

Appendix Two: Table of detailed breakdown of technology-enabled initiatives

Formal programmes or projects: formal governance protocols in place, full assessment undertaken (Appendix Three)

RED, AMBER GREEN (RAG) STATUS (BASED ON INTERNAL GOVERNANCE)

Red: At significant risk. Governance intervention required

Amber: At risk but recoverable

Green: On track

PROGRESS STAGE KEY

Pre Delivery: In design, scoping or planning to get to Business Case

In Delivery: Has approved Business Case

Closed: Project is successfully delivered with submitted closure report

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
1	Our Future Services Programme	Implements a new service delivery technology platform for immigration services.	4728	336.15	336.15	HIGH by default, gateway review.	✓	IN DELIVERY Approved Business Case: YES	Project Phase 1 migrated 2 of planned 3 visa product groups. 17 visa products now on ADEPT platform. Third visa product will transition in August. Early productivity improvements observed for student visas, workforce reductions equivalent to 118.8 FTE achieved, customer satisfaction increased from 77% to 81.9%	15 December 2031	15 December 2031	Red At significant risk governance intervention required	Key assumptions in business case require validation, including level of productivity gains, savings from workforce reductions, overhead savings assumptions, and ability to fund future delivery from those benefits.	Replanning and re baselining activities are underway. IQA planned for September 2026. Subject to PSC QA
2	Companies Register Modernisation	Migrates the Companies Register to a modern, fit-for-purpose platform to ensure the continuity, security, and resilience of the Register and improve how New Zealand Companies are registered.	4924	3.07	Confidential advice to Government	MEDIUM	✓	Confidential advice to Government	Confidential advice to Government Delivered a comprehensive set of design documents that define and support future build decisions.	Confidential advice to Government	n/a	Amber At risk but is recoverable	Confidential advice to Government	
3	Tenancy Bond Programme	Replaces a legacy system with a modern digital platform.	4102	38.90	39.66 (within Cabinet approval envelope)	MEDIUM	✓	IN DELIVERY Approved Business Case: YES	Project in Year 6 of 6 Successfully delivered a new digital tenancy bond system and operating model within Cabinet approved funding envelope of \$40.083M Final go-live June 2026. The project scheduled to close on 17 August 2026.	20 July 2026	17 August 2026	Green on track	Successful go-live of new system. Formal close out activities are underway.	
4	IPONZ Platform Upgrade	Modernises the technology platform used to manage intellectual property rights, including patents, trademarks,	4392	29.59	29.59	MEDIUM	✓	IN DELIVERY Approved Business Case: YES	Project in Year 5 of 6. Currently undergoing IQA/TQA. Has slowed the progress of delivery including letting go of any additional resources to reduce the overall project spend.	21 June 2027	n/a	Red At significant risk governance intervention required	Critical delivery milestones have been missed. Internal governance has requested Independent Quality Assurance (IQA) and Technical Quality Assurance (TQA) review. 14 August IQA due.	The project team are preparing an options paper for internal governance consideration incorporating recommendations from the

