

Appendix Two: Table of detailed breakdown of technology-enabled initiatives as of August 2026.

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_Delivered: Project is successfully delivered with submitted closure

Closed_Cancelled: Project has been cancelled

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 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	336.15	25.85	HIGH by default, gateway review.	✓	IN DELIVERY Approved Business Case: YES	Project Phase 1 migrated 2 of planned 3 visa product groups. On 7 September 2026 Cabinet agreed that MBIE reassess the Programme and update the Business Case before Phase Two proceeds in full to: reconsider the strategic case for change, given ongoing legacy system risks and costs; Review the financial case and the Programme’s ongoing value for money and update benefit assumptions; Review operating models, delivery frameworks, sequencing and dependencies; Strengthen the business transformation approach; and Review key technology choices, implementation processes and dependencies, and propose an updated delivery plan with future stage gates and decision points for Cabinet; The Minister of Immigration will report back to Cabinet in April 2027 with an updated Business Case, including a financial case and options for delivering the modernised immigration system.	15 December 2031	15 December 2031	31 December 2031	Red At significant risk governance intervention required	Red At significant risk governance intervention required	The Programme has been reporting a red RAG status since May 2025, indicating governance intervention is required, which was triggered by the amount of overhead savings to be realised compared to the DBC assumptions.	The Minister requested the Public Service Commission undertake an Assurance Review of the programme. The Terms of Reference were published in August, and the review is set to begin in September. The programme is prepared advice for the Minister on the best way to deliver over the next six months, with a sharper focus on practical improvements and measurable benefits.

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
											11 August 2026: The launch of the smaller first release has moved from August to November 2026, with expected benefits now starting from March 2027. Work continues with Cabinet advice and essential spending for the next six months. The go-live date of the reduced scope product group from August 2026 to November 2026, with a delayed start of productivity benefits from March 2027. 21 July 2026: 17 visa products now on ADEPT platform. Third visa product will transition in August. International Student Visas, Family of a Temporary Visa Holder and Visitor Visa Group product groups have moved onto ADEPT, bringing a significant share of visa application volumes onto the platform. From October 2026 approximately 55% of application volumes will be processed through ADEPT. Early productivity improvements observed for student visas, workforce reductions equivalent to 118.8 FTE achieved, customer satisfaction increased from 77% to 81.9% ADEPT has been improved to make visa applications easier and faster to process. Changes include clearer customer letters; better passport checks and simpler visa assessments. Automated testing is now used in key parts of product development, reducing manual work and helping identify problems earlier. The programme has improved how							

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
											immigration risks are assessed and is testing automated decisions for selected low-risk visa applications. The aim is to introduce this in August 2027, once testing provides assurance that it is safe and reliable.							
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		1.98	MEDIUM	✓	Confidential advice to Government	Confidential advice to Government 11 August 2026: No further update 21 July 2026: Delivered a comprehensive set of design documents that define and support future build decisions.	Confidential advice to Government			Amber At risk but is recoverable	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)	39.66 (within Cabinet approval envelope)	32.77	MEDIUM	✓	IN DELIVERY Approved Business Case: YES	Project in Year 6 of 6 11 August 2026: No further update still in closure process. 21 July 2026: 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	17 August 2026	Green on track	Green on track	Successful go-live of new system. Formal close out activities are underway and the closure report will go to internal governance on 21 September 2026	n/a
4	IPONZ Platform Upgrade	Modernises the technology platform used to manage intellectual property rights, including patents, trademarks, designs and related services.	4392	29.59	29.59	29.59	7.53	MEDIUM	✓	IN DELIVERY Approved Business Case: YES	Project in Year 5 of 6. 11 August 2026: An independent quality assurance (IQA) report is due 14 August and will provides recommendations for the project's next steps. This will be considered by internal governance in on 21-September 2026. 21 July 2026: Currently undergoing independent quality assurance (IQA/TQA). Vendor has continued delivery while MBIE has redeployed some project team members reduce the overall project spend.	21 June 2027	21 June 2027	21 June 2027	Red At significant risk governance intervention required	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 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.	4719	17.46	17.58	Closed	n/a	MEDIUM	X	CLOSED_DELIVERED	11 August 2026: No further update.	17 August 2026	15 June 2026	Closed	Closed 15/06/2026	Closed	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
		significantly improving system performance and strengthening security. The register provides access to information disclosed under New Zealand's financial markets regulatory regime.									21 July 2026: Project delivered and was formally closed on 15 June 2026 by internal governance after successful migration to new platform.							
6	NZGP Capability Roadmap	Phase Two of procurement catalogue system 3915 (8.7M).	4889	10.52 (pending approval)	10.52 (pending approval)	10.52 (pending approval)	n/a	Pending	X	PRE DELIVERY Project Brief in development	11 August 2026: Project brief pending, Initial scoping work has been undertaken but funding is still being resolved. Not yet presented to internal governance. 21 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)	30 June 2028 (TBC)	30 June 2028 (TBC)	Green on track	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	8.05	2.57	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 3 of 4. 11 August 2026: No further update 21 July 2026: Has completed design requirements and is progressing through delivery. Testing underway, to ensure solution is operating as expected.	15 June 2026	15 February 2027	15 February 2027	Amber At risk but is recoverable	Amber At risk but is recoverable	Scope expanded adding time to approved schedule. The Project has experienced delays due to environment provisioning; this is being monitored closely to understand the downstream impacts.	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 Callaghan innovation	4871	7.0	7.0	7.0	5.30	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. 11 August 2026: No further update 21 July 2026: 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 complete all project activity by December 2026.	20 July 2026	14 December 2026	14 December 2026	Green on track	Green on track	n/a	n/a
9	FY2025/26 Hardware Refresh	Ensures staff have access to	4883	6.58	6.58	6.58	6.51	LOW	X	IN DELIVERY	Annual project.	21 September 2026	21 September 2026	21 September 2026	Green on track	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Documented Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
		appropriate laptops and hardware.								Approved Business Case: YES	11 August 2026: No further update 21 July 2026: Replaced over 1,300 laptops this year. Closure report being prepared for scheduled closure on 21 September 2026.							
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)	5.22 (Workstream One and Two)	3.54	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 3 of 3. 11 August 2026: No further update. 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)	17 November 2026 (Workstream One and Two)	Red At significant risk governance intervention required	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..

