecture and improvements to look and feel. Consistent branding across all digital products and services SBS offers Upgrade digital products to deliver fit-for-purpose digital tools to support small business.
2	Single submission of customer data	Single submission of core customer data resulting in centralised data capture to enable easier, simpler engagement with government.
3	Consolidating digital channels	Consolidating disparate small websites and other digital tools to support customers’ single point of entry to government services and enable "no wrong door" accessibility. Deliver fit for purpose content to end customers and provide consistent customer experience.
4	Consolidating authentication across platforms	Consolidation of various authentication methods across digital tools creating one-stop-shop for our customers and other governance agencies stakeholders
5	Improved stakeholder and relationship management approach	The implementation of a CRM system will assist with better customer profiling and enhanced customer relationship.
6	Improved customer engagement using AI tools	Learn how the use of generative AI tools can help SBS to enhance its support for small business (discovery only).
7	Supportability	To provide digital channels and tools that are fully supported, operationally stable, and cost efficient by upgrading to the supported technology.

Funding Information			FY 23/24	FY 24/25	FY 25/26	FY 26/27 * &outyears	Total
A	Approved Investment Planning Bid. Budget was approved by Treasury in March 2023 (new capital injection)	Capex	-	\$1.6Mil		\$1.6Mil	\$3.2 Mil
		Opex	\$1,028,631	\$1.25Mil		\$1Mil	\$3.279Mil
B	Indicative Funding requested in this Submission (to Business Case)	Capex	-	To be confirmed at Business Case			
		Opex	\$1,028,631	\$252,067	To be confirmed at Business Case		\$1,280,698
C	Indicative Ongoing Operating Costs	To be determined at Business Case					
D	Depreciation						
E	Capital Charge						
F	Estimated Whole of Life Cost (C + D)						

Funding Source: Capex	Funding Source: Opex	Associated Memo Account	FIC Approval Needed?
Budget Bid March 2023	Cost Centre 9381	Not applicable	Approved by FIC in December 2023.

Key Risks			
Theme	Description	Treatment & Controls	Rating
Scope	Uncontrolled expansion of scope within each workstream of work causing project delays and budget overruns.	Establish dedicated Product Owner for each workstream who will ensure their scope is clearly defined, documented and prioritised.	M
Budget	Budget overruns within the project.	Discovery phase to define scope, work effort and budget required for each workstream. Additional quality assurance reviews of the forecast due to complexity and duration of the project.	M
Stakeholder Engagement	Lack of relevant engagement with stakeholders (including Māori) results in developing not fit for purpose products and services	Robust Stakeholder Engagement Plan Regular communication and involvement with identified stakeholders. Establishment of Customer Advisory Group. through clear communication, feedback sessions, and involving them in decision making	M
Technical	The project is more technically complex and takes longer than planned.	Architects and Business Analysts engaged at the start, technical vendor is involved in Discovery, use of proof-of-concept (POC) approach during discovery to identify issues early. Working closely with SMEs across MBIE from the start of the project.	M

Delivery Approach and Methodology		
The project will use an incremental delivery approach where the scope for each workstream will be delivered over a number of phases.		
The project will start with initial discovery and gathering requirements across all six workstreams to determine requirements, delivery approach, interdependencies, technology platform and procurement approach for the project (Discovery Phase). Based on that discovery, the business case will be presented to the DGB for the initial prioritised phases of work. As the project progresses, the project will return to DGB with a Change Request for approval for the subsequent phases of work. This approach will allow the project to more accurately size the resource effort, cost and timeline. The project will follow MBIE frameworks and will work in iterations delivering approved prioritised backlog scope for each of the workstreams.		
Resource Requirements (To develop Business Case)		
Required resourcing for the initial business case is approximately 6 month to complete discovery across all workstreams and will utilise:		
DDI resources 100% Project Manager 2 x 100 % Business Analyst 20% Procurement & Commercial 100% Solution Architect	10% Cyber Security Architect 20% Project Coordinator 20% CRM SME/Functional Consultant	Other resources - SBS Digital Product Owners and other subject matter experts - Service Design SMEs to shape the future processes - Digital Channel advisors and stack managers - DNA (support vendor for business.govt.nz and digital tools)
High-level Procurement Approach		
MBIE procurement has been consulted to determine an appropriate procurement approach. It was agreed to do this in two phases: - Phase 1- engage current support vendor (DNA) for business. govt and digital products in Discovery phase only. - Phase 2 - engage in procurement process for delivery of business, govt and digital tools. Procurement plan for this sourcing process will be defined during Discovery.		
Business Change Summary (Impact on culture, systems, policy, processes and people) within the {business group}		
Business Change Assessment to be completed during Discovery phase.		

