Appendix 1: Summary of remediation outcomes

Purpose. The table below provides a summary of the initial stocktake findings and remediation outcomes for MBIE's 31 formally governed technology projects. Following targeted remediation activities undertaken during August 2026 and validation of evidence received by 1 September 2026, the table shows both the original assessment result from the stocktake and the post-remediation position for each project.

Basis of assessment. The reassessments reflect a point-in-time judgement of control effectiveness based on the evidence available at the time of review. An Effective rating indicates that the controls reviewed were operating as intended and supported by sufficient evidence. It does not indicate that a project was free from delivery risks, delays, cost pressures, scope changes or benefits realisation challenges. Rather, it indicates that these matters were being appropriately governed, reported and managed through the project control environment. Where a project had closed or was not sufficiently advanced to assess, no post-remediation effectiveness conclusion has been made. Some improvement actions may continue through normal project governance and should be monitored through established assurance and oversight arrangements.

Assessment key: Effective = requirements met and controls operating effectively; Partially Effective = minor to moderate improvement required; Not Effective = significant weaknesses requiring remediation; N/A = not sufficiently progressed to assess; Not reassessed = project closed before reassessment.

Terms: MAKO is MBIE's document management system. **FMIS** is MBIE's financial management information system. **Project Online** is MBIE's Project portfolio information system.

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
1	Our Future Services Programme	Effective	Formal consideration of programme viability following material change could not initially be verified.	The Programme Director confirmed that the programme was being reset, with Cabinet direction expected in September 2026 and a revised business case to be developed before Phase 2 proceeds.	The programme reset and planned business case provides the mechanism for viability to be reconsidered before further decisions are to be made.	Effective

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
2	Companies Register Modernisation	Effective	No weaknesses identified.	No action required.	Initial assessment retained.	Effective
3	Tenancy Bond Programme	Effective	No remediation assessment completed because the project had closed.	No action undertaken.	The project was not reassessed after closure.	Not reassessed (closed)
4	IPONZ Platform Upgrade	Partially Effective	Ministerial reporting evidence was incomplete; formal consideration of viability after material change was not initially verified; reported expenditure was not fully traceable to source records.	Ministerial briefings and MAKO reporting were reviewed; the change request and associated viability review were discussed with the project manager; FMIS information was compared with project reporting.	Additional information supported ministerial reporting, consideration of viability, and alignment of project reporting with FMIS.	Effective
5	Disclose Register Replatform	Effective	No remediation assessment completed because the project had closed.	No action undertaken.	The project was not reassessed after closure.	Not reassessed (closed)
6	NZGP Capability Roadmap	N/A	The project was not sufficiently progressed for the relevant control domains to be assessed.	No remediation assessment undertaken.	No effectiveness conclusion was reached.	N/A
7	Re-platforming MBIE Investigations Case Management System	Partially Effective	Formal consideration of viability after material change was not initially verified; reported expenditure was not fully traceable to source records.	Confirmed the process by which viability was considered with project change and that the change has been endorsed by Business Owner, Project Manager, Finance business	Additional information supported consideration of viability and alignment of project reporting with FMIS.	Effective

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
				partner, Subject Matter Experts and governance (e.g assessing affordability, and delivery risks and impacts); FMIS information was compared with project reporting.		
8	Callaghan Innovation Systems Transition	Partially Effective	Only high-level benefit sighted; formal consideration of viability after material change was not initially verified.	Confirmed the process by which viability was considered with project change and that the change has been endorsed by Business Owner, Project Manager, Finance business partner, Subject Matter Experts and governance (e.g assessing affordability, and delivery risks and impacts); The approved business case and Project Online record were reviewed, confirming the single benefit reflected that the successful delivery of the Government directed transition represented the primary	Additional information confirmed the basis for the benefit and that viability had been considered following the change.	Effective

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
				intended outcome of the investment.		
9	FY2025/26 Hardware Refresh	Effective	No remediation assessment completed because the project had closed.	No action undertaken.	The project was not reassessed after closure.	Not reassessed (closed)
10	Business-Govt Platform Upgrade	Partially Effective	Formal consideration of viability after material change was not initially verified; risks had not been evidenced as updated alongside change requests.	Confirmed the process by which viability was considered with project change and that the change has been endorsed by Business Owner, Project Manager, Finance business partner, Subject Matter Experts and governance (e.g assessing affordability, and delivery risks and impacts).	Additional information supported consideration of viability and current risk and issue management.	Effective
11	NZ Research Information System	Partially Effective	Reported expenditure was not fully traceable to source records.	FMIS information was reviewed and compared with project reporting.	Project reporting was confirmed as aligned with FMIS.	Effective
12	Trading Standards Operations	Effective	Formal consideration of project viability following material change could not initially be verified.	Confirmed the process by which viability was considered with project change and that the change has been endorsed by Business Owner, Project Manager, Finance business	Additional information supported that viability had been considered following the change.	Effective