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Documented Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
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	4.9	1.37	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. 11 August 2026: No further update 21 July 2026: 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	21 December 2026	21 December 2026	Green on track	Green on track	n/a	n/a
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	4.03	n/a	LOW	X	CLOSED_DELIVERED	Project in Year 4 of 4. 11 August 2026: Closure report approved by internal governance. 21 July 2026: Successfully implemented and gone live with a new technology system. Remains in closure phase.	18 August 2025	20 July 2026	17 August 2026	Red At significant risk governance intervention required	n/a		N/A - New system went live on 18 May 2026. Primary project deliverables and objectives achieved.
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	2.93	0.273	LOW	X	IN DELIVERY Approved Business Case: YES	11 August 2026: A change request has been approved in principle, subject to final funding confirmation. The project will need a small funding increase and more time, with the closure date moving from September to December 2026. The Virtual Agent Chatbot will no longer be included, and some expected benefits will now be delivered later in 2027. 21 July 2026: 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	21 September 2026 Subject to pending change request.	14 December 2026	Red At significant risk governance intervention required	Red At significant risk governance intervention required	The project has been delayed because of resourcing challenges. The project requires additional funding, and time.	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	2.07	0.393	LOW	X	IN DELIVERY Approved Business Case: YES	11 August 2026: No further update 21 July 2026: Project business case approved with seven vendors delivering upgrades to more than 60 critical public-facing websites. Approximately 80% of upgrades targeted for	16 November 2026	16 November 2026	16 November 2026	Green on track	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
											completion by December 2026.							
15	Migration of Data and Reporting from EDW to CDP	Moves MBIE's Resource Markets petroleum and minerals regulatory and petroleum production, reserves and resources data storage and data models from a legacy enterprise Data Warehouse to MBIE's enterprise Cloud Data Platform to improve reliability and accessibility of reporting.	4926	1.55	1.55	1.55	0.351	LOW	X	IN DELIVERY Approved Business Case: YES	11 August 2026: Phase 2 moving petroleum production reserves and resources data commenced. 21 July 2026: Project progressing as planned within budget and currently in Phase One of Two of data migration.	14 December 2026	14 December 2026	14 December 2026	Green on track	Green on track	n/a	n/a
16	National Communications Centre (NCC) Smartbridge Replacement	Upgrades hardware to maintain communication to support frontline workers., working with the National Communications Centre.	4865	0.743	TBC	0.743	0.428	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. 11 August 2026: The request for changes to increase funding and timeframes was declined by internal governance. The project had an Independent Quality Assurance (IQA) report commissioned in August 2026; this includes a set of recommendations. Negotiations, Confidentiality	16 March 2026	16 March 2026	16 March 2026	Red At significant risk governance intervention required	Red At significant risk governance intervention required	The project is outside of the approved schedule and budget tolerance as internal governance did not approve a change request for further budget and time.	The requested change was not approved by the Delivery Governance Board. An IQA is underway and due by 14 August. The report will provide recommendations and support an options paper going to internal governance with a recommended approach to move forward.
17	Earthquake-Prone Buildings Register Replacement	Replace the existing Earthquake-prone Buildings register with a technology solution.	4825	0.850	1.11	1.11	0.726	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. 11 August 2026: No further update 21 July 2026: Vendor identified following RFP process. Two application web portals released to testing with a third under development. Project progressing testing, cyber security certification and authentication, and operational readiness. On track to production 25 September 2026.	20 April 2026	17 August 2026	16 November 2026	Amber At risk but is recoverable	Amber At risk but is recoverable	Will require additional funding and schedule extension due to technical complexities discovered during implementation.	An approved change gives the project more time and funding to complete the work. The project end date will move from August to November 2026, and the total cost will increase by \$52,908 to \$1.11 million.
18	Register of Radio Frequency Remediation	Upgrades technology platform to strengthen security of public information.	4890	1.05	1.05	1.64	0.738	LOW	X	IN DELIVERY Approved Business Case: YES	Project was in Year 2 of 2 however an extension in schedule increases to 3 years.	20 July 2026	TBC (expect to receive a closure report in August 2026)	20 June 2027	Amber At risk but is recoverable	Amber At risk but is recoverable	The project was approved in principle by internal governance in	Closure of project in relation to what has been delivered to

