

Business Case

Project No.	Project Name	Business Group	Sponsor	Business Owner	Project Manager	Date
4652	Business.govt platform update	Business and Consumer	Ross Van Der Schyff	Privacy of natural persons		16 Jul 25

Business Case Purpose					
This business case seeks an additional \$1.6 Million Capex and an additional \$88,823 Opex funding in financial years 25/26 and 26/27 to deliver Workstream 2 (Phase 2) of the 4652 Business.govt platform upgrade project. In August 2024, the project scope and interactive phased approach to delivery (and funding for each phase) was approved by DGB. The delivery was split into two phases: - Workstream 1 (Phase 1) – Business.govt.nz website upgrade. The business case for this phase was approved by DGB on 16 Sep 24 and will deliver a refresh of the business.govt.nz website on a new decoupled architecture. This includes website rebranding, information architecture, look and feel and content refresh. - Workstream 2 (Phase 2) – This Business Case. This phase focuses on the redevelopment of the essential business tools (nine tools in total), as well as decommissioning of old business.govt Silverstripe stacks and closure of the project. The delivery stage of this phase will start on 4 August 2025 and is expected to be completed by 17 November 2026. These phases are interdependent to fully realise the project benefits.					
Problem and Opportunity					
Business.govt platforms is one of the main channels of communication to small and medium enterprises supporting Government’s priorities that relate to small businesses. The platform consist of business.govt.nz website and digital tools that are integrated within the website. In addition to Workstream 1, this business case specifically addresses the following problems: - Tools are no longer fit for purpose, siloed, inconsistent in design and expensive to maintain - Tools content design is outdated and complex, reducing usability and trust. Opportunity: - Rebuild tools using a decoupled front-end and CMS architecture to align with the upgraded website realising benefits of the business case for Workstream 1 of this project. Keeping the CMS in Silverstripe aligns with the MBIE website content strategy and allows for integration opportunities across other digital channels in the future. - The new solution provides operational efficiency and reduces ongoing application maintenance. - Deeper integration of the tools in situ and cross-tool information integration enables improved user experience, tool relevance and uptake. Refresh tools content using plain language and updated research to ensure clarity, accuracy, and alignment with business needs. - Decommissioning of old technology and channels to reduce technical debt in the ICT environment.					
Impact of Not Proceeding					
- Inability to provide integrated customer experience and fully realise the project benefits. - Increased maintenance costs for supporting two environments where website is modernised and is decoupled and the outdated tools reside on the existing SilverStripe stacks.					
Complexity	Low	Treasury RPA	Low	Business Impact	Med
Project Start Date	4 August 2025	Indicative Closure Date	17 Nov 2026	Privacy Threshold Assessment	Low
Recommendation					Decision
Approve: The Business Case funding					Approved/Not Approved
1. Additional Capex of \$1.6 Million and additional Opex of \$88,823 to fund the 4652 Business.govt Phase 2 - Tools Upgrade from cost centre 9381 – Business & Consumer business unit.					Approved/Not Approved
2. The benefits claimed and the associated measures are the same as for Workstream 1 (Phase 1) as stated in the Benefits Table					Approved/Not 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 the DGB is the Phase 2 Closure Report on 17 Nov 2026.					Noted/Not Noted
Project Overview (Short)					
This phase of the 4652 project is delivering the rebuild of the nine online tools to new design (UI), content design, and technology (decoupled architecture). The tools have been grouped by priority and will be delivered in two main tranches. In scope also is decommissioning of the bus.govt and bus.tools Silverstripe stacks and old applications that are residing on these stacks.					
Project Objectives					
Item #	Title	Description			
1	Improved customer experience across small business digital channels	Upgrade digital products to deliver fit for purpose digital tools to support small businesses.			
2	Supportability	To provide digital channels and tools that are fully supported, easily managed, operationally stable, and cost efficient by upgrading to the modern technology.			