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
				partner, Subject Matter Experts and governance (e.g assessing affordability, and delivery risks and impacts).		
13	Genesys AI Lifecycle (Service Centre)	Partially Effective	Reported expenditure was not fully traceable to source records.	FMIS information was reviewed and compared with project reporting.	Project reporting was confirmed as aligned with FMIS.	Effective
14	Silverstripe Platform Upgrade	Effective	No weaknesses identified.	No action required.	Initial assessment retained.	Effective
15	Migration of Data and Reporting from EDW to CDP	Partially Effective	Benefits needed clearer, measurable definitions; reported expenditure was not fully traceable to source records.	The Business Owner confirmed actions and timeframes to update benefits and seek Sponsor feedback, with Programme Steering Committee oversight. FMIS information was compared with project reporting.	Financial reporting was confirmed as aligned with FMIS. Benefits improvement actions were established and placed under governance oversight.	Effective*
16	NCC Smartbridge Replacement Solution	Partially Effective	Formal consideration of viability after material change was not initially verified.	Confirmed the process by which viability was considered with project change and that the change has been endorsed by Business Owner, Project Manager, Finance business partner, Subject Matter Experts and governance	Additional information supported that viability had been considered following the change.	Effective

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
				(e.g assessing affordability, and delivery risks and impacts).		
17	Earthquake-prone Buildings Register Replacement	Partially Effective	Formal consideration of viability after material change was not initially verified; reported expenditure was not fully traceable to source records.	Confirmed the process by which viability was considered with project change and that the change has been endorsed by Business Owner, Project Manager, Finance business partner, Subject Matter Experts and governance (e.g assessing affordability, and delivery risks and impacts); FMIS information was reconciled to project reporting.	Additional information supported consideration of viability, and project reporting was reconciled to FMIS.	Effective
18	Register of Radio Frequency Remediation	Partially Effective	Benefits were high level; reported expenditure was not fully traceable to source records.	A benefits map setting out measures, owners and expected realisation dates was obtained. FMIS information was compared with project reporting.	Benefits were more clearly defined and assigned, and project reporting was confirmed as aligned with FMIS.	Effective
19	New Zealand Business Number Verifiable Credentials	Partially Effective	Formal consideration of viability after material change was not initially	Confirmed the process by which viability was considered with project	Additional information supported	Effective

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
			verified; reported expenditure was not fully traceable to source records.	change and that the change has been endorsed by Business Owner, Project Manager, Finance business partner, Subject Matter Experts and governance (e.g assessing affordability, and delivery risks and impacts). FMIS information was compared with project reporting.	consideration of viability and alignment of project reporting with FMIS.	
20	Resolve Enhancement 25-26	Partially Effective	No assurance plan was in place; reported expenditure was not fully traceable to source records.	The project risk profile was checked and confirmed to be below the threshold requiring an assurance plan. FMIS information was compared with project reporting.	The assurance-plan requirement did not apply, and project reporting was confirmed as aligned with FMIS.	Effective
21	Overseas Building Products	Effective	No weaknesses identified.	No action required.	Initial assessment retained.	Effective
22	I&E Workflow Management Tool	Partially Effective	Benefits baselines had not been established; reported expenditure was not fully traceable to source records.	The Project Manager confirmed work was underway to establish benefit baselines, with progress subject to Delivery Governance Board oversight. FMIS information was	Financial reporting was confirmed as aligned with FMIS. Benefits baseline work remained underway under governance oversight.	Effective*

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
				compared with project reporting.		
23	Project Online Replacement	Partially Effective	Reported expenditure was not fully traceable to source records.	FMIS information was reviewed and compared with project reporting.	Project reporting was confirmed as aligned with FMIS.	Effective
24	NZ Embodied Carbon Benchmarking Register	Partially Effective	The governance committee terms of reference were in draft.	The final governance committee terms of reference were obtained.	The governance arrangements were formally documented.	Effective
25	MBIE Alerts System Procurement	Effective	No remediation assessment completed because the project had closed.	No action undertaken.	The project was not reassessed after closure.	Not reassessed (closed)
26	Companies (Address Information) Amendment Act	Effective	No weaknesses identified.	No action required.	Initial assessment retained.	Effective
27	Operational Intelligence for Service Centre	Effective	No weaknesses identified, noting that the project was at an early stage and not all control domains could be assessed.	No action required.	Initial assessment retained, subject to the stated scope limitation.	Effective**
28	Debt Management System	N/A	The project was not sufficiently progressed for the relevant control domains to be assessed.	No remediation assessment undertaken.	No effectiveness conclusion was reached.	N/A
29	Standards New Zealand Public Consultation Tool	N/A	The project was not sufficiently progressed for the relevant control domains to be assessed.	No remediation assessment undertaken.	No effectiveness conclusion was reached.	N/A

	Project	Initial stocktake assessment	Issue or evidence gap identified	Action taken and evidence validated	Outcome of action	Final assessment
30	NZ Relay Services RFP	N/A	The project was not sufficiently progressed for the relevant control domains to be assessed.	No remediation assessment undertaken.	No effectiveness conclusion was reached.	N/A
31	In-Person Enrolment (IPE)	Partially Effective	Reported expenditure could not be fully reconciled to source records. The assessment was limited by the availability of information and the project having formed part of BCU.	Available financial reporting was compared with information held in Project Online and the approach was discussed with the project manager. Full reconciliation to source financial records was not demonstrated.	The evidence limitation was not resolved, and no conclusion was reached that reported expenditure had been fully reconciled.	Partially Effective

** The assessment did not cover all control domains because the project was at an early stage.