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
		designs and related services.												independent quality assurance (IQA/TQA) report. The Minister will be briefed on this report prior to the options paper being submitted.
5	Disclose Register Replatform	Migrated the Disclose Register to a modern technology platform, significantly improving system performance and strengthening security. The register provides access to information disclosed under New Zealand's financial markets regulatory regime.	4719	17.46	17.58	MEDIUM	X	CLOSED	Project formally closed on 15 June 2026 by internal governance after successful migration to new platform.	17 August 2026	15 June 2026	Closed 15/06/2026	n/a	n/a
6	NZGP Capability Roadmap	Phase Two of procurement catalogue system 3915 (8.7M).	4889	10.52	10.52	UNKNOWN	X	PRE DELIVERY Project Brief in development (to Internal Governance in July 2026)	Project brief will be submitted for governance approval on 20 July 2026. Approval will confirm funding to develop the business case for the project.	30 June 2028 (TBC)	n/a	Green on track	n/a	n/a
7	Replatforming MBIE Investigations Case Management System	Upgrades MBIE's investigation case management systems to cloud product. The TIKA system supports the work of number of regulatory portfolios (e.g., tenancy, building, employment, immigration, energy and resources)	4681	6.3	8.05	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 3 of 4. Has completed design requirements and is progressing through delivery. Testing underway, to ensure solution is operating as expected.	15 June 2027	15 February 2026	Amber At risk but is recoverable	Scope expanded, requiring more funding, adding time to approved schedule. Project may require further change request to be approved by internal governance.	Go to market via RFP and phased go-live to manage cost, risk and delay.
8	Callaghan Innovation Systems Transition	Transition of Callaghan Innovation (CI) functions to MBIE. The decision by the Government was to shift some products into MBIE following the cabinet decision to disestablish	4871	7.0	7.0	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Transfer of people to MBIE completed October 2025. Transition of customer operations and product management completed December 2025. Project has transitioned the critical technology and data systems and removed all dependencies on Callaghan Innovation. Will	20 July 2026	14 December 2026	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
		Callaghan innovation							complete all project activity by December 2026.					
9	FY2025/26 Hardware Refresh	Ensures staff have access to appropriate laptops and hardware.	4883	6.58	6.58	LOW	X	IN DELIVERY Approved Business Case: YES	Annual project. Replaced over 1,300 laptops this year. Closure report being prepared for scheduled closure on 21 September 2026.	21 September 2026	n/a	Green on track	n/a	n/a
10	Business-Govt Platform Upgrade	Website upgrade and changes to Business.govt.nz site.	4652	3.34 (Workstream One)	5.22 (Workstream One and Two)	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 3 of 3. 21 July 2026: Workstream 1: delivery of refreshed business.govt.nz website onto modernised technical platform. This was delivered successfully on 15 October 2025. Workstream 2: delivery of eight refreshed tools to the new platform. Current project updates are that platform stabilisation and performance improvements were completed in July 2026. Funding Explorer, Self-Assessment Tools, and Quizzes were released at the end of July 2026. Change Request underway to confirm scope, schedule, and funding for deliverables beyond July 2026 ahead of planned submission to internal governance.	30 June 2026 (Workstream One)	17 November 2026 (Workstream One and Two)	Red At significant risk governance intervention required	Early in Workstream 2, the delivery approach was adjusted from two large tranches into four focused delivery clusters. While this initially slowed progress, it successfully established an efficient delivery pattern. During a recent platform production release, the project navigated a series of unanticipated challenges. These included evolving the core solution architecture, performing critical platform stabilisation and performance improvements. Together, these cumulative factors impacted the final timeline, making the original project closure date no longer achievable. To ensure the remaining tool clusters are delivered to a high standard without compromising platform integrity, the project closure timeline is being extended by four months to 15 March 2027 with no additional project funding requested.	Providing a revised delivery timeline change from 17 November 2026 to 15 March 2027. This request is going to internal governance.
11	NZ Research Information System	The New Zealand Research Information System (NZRIS) is a freely available national, online database containing information about the research, science and innovation sector.	4820	4.9	4.9	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Completed build of data processing engine and associated website. Pilot testing and sector engagement in progress. No issues preventing public launch of website in late Aug/Early Sept.	21 December 2026	n/a	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
12	Trading Standards Operations	Replaces Trading Standards' ageing case management system (complaints, inspections, operational and compliance activities relating to fuel quality monitoring and trade measurement).	4472	3.2	3.72	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 4 of 4. Successfully implemented and gone live with a new technology system. Remains in closure phase.	18 August 2025	20 July 2026	Red At significant risk governance intervention required	Expenditure outside approved project delivery budget. Whilst not outside Cabinet/Treasury/ Ministerial and internal financial delegations, this should have had internal governance approval.	Project will close officially at the next internal governance meeting in August.
13	Genesys AI Lifecycle (Service Centre)	Supports improved contact centre operations including smarter agent assistance, better use of customer information and AI enhancements.	4972	2.55	2.64	LOW	X	IN DELIVERY Approved Business Case: YES	Auto summarising is now in pilot, auto quality assurance, and agent database information 8 is approaching readiness. Interactive voice recognition is in the build phase, and solution design underway for the Virtual Agent Chatbot.	21 September 2026	Subject to pending change request.	Red At significant risk governance intervention required	The project has been delayed because of resourcing challenges. The project requires additional funding, and time. In the meantime, the pilot continues on track.	Seek approval from internal governance for schedule extension and additional funding requirements.
14	Silverstripe Platform Upgrade	Upgrading to the latest version of the software maintains site security and supportability across many of MBIE's websites.	4935	2.07	2.07	LOW	X	IN DELIVERY Approved Business Case: YES	Project business case approved with seven vendors delivering upgrades to more than 60 critical public-facing websites. Approximately 80% of upgrades targeted for completion by December 2026.	16 November 2026	TBC	Green on track	n/a	n/a
15	Migration of Data and Reporting from EDW to CDP	Moves MBIE's data storage from Enterprise Data Warehouse to the Cloud Data Platform to improve reliability and accessibility of reporting.	4926	1.55	1.55	LOW	X	IN DELIVERY Approved Business Case: YES	Project progressing as planned within budget and currently in Phase One of Two of data migration.	14 December 2026	n/a	Green on track	n/a	n/a
16	National Command Centre (NCC) Smartbridge Replacement	Upgrades hardware to maintain communication to support frontline workers., working with the National Command Centre.	4865	0.743	TBC	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Confidentiality, Negotiations	16 March 2026	TBC	Red At significant risk governance intervention required	Will be seeking approval for additional funding and schedule extensions from internal governance. Confidentiality, Negotiations	Internal governance has recommended that an IQA be undertaken to prove the project can deliver its scope and benefits within the proposed budget.
17	Earthquake-Prone Buildings Register Replacement	Replace the existing Earthquake-prone Buildings register with a technology solution.	4825	0.850	1.11	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Vendor identified following RFP process. Two application web portals released to testing with a third under development. Project progressing testing, cyber security	20 April 2026	17 August 2026	Amber At risk but is recoverable	Will require additional funding and schedule extension due to technical complexities discovered during implementation.	Seek approval from internal governance for changes to scope and schedule for delivery in July.

