

Business Case

Project No.	Project Name	Business Group	Sponsor	Business Owner	Project Manager	Date
4652	SBS ICT Work Programme	Small Business Systems (SBS)	Tui Rutherford	Privacy of natural persons		16 Sep 2024

Business Case Purpose					
This business case seeks \$1.6 Million Capex and additional \$207,192 Opex funding in financial year 24/25 to deliver the first workstream of the SBS ICT Work Programme including the incremental upgrade of Business.govt.nz website. This includes branding, content, information architecture and solution architecture update to the current platform, delivered incrementally and costed separately under SOW for each increment. The delivery stage of the Workstream 1 will start on 4 November 2024 and is expected to be completed by 30 June 2025.					
Problem and Opportunity					
The business.govt website is 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 small businesses via Small Business Services (SBS) digital channels. Business.govt.nz website is one of the main channels of communication to small business and small to medium enterprises supporting Government’s priorities that relate to small businesses. This website is now facing the following challenges: • The current technology and design is outdated and can no longer serve the increased demand of SBS services • End customers find that information is hard to find, website navigation is hard to follow, there is hardly any personalisation for the customers • The platform lacks the flexibility of changing and evolving with the new and future business needs. SBS established the ICT Work Programme to address this. This business case covers just Workstream 1 of the project which is to perform an upgrade to the business.govt.nz technical platform. Upgrading the business.govt.nz platform entails rebranding, information architecture, look and feel and content refresh. Delivery of this workstream will provide the foundation on which to deliver the remaining workstreams. The project intends to submit a Change Request for Workstream 2 – upgrade to products (business.govt tools) once the scope, approach and timelines for this workstream has been determined.					
Impact of Not Proceeding					
• Inability to support growing customer numbers to the services provided by the SBS team including personalisation • Increase in technical debt and increased costs for supporting outdated disparate technology assets. • Will not meet the Minister’s expectations for Small Business Services and Manufacturing initiatives.					
Complexity	Low	Treasury RPA	Low	Business Impact	Medium
Project Start Date	01/11/2024	Indicative Closure Date	30/06/2026	Privacy Threshold Assessment	Low

Recommendation	Decision
Approve: The Business Case funding	Approved/Not
1. Capex of \$1.6 Million and additional Opex of \$207,192 to fund the 4652 SBS ICT Work Programme – Workstream 1 – Business.govt.nz website upgrade from cost centre 9381 – Business & Consumer business unit.	Approved
2. The project indicative closure date 30 Jun 2026.	Approved/Not
3. The benefits claimed and the associated measures as stated in the Benefits Table	Approved
a) Note: That the Opex and Capex requirements have been reviewed and funding availability confirmed by Finance.	Noted/Not Noted
b) Note: That Treasury approved \$3.2m of capex in March 2023 via a budget bid	Noted/Not Noted
c) Note: That the next governance document submitted to this forum will be a Change Request for Workstream 2 to be presented by 30 Jun 2025.	Noted/Not Noted

Project Overview (Short)	
The SBS ICT work Programme 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. This business case is for Workstream 1 covering the incremental upgrade to the “business.govt.nz” technical platform along with rebranding, review and updates of the website information architecture and content.	

Project Objectives		
Item #	Title	Description
1	Enhance customer experience across SBS digital channels	Update business.govt.nz information architecture and provide improvements to look and feel including consistent branding across all digital products and services SBS offers
2	Supportability	To provide digital channels and tools that are fully supported, operationally stable, and cost efficient by upgrading to the supported technology.
3	Introduction of go business and go manufacturing brands	Rebrand and refresh of the current business.govt brand in line with ministerial direction and priorities for Small Business Services-portfolio.

Strategic Case	This project aligns to Te Whakatairanga 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”.
Economic Case (Preferred Option)	3 options were considered with option 3 Re-architect the business.govt website using decoupled architecture being selected as the preferred option. This option addresses: • Modernisation of the platform to enable future vision for SBS and will meet the Minister’ expectations for small business and manufacturing customers • Ability to provide customer profiles enabling personalised results
Commercial Case	An RFQ is being conducted to ensure we obtain a fair and reasonable solution at a reasonable cost. Business felt that this was a good opportunity to test the market after having the incumbent since 2016 and is in line with the AOG Procurement Guidelines. This procurement approach was recommended by Digital Commercial. High level indicative estimates have been included in this business case. Submission of this business case on 16 September 24 (prior to completion of RFQ) was supported by DGB on 19 August via a memo. While we are procuring a vendor for Workstream 1, each delivery increment within this workstream will be done under a separate SOW.
Management Case	The Project will be managed in alignment with MBIE project governance, management and quality assurance disciplines. This project will be delivered using a water fall approach and using agile techniques where appropriate. This Business Case is for Workstream 1 only. Appropriate Governance documentation will be submitted for future workstreams.
Financial Case	Treasury approved Capex funding of \$3.2 Million in March 2023 for the project work which was subsequently approved by FIC in December 2023 along with the requested Opex. At the Project Brief stage, \$252,067 Opex was approved for FY24/25. This Business Case is requesting additional \$207,192 Opex and \$1.6 Million Capex to be approved for build and implementation activities for Workstream 1. As this project will be delivered incrementally, each increment and associated costs (SOW) will be agreed through the Project Steering Group gateways established before proceeding. Significant configuration and customisation is required to create an intangible asset for MBIE. The cost relating to decommission and data migration work is classified as project Opex cost.