High-level Project Scope (Target Outcomes) - scope for each workstream to be defined during discovery phase. To be completed as part of the business case.	
In Scope	Out of Scope
Upgrade of business.govt.nz technical platform	
Upgrade of digital products	
Consolidation of digital channels (Phase 1 includes consolidating of Better 4 Business, RBP websites, SendGrid, AskNicely and Uniquity tools)	
Consolidate authentication across MBIE digital channels	
CRM Discovery and Implementation	
AI tools discovery (any further progress will require enterprise approval)	

High-level Project Deliverables
As the project will be delivered incrementally over 4 years the deliverables will be planned in phases over this period. Currently Phase 1 is planned for 4 March – 31 July 2024 to complete Discovery Phase (Phase 1) across 6 workstreams to submit an initial Business Case to DGB for the next stages. See Milestones table for Phase 1 deliverables.

Milestones (To approval of the Business Case only)		Date
1	High level Requirements and scope for all workstream is complete and approved	30 Jun 24
2	Technical Discovery complete	30 Jun 24
3	Content syndication of IRD content on business.govt POC (IRD POC)	31 May 24
4	Architecture Concept Document for digital platform that will be used by business.govt and digital tools	30 Jun 24
5	Procurement Plan approved	30 Jun 24
6	Complete Phase 1 of the Workstream 3 - consolidation of Better 4 Business and RBPN websites and decommission old sites	30 Jun 24
7	Plans complete: Benefits Realisation, Stakeholder Engagement, Quality Assurance, Privacy Assessment, Detailed Project Schedule for next phase(s) of work	31 Jul 24
8	Cost Estimate complete	31 Jul 24
9	Business Case Approved	19 Aug 24

Constraints (moved from page 1)		
Description	Treatment	Impact
MBIE Enterprise direction on the technology and patterns to consolidate authentication and verification across SBS digital channels.	Ensure the project aligns to MBIE Enterprise authentication strategy.	The required authentication solution may impact on cost and timeframe of this project.
Availability of MBIE resources to support multiple concurrent workstreams.	Robust project planning that involves robust SME Stakeholder engagement plan.	Timeframes may be extended if resources are not available.

Dependencies – none

Benefits (Between 1 – 3 Maximum)				
#	Type	Name	Description	Target Measure
1	Improved external services	Improve customer experience	Enhanced support for the establishment, growth, and lifetime success of small businesses through the use of digital channels and business capability tools	Increased number of visits and engagement rating across business.govt and other SBS digital channels and tools.
2	Technical risk reduction	Supportable digital tools	Fully supported system will reduce the risk of operational failure and security risks.	Clear support agreement(s) have been put in place.
3	Improved internal services	Customer Relationship Management	The implementation of a CRM system will assist with better customer profiling and enhanced customer relationship	Increased number /types of stakeholder and partner engagements across Small Business Services team.

Reference Documentation	Mako Link
Governance Group ToR	Internal Links
Finance Project Workbook	
Treasury Risk Profile Assessment (M for high complexity)	
Benefits Map	N/A
Business Change Impact Assessment	To be completed as part of the business case
Privacy Threshold Assessment	To be completed as part of the business case
Stakeholder Analysis and Register	Initiated and will be completed in Discovery phase.
Resource Management Plan	To be completed as part of the business case
Other (e.g. Architecture Forum Approval): Koru Reference Papers	Internal Links

Endorser / Reviewer	Endorsed?	Endorser / Reviewer	Endorsed?
All endorsements received	Yes	Procurement & Commercial: Privacy of natural person	Yes
General Manager Business & Consumer , Te Whakatairanga Service Delivery: Ross Van Der Schyff	Yes	Project Steering Group PSG Endorsements	Yes
Project Sponsor: Privacy of natural person	Yes	PMO Quality, Benefits & Assurance: Privacy of natural persons	Yes
Business Owner: Privacy of natural persons	Yes	Business Strategy Alignment: Privacy of natural person	Yes
Cost Centre owner: Privacy of natural person	Yes	Technology Strategy Alignment: Privacy of natural person	Yes
Finance Business Partner: Privacy of natural persons	Yes	Workstream Manager: Privacy of natural person	Yes