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
									certification and authentication, and operational readiness. On track to production 25 September 2026.					
18	Register of Radio Frequency Remediation	Upgrades technology platform to strengthen security of public information.	4890	1.05	1.05	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Most high and medium priority issues remediated, including enhanced access controls for 96 information transfers. Security improvements remain outstanding for a further 319 transfers, with additional FY2027 funding required to complete the programme.	20 July 2026	TBC (expect to receive a closure report in August 2026)	Amber At risk but is recoverable	Need to confirm funding source for FY2027 to continue delivery of remaining project scope. Project closure report to be progressed for August 2026 for what has been delivered. Other aspects on hold until funding confirmed.	Closure of project in relation to what has been delivered to date. Other aspects of project on hold until funding source confirmed.
19	New Zealand Business Number Verifiable Credentials	Designs and implements MBIE's ability to issue the NZBN as a verifiable digital credential.	4786	1.02	1.2	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Trust Framework Authority accreditation activities are underway, and project remains on track for go-live on 9 September 2026.	19 October 2026	14 December 2026	Green on track	The project remains on track overall, but there are some remaining risks around issuing credentials after go-live, dependencies on another programme's delivery timetable, finalising a supplier contract, and completing final implementation activities	n/a
20	Resolve Enhancement 25-26	Technology platform upgrade supports improved workflows between key tenancy systems like Bond, case management and investigations.	4918	0.87	0.87	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Progressing through design and change management activities. However, a Go-Live delay from August 2026 to January 2027 has prompted a Change Request. This impacts the schedule.	21 September 2026	n/a (Change Request expected July, however deferred.)	Amber At risk but is recoverable	Likely to require a schedule extension based on delivery milestones being missed.	Seek approval from internal governance for schedule extension.
21	Overseas Building Products	A technology platform supports the assessment of overseas products for the building sector.	4976	0.75	0.75	LOW	X	IN DELIVERY Approved Business Case: YES	Project progressing with Statement of Work awaiting approval. Legal and commercial reviews completed. Delivery timelines dependent on approval of Australia-based resources.	16 November 2026	n/a	Green on track	n/a	n/a
22	Information and Education Workflow Management Tool	Workflow management tool supports better prioritisation, planning and management of work.	4835	0.69	0.69	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. Successfully completed Proof of Concept to validate core components. High-Level Design approved through governance, providing confidence in the overall approach. Development now focused on delivering Minimum Viable Product (MVP) for Online Channels team.	14 December 2026	n/a	Green on track	n/a	n/a
23	Project Online Replacement	Technology upgrade of platform that improves visibility	4989	0.66	0.66	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 1 of 1. Business case approved in June 2026. Business requirements and technical specifications	16 November 2026	n/a	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
		of project delivery, resource demand and governance reporting.							completed in prep for testing at end July. Project working to tight timeline of current platform retirement on 30 September 2026.					
24	NZ Embodied Carbon Benchmarking Register	Digital platform that shares carbon assessment information across the building sector.	4914	0.64	0.64	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 1 of 1. Procurement complete and High-Level Design submitted to internal Design Review Board. Solution build commenced.	16 November 2026	n/a	Green on track	n/a	n/a
25	MBIE Alerts System Procurement	Replaces system to send mass notifications to MBIE staff e.g. operational incidents, emergencies and business continuity events.	4866	1.3	0.59	LOW	X	CLOSED In June 2026	Project formally closed on 15 June 2026 at internal governance.	18 May 2026	15 June 2026	Green on track	n/a	n/a
26	Companies (Address Information) Amendment Act	This project will deliver the system changes required to support the Companies (Address Information) Amendment Act 2025. The overall outcome will enable eligible directors (or shareholders living with them) to protect their personal safety by replacing their publicly visible residential address with an alternative address on the Companies Register, while retaining their residential address for access by the Registrar.	4997	0.51	0.51	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 1 of 2 and on track for legislation commencement on 18 November 2026, with governance approvals and vendor contracts completed, development and delivery activities underway. Vendor build completion expected in August 2026. Testing and go-live activities progressing as planned.	15 February 2027	n/a	Green on track	n/a	n/a
27	Operational Intelligence for Service Centre	Supports t evidence-based operational decisions, visibility of performance drivers, and improved service centre efficiencies.	4977	Pending Business Case	0.25 (cost to develop business case only)	To be confirmed as part of Business Case development	X	PRE DELIVERY Approved Project Brief. Business Case in Development	Project in Year 1. Expected delivery date subject to business case approval. Operational Intelligence PoC progressing as planned, with Genesys data extract completed. Analytical model development underway for voice transcripts and emails. PoC scheduled to commence on 11 August 2026 to deliver automated	Pending Business Case	Pending Business Case	Red At significant risk governance intervention required	The project has been delayed because of resourcing challenges. The project requires additional funding, and time. In the meantime, work is continuing and key testing activities remain on track.	Seek approval from internal governance for schedule extension and additional funding requirements.