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
											11 August 2026: No further update 21 July 2026: 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.						August, but it still needs financial approval before the remaining work can continue. A funding source for 2026/27 must be confirmed. The project will close off the work already delivered, while the remaining work is on hold until funding is approved. If funding is not approved, the project will close and only some of the expected benefits will be delivered.	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	1.2	0.896	MEDIUM	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. 11 August 2026: Work is underway to complete the required accreditation, and the project remains on track to go live on 9 September 2026. It is also expected to stay within the revised budget approved through the change request. 21 July 2026: 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	14 December 2026	Green on track	Green on track		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	0.87 (pending further approvals)	0.276	LOW	X	ONHOLD (pending FICC)	Project in Year 2 of 2. 11 August 2026: The project is currently on hold while funding approval is confirmed by the internal Financial and Investment governance. In July, the project progressed early design and change planning and worked through financial requirements for the next phase. Approval is needed to carry forward unused funding from 2025/26 into 2026/27. Until this is confirmed, some activity may need to pause to avoid exceeding the approved budget, which could	21 September 2026	n/a (Change Request expected July, however deferred.)	Pending Internal Change Request	Amber At risk but is recoverable	Red At significant risk governance intervention required	Change in RAG Status to Red, requires funding to be secured which will impact on the schedule.	Seek approval from internal governance for schedule extension.

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Documented Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
											affect the delivery timeline. 21 July 2026: 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	Overseas Building Products	A technology platform supports the assessment of overseas products for the building sector.	4976	0.75	0.75	0.75	0.154	LOW	X	IN DELIVERY Approved Business Case: YES	11 August 2026: No further update. 21 July 2026: Project progressing with Statement of Work awaiting approval. Legal and commercial reviews completed. Delivery timelines dependent on approval of external resources.	16 November 2026	16 November 2026	16 November 2026	Green on track	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	0.69	0.338	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 2 of 2. 11 August 2026: No further update 21 July 2026: 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	14 December 2026	14 December 2026	Green on track	Green on track	n/a	n/a
23	Project Online Replacement	Technology upgrade of platform that improves visibility of project delivery, resource demand and governance reporting.	4989	0.66	0.66	0.66	0.135	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 1 of 1. 11 August 2026: Project remains on track toward the planned November 2026 go-live 21 July 2026: Business case approved in June 2026. Business requirements and technical specifications completed in prep for testing at end July. Project working to tight timeline of current platform retirement on 30 September 2026.	16 November 2026	16 November 2026	16 November 2026	Green on track	Green on track	n/a	n/a
24	NZ Embodied Carbon Benchmarking Register	Digital platform that shares carbon assessment	4914	0.64	n/a	n/a	0.064	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 1 of 1. 11 August 2026: No further update	16 November 2026	16 November 2026	16 November 2026	Green on track	Green on track	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Documented Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
		information across the building sector.									21 July 2026: Procurement complete and High-Level Design submitted to internal Design Review Board. Solution build commenced.							
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	CLOSED	n/a	LOW	X	CLOSED DELIVERED In June 2026	11 August 2026: No further update 21 July 2026: Project formally closed on 15 June 2026 at internal governance.	18 May 2026	15 June 2026	CLOSED	Green on track	n/a	n/a	n/a
26	Companies (Address Information) Amendment Act	Upgrades Companies register to allow for new legislation requirements around changes to director information.	4997	0.51	0.51	0.51	0.108	LOW	X	IN DELIVERY Approved Business Case: YES	Project in Year 1 of 2. 11 August 2026: No further update 21 July 2026: 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	15 February 2027	15 February 2027	Green on track	Green on track	n/a	n/a
27	Operational Intelligence for Service Centre	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.	4977	Pending Business Case	0.25 (cost to develop business case only)	0.25 (cost to develop business case only)	0.058	To be confirmed as part of Business Case development	X	PRE DELIVERY Approved Project Brief. Business Case in Development	Project in Year 1. 11 August 2026: The project team is preparing an updated plan for internal governance to consider in October. This will confirm the expected cost, timing and funding needed, based on updated forecasts and resource planning. If the product is not suitable or the extra funding is not approved, the project will be closed. 21 July 2026: 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 customer	Pending Business Case	Pending Business Case	Pending Business Case	Red At significant risk governance intervention required	Red At significant risk governance intervention required	The project may require additional funding, and time if the outcome from the PoC is to implement Operative Intelligent into production". In the meantime, work is continuing and key testing activities remain on track.	Seek approval from internal governance for a schedule extension and additional funding requirements if the outcome from the PoC is to implement Operative Intelligent into production, otherwise to close the project.