Funding Information			FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28 & FY28/29	Total
A	Approved Investment Planning Bid	Capex		\$1,600,000	1,600,000			\$3,200,000
		Opex	\$1,028,631	\$1,250,000	\$1,000,000			\$3,278,631
B	Previously Approved: Project Brief	Capex						\$0
		Opex	\$1,028,631	\$252,067				\$1,280,698
C	Previously Approved: Business Case (if applicable)	Capex						\$0
		Opex						\$0
D	Previously Approved: Change Requests (if applicable)	Capex						\$0
		Opex						\$0
E	Carry-forwards (if applicable)	Capex						\$0
F	Total Previously Approved Funding (B+C+D+E)	Capex						
		Opex	\$1,028,631	\$252,067				\$1,280,698
G	Funding requested in this Submission	Capex		\$1,600,000				\$1,600,000
		Opex		\$207,192				\$207,192
H	Total Project Funding Requirement (F+G)	Capex		\$1,600,000				\$1,600,000
		Opex	\$811,913	\$459,259				\$1,271,172
I	Estimated Ongoing Operating Costs	Opex		\$56,980	\$103,680	\$103,680	\$207,360	\$471,700
J	Depreciation (Amortisation)				\$400,000	\$400,000	\$800,000	1,600,000
K	Capital Charge				\$80,000	\$60,000	\$60,000	\$200,000
L	Estimated Whole of Life Cost (H+I)		\$811,913	\$2,116,329	\$103,680	\$103,680	\$207,360	\$3,342,872

Funding Source: Capex		Funding Source: Opex		Associated Memo Account		FIC Approval Needed?	
MBIE Capital		Cost centre 9381		Not applicable		No (approved in Dec 2023)	

Business Change Summary (Impact on culture, systems, policy, processes and people) within the {business group}	
Business Change impact for Workstream 1 is rated as Medium, is it impacts content, information architecture and customer experience of the business.govt.nz website. The underlining architecture will be modernised to scale for future phases.	
Cross-Agency Involvement	
N/A for Phase 1	

High-level Project Scope (Target Outcomes)	
In Scope	Out of Scope
RFQ submission and responses	
Workstream 1 technical platform upgrade	All other phases of the project previously identified
Rebrand, updated content, new information architecture	

High-level Project Deliverables		Date
1	Content strategy	30 Oct 25
2	Initial Go Business Go Manufacturing content on website (via landing pages)	30 Nov 24
3	Visual design and pattern library	31 Jan 25
4	Technical build of the website	31 Mar 25
5	New business.govt.nz website (new content)	31 May 25

Key Project Milestones		Date
1	Project Brief	18 Mar 24
2	Report Back Memo to DGB	19 Aug 24
3	Business Case – approved	16 Sep 24
4	Solution Design Approval	31 Jan 25
5	Website Build Complete	31 Mar 25
6	Certification and Accreditation Approval	28 Apr 25
7	Go Live	31 May 25
8	Change Request for Workstream 2	30 Jun 25

Benefits (Between 1 – 3 Maximum)				
#	Type	Benefit Name	Description	Target Measure & Date
1	Technical risk reduction	Technical platform upgrade	Old technology components removed, and upgrade extends support of the platform	Achieved – 30 June 25
2	Improved services External	Content Review & Update	Simplified content management, customer navigation and look and feel.	Achieved – 30 June 25
3	Improved services External	Improved user experience	Integrated content and personalised user profile serving up relevant content upon login	Achieved – 30 June 25

Key Risks			
Theme	Description	Treatment & Controls	Rating
Scope	Uncontrolled expansion of scope for the workstream causing project delays and budget overruns.	Establish a single dedicated Product Owner for the workstream who will ensure the scope is clearly defined, documented and prioritised.	M
Budget	Budget overruns within the project.	Product Owner to tightly manage scope.	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. Working closely with SMEs across MBIE from the start of the project.	M

Dependencies – Description	Impact	Date Needed
NA		

Constraints - Description	Treatment	Impact
NA		

Project Category (Highlight one)		Run	Grow	Transform
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
High	Resource required to deliver need to be dedicated and have specialist skills and knowledge	
Medium	Resource required to deliver would be a mix of internal / external resources	
Low	Can be delivered with existing internal resources and low resource requirements	
Minimal	Can be delivered with existing internal resources with minimal impact	

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 for medium and high complexity)	
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 (Memo to DGB re project status, scope and delivery approach – presented at DGB 19 August 24.	

Endorser / Reviewer	Endorsed?	Endorser / Reviewer	Endorsed?
All endorsements received (table exported from Confluence)	2024-09-16 Sept DGB - DGB Papers Review - MBIE Confluence (catchsoftware.net)	Project Steering Group (PSG minutes)	Yes
Project Sponsor: Tui Rutherford	Yes	PMO Quality, Benefits & Assurance: [Name]	Yes
Business Owner: Privacy of natural persons	Yes	Business Strategy Alignment Privacy of natural persons	Yes
Cost Centre owner: Privacy of natural persons	Yes	Technology Strategy Alignment: Privacy of natural persons	Yes
Finance Business Partner: Privacy of natural persons	Yes	Workstream Manager: Privacy of natural persons	Yes
Procurement & Commercial Privacy of natural persons	Yes	Digital Operations: Privacy of natural persons	Yes