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
									customer demand, cost-to-serve, and coaching insights.					
28	Debt Management System	Implements a new system to manage MBIE debtors and support the recovery of monies owed to the Crown including improved tracking, reporting and recovery	4945	n/a	N/A	To be confirmed as part of Business Case development	X	PRE DELIVERY Pending development of Project Brief and or Business Case.	Project does not have an approved project brief or business case due to lack of funding. On hold from 30 June 2026, with closure planned if funding not confirmed by 30 September 2026. Project overview completed to support a potential restart, while priority and future funding decisions will work through.	Pending Project Brief	Pending Project Brief	Amber At risk but is recoverable	The project is considering whether the scope of this initiative could fit within a wider Finance Programme of work.	Sponsor to decide on best course of action and proceed.
29	Standards New Zealand Public Consultation Tool	This project will Procures and implements a digital tool to support public consultation processes on standards that is more consistent, accessible and efficient way to publish consultation material, receive submissions, manage stakeholder feedback.	4979	n/a	N/A	To be confirmed as part of Business Case development	X	PRE DELIVERY Pending development of Project Brief and or Business Case.	Project currently has no secured funding for FY26/27. High-level requirements been refined and reduced to lower delivery costs. Draft Business Case scheduled for internal governance on 17 August 2026.	n/a	n/a	Red At significant risk governance intervention required	No project funding secured. Decision required from internal governance on whether the project should proceed.	Decision required on whether project should proceed. Need to confirm funding.
30	NZ Relay Services RFP	The NZ Relay Service is a government-funded service that enables New Zealanders who are Deaf, Deafblind, hard of hearing, or have speech impairments to communicate via telecommunications channels. Funded through the Telecommunications Development Levy, MBIE is responsible for ensuring that the service is delivered effectively and	5016	n/a	N/A	To be confirmed as part of Business Case development	X	PRE DELIVERY Pending development of Project Brief and or Business Case.	Project commenced in early June 2026, with governance activities progressing. Community consultation extended to 20 July following feedback. Development of Project Brief. Key milestones include approval of the procurement plan and progression of the RFP during July.	n/a	n/a	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m)	Risk Profile Assessment (Mandated by Treasury triggers QIR for Med/High)	Treasury endorsement threshold (\$20m + WoLC)	Progress Stage	Project Update	Approved Baseline Closure Date	Revised Document ed Closure Date	Internal Governance Project RAG Status Current at 21 July 2026	RAG Explainer	Return to green
		continues to meet user needs. The current contract is approaching renewal, requiring a structured procurement process (RFP) to establish future service delivery arrangements.												
31	In-Person Enrolment (IPE)	Captures "identities" (face, fingerprint and biographic), for recording and matching purposes in the INZ Systems.	3586	3.9	8.69	LOW	X	IN DELIVERY Approved Business Case: YES	March 2026 closure memo (IPE and Biometrics Capability Update) endorsed to internal governance with recommendation to CE to close the project, which did not progress. Further memo submitted to internal governance on 20 July 2026 to keep IPE project open for discovery to explore re-purposing assets delivered under this project for new identity management solution.	1 August 2019	16 December 2024	Red At significant risk governance intervention required	The project is outside internal governance tolerances for schedule and budget.	Once discovery is complete, the project will submit a closure report.

IN-CONFIDENCE