Strategic Case			This project aligns to Te Whakatairanga Service Delivery Strategic Priorities and strategic goals of Kaitiakitanga, Whanaungatanga, Whakamana and Puāwaitanga as follows: - We are world class stewards of our system by ensuring our regulatory systems have a high performing channel to reach customers - 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 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)			Three options were considered with option 3 Re-architect the business.govt website using spilt front end from back-end architecture being selected as the preferred option. This will deliver a modernised platform that simplifies the management of the business.govt digital products including the website and the tools. Delivery of the second phase of the project is necessary to fully realise the planned benefits. If this phase is not approved, there will be increase in operational costs in maintaining the Silverstripe stacks as well as the new architecture.					
Commercial Case			Same providers will be delivering Workstream 2. New SOW(s) will be signed for Phase 2 delivery.					
Management Case			The Project will be managed in alignment with MBIE project governance, management and quality assurance disciplines. This project will be delivered using an incremental approach where tools have been prioritised for delivery over two tranches to allow for faster operational cost saving.					
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. 1.6 Million CAPEX was approved to deliver Workstream 1. The remaining 1.6 Million is required to deliver Workstream 2 along with additional \$88,823 OPEX to complete this project. Note - Depreciation has increased to reflect this.					
Funding Information			FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY27/29	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		\$1,600,000				
		opex	\$1,028,631	\$252,067				
C	Previously Approved: Business Case	capex		\$1,600,000				\$1,600,000
		opex	\$811,913	\$459,259				\$1,271,172
D	Previously Approved Change Requests	capex		\$1,133,165	\$466,835			\$1,600,000
		opex		\$321,725	\$43,468			\$365,193
E	Carry-Forwards	capex						
F	Total Previously Approved Funding	capex		\$1,133,165	\$466,835			\$1,600,000
		opex	\$811,913	\$321,725	\$43,468			\$1,177,106
G	Funding requested in this Submission	capex		-\$162,399	\$1,522,057	\$189,696		\$1,600,000
		opex		-\$15,134	\$35,060	\$59,412		\$88,823
H	Total Project Funding Requirement (G+F)	capex		\$970,766	\$2,039,538	\$189,696		\$3,200,000
		opex	\$811,913	\$306,591	\$90,233	\$57,192		\$1,265,930
I	Revised Ongoing Operating Costs	opex			\$59,585	\$172,769	\$523,138	\$755,492
J	Depreciation				\$300,000	\$800,000	\$2,100,000	\$3,200,000
K	Capital Charge			\$48,438	\$135,515	\$105,000	\$90,000	\$379,053
L	Whole of Life Cost (H+I)		\$811,913	\$1,277,357	\$2,189,356	\$419,657	\$523,138	\$5,221,421
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 Digital Engagement Group	
The overall business impact rating for Workstream 2 has been assessed as Medium. The primary groups impacted are the Channel Development and Small Business and Manufacturing teams in Online Channels.	
The impact relates to changes in operational support for the business.govt.nz website as it will introduce decoupled architecture (the front end will be in Azure).	
This technology change means support processes will need to be updated during the project as part of the SOM (Operational Readiness). This will involve the stakeholders impacted by the change.	
Cross-Agency Involvement - N/A	

High-level Project Scope (Target Outcomes)	
In Scope	Out of Scope
Redevelopment of the following nine business tools: Compliance Matters; Funding Explorer; Cashflow Forecaster; OneCheck; Employee Cost Calculator; SAT and Quizzes; Climate Action Tool; Choose Business Structure	Upgrade of Builder Tools
Content refresh for in-scope tools	Authentication
Decommissioning of old business.govt and tools SilverStripe stacks and old applications that reside on these stacks, including authentication component	

High-level Project Deliverables (Workstream 2)		Date
1	Tools requirements (functional and NFRs)	30 Sep 25
2	Visual design and pattern library for tools	30 Oct 25
3	Solution Design	30 Nov 25
5	Full Accreditation and Certification (both tranches)	30 Aug 26
4	SOM for business.govt platform (website and tools)	30 Sep 26
5	Upgraded tools live (all tools)	2 Oct 26
6	Closure report for the project	17 Nov 26

Key Project Milestones		Date
1	Design Completion	30 Nov 25
2	Tranche 1 Go Live	30 Apr 26
3	Tranche 2 Go Live	2 Oct 26
4	Decommissioning of old business.govt assets	30 Oct 26
5	Closure	17 Nov 26

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 Oct 26
2	Improved services External	Content, design and IA update	Simplified content management, customer navigation and look and feel.	Achieved – 30 Oct 26
3	Improved services External	Improved integrated user experience	Integrated tools and content across all business.govt resources	Achieved – 30 Oct 26
The benefits remain the same as Workstream 1 business case and will be fully realised once Phase 2 is delivered. As per Workstream 1 Change Request the targeted measure date has changed				

Key Risks			
Theme	Description	Treatment & Controls	Rating
Technical	The architecture is new at MBIE and is more technically complex to implement and support	Working closely with MBIE architecture, Digital Engagement team and all technical stakeholders across MBIE and external vendors from the start of the project.	M
Stakeholder Engagement	Lack of relevant engagement with stakeholders results in developing not fit for purpose products and services .	Robust Stakeholder Engagement Plan Regular communication and involvement with identified stakeholders.	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	

Reference Documentation (M=Mandatory)	Mako Link
Governance Group Terms of Reference (M)	Internal Links
Project Brief (M for medium and high complexity)	
Business Case for Workstream 1	
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: Change Request_01 for Workstream 1 (Phase 1) Project delivery approach memo for DGB-19 Aug 24	

Endorser / Reviewer	Endorsed?	Endorser / Reviewer	Endorsed?
All endorsements received (table exported from Confluence)		Project Steering Group (PSG minutes) – out of cycle review	Yes
Project Sponsor: Ross Van Der Schyff / Diana Loughnan (acting)	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: Privacy of natural persons (acting)	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