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
											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	CLOSED	n/a	To be confirmed as part of Business Case development	X	CLOSED_ CANCELLED	11 August 2026: The project was closed. A new project can be initiated if or when future funding is obtained. 21 July 2026: 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	CLOSED	Amber <i>At risk but is recoverable</i>	CLOSED	CLOSED	CLOSED
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. This project was exploring options for a digital consultation tool.	4979	n/a	n/a	CLOSED	n/a	To be confirmed as part of Business Case development	X	CLOSED_ CANCELLED	11 August 2026: Project was closed 21 July 2026: Project was closed 1 July 2026 due to project having no allocated funding in the investment plan 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	CLOSED	Red <i>At significant risk governance intervention required</i>	CLOSED	CLOSED	CLOSED
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	5016	n/a	n/a	0.81	n/a	To be confirmed as part of Business Case development	X	PRE DELIVERY Pending development of Business Case.	11 August 2026: Project Brief Approved in Principle by internal governance is now required to proceed to Financial and Investment governance for approval. 21 July 2026: Project commenced in early June 2026, with governance activities progressing. Community consultation extended to 20 July following feedback. Development of Project Brief. Key milestones	n/a	n/a	19 June 2028	Green <i>on track</i>	Green <i>on track</i>	n/a	n/a

IN-CONFIDENCE

IN-CONFIDENCE

#	Project	Description	Project Code	Approved WoLC (\$m)	Revised WoLC (\$m) at 21 July 2026	Revised WoLC (\$m) as of 11 August 2026	Spend to Date As of 11 August 2026	Treasury Risk Profile Assessment	Treasury threshold (\$20m + WoLC)	Progress Stage	Project Updates	Approved Baseline Closure Date	Revised Documented Closure Date at 21 July 2026	Revised Document ed Closure Date as of 11 August 2026	Internal Governance Project RAG Status as at 21 July 2026	Internal Governance Project RAG Status as of 11 August 2026	RAG Explainer	Return to green
		effectively and continues to meet user needs. The current contract is approaching renewal, requiring a structured procurement process (RFP) to establish future service delivery arrangements.									include approval of the procurement plan and progression of the RFP during July.							
31	In-Person Enrolment (IPE) BCU related	Captures "Identities" (face, fingerprint and biographic), for recording and matching purposes in the INZ Systems.	3586	3.9	8.69	8.69	8.69	LOW	X	IN DELIVERY Approved Business Case: YES	11 August 2026: No further update 21 July 2026: 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 June 2025	16 June 2025	Red At significant risk governance intervention required	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.
N E W A U G U S T	CASE (Client Advice, Services & Education) REPLACEMENT AND DECOMMISSIONING	Implement a new case and referral management capability and decommission the existing CASE (Client Advice, Services & Education) system for MBIE Contact Centre. Supports end to end case and referral management within the Service Centre.	5017	0.69	n/a	0.69	n/a	LOW	X	IN DELIVERY Approved Business Case: YES	11 August 2026: Submitted the business case to the Internal Governance in August. This was approved. 21 July 2026: N/A	15 February 2027	n/a	15 February 2027	n/a	Green on track	n/a	n/a