



3644 Biometric Capability Update - Project Status Report - 1 Jun 2020

Project Summary: Update to the NEC Version and Algorithm for Biometrics, and related scope

Business Owner: s9(2)(a)

Project Manager: s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	19%	Comments	At 1 June 2020						
Overall Status			Overall						
			Project overall remains in an Amber Status. The project schedule has been impacted by the change in the design approach and the extended timeline for the discovery phase						
			The change in design and delivery timeline has changed the budget required to deliver BCU. It has also open opportunities for additional savings in on-going OPEX cost for the Ministry. The Forecast has been updated to reflect the latest understanding and is available in the Project Status Report						
			BCU, and IPE, are progressing with the initial delivery activities. These are Data Refresh of the MBIE test environments, and Migration of the data to the updated capability.						
			SOW, for approval, has been received from NEC, and we expect DxC and DATACOM next period.						
			Infrastructure						
			Finalisation of the DRAFT Part B to support the builds remains under way. Security involvement has been delayed; see risks, due to resourcing. We are working with MBIE Security to resource appropriately, and transfer relevant knowledge. At this point mitigations are being applied to progress whilst security catches up. Discussions regarding the specifics in implementing to meet the NFRs are also progressing with expectations, that we will start building the first environment in June 2020.						
			Refresh and Migration						
			The refresh and migration activity planning are nearing completion for the first environment.						
			SIT and Testing						
			The BCU test manager has engaged the Test Practice manager endeavouring the secure appropriate resources to meet the BCYU testing timeline. Negation's Cross-Project are under way with other project releasing their "booked" resources if they are not being used.						
			Dress Rehearsals and Deployment						
			Remain in the planning stage						
			Schedule						
			The delivery date, of February 2021, remains unchanged in the last period. All changes generated from vendors and MBIE have been accommodated to date without changing the implementation date						
Phase	Deliver	Start Date	01 Jul 19	End Date	17 May 21	Active Risks	13	Active Issues	2



2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	G	A	CR01 regarding transfer of scope and funding from 3315 and 3303 has been completed and approved. CR is under development to request further funding
Schedule	A	A	All the vendor draft dates and confirmed activities have been incorporated into the schedule. This is the schedule that will be reported in Project Server. This is a base line change. We intend to submit a CR for additional finding in the next Governance Period.
Scope	G	G	Additional scope was added to the project, as part of the transfer of finds from 3315 - PQC and 3303 - Win Server Upgrade. 1. BCU Will deliver PQC Sc17 to the BCU project to complete delivery 2. Transfer PQC Ben05 to BCU project 3. BCU will deliver 3303 – Win Server Upgrade project Stage 4
Risks	G	G	Risks have been reviewed and updated as necessary on Project Server.
Issues	A	A	Two new issues raised regarding 1. Resourcing of a security architect 2. Risk of Lead Architect leaving the Ministry
Resources	G	G	Risk of lead architect leaving the Ministry Challenges securing Security Architect Inter Project negotiations under way to secure suitable internal MBIE testers during the period required
Benefits	G	G	Transfer PQC Ben05 to BCU project

Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required

Prev. Status Date:
22 Feb 2020

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
NEC Delivery SOW received DATAKOM DRAFT Delivery SOW received DxC DRAFT delivery SOW received Refresh and Migration workshop executed Part B continues drafting. MBIE will take the pen back from DATAKOM CR'01to transfer remains scope of 3315-PQC and 3303-Server Upgrades has been approved Schedule updated in Project Server	Review NEC Delivery SOW Receive DATAKOM Delivery SOW Review DxC Delivery SOW Finalise BCU HA for non production environments



4. MILESTONE PROGRESS:

Milestones	Baseline	Forecast	Status
Project Brief Approved		01 Jul 19	◆
Business Case Approved - Investment Board		21 Aug 19	◆
Go live		22 Feb 21	◆
Project Closure Report Approved		17 May 21	◆

Status Key: ◆ Milestone Complete ◆ < 8 days later then baseline ◆ between 8 and 30 days after baseline ◆ No Baseline
 ◆ Is Overdue or is > 30 days from baseline date, where overdue is where [Forecast] < Report "as at date" and Milestone if not marked as complete

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending May 31, 2020

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$1,135,743	\$2,446,460	\$11,290,563	\$8,844,104
Opex Spend	\$0	\$0	\$46,272	\$46,272
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$1,135,743	\$13,688,337	\$11,290,563	(\$2,397,774)
Opex Spend	\$0	\$47,220	\$46,272	(\$948)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
7115	If the project timelines are extended, then there are a number of areas, project and operationally, that would be impacted with increased cost and delayed delivery of capability	The project already has plans in place to deliver in Phases and extend into FY20/21 if necessary Review the design approach to ensure the desire to deliver an operable system are not compromised to deliver to artificial dates	Medium	Medium	Open
7614	As the lead architect for BCU and IPE, much of the technical knowledge and relationships will likely be lacking for the duration of the delivery phase of both BCU and IPE.	1. Discuss the impacts with MBIE ICT to allow s9(2)(a) to be extended to the end of BCU and IPE Delivery 2. Escalate to BCU Reference Group	High	High	Open
7117	Timely availability of people and systems are necessary to deliver the project. This availability may be impacted by the above causes.	Workshops in key areas including Application Design, Requirements and Environments continue. apart from their primary purpose, they prove useful in ensuring skills transfer and knowledge continuity Documentation of design, requirements etc. continue as per good practice, and governance dictates. This assist in mitigating the risk.	Medium	Medium	Open
7249	The projects dependencies become delivery critical	Closely monitor progress of potentially dependent projects. Where possible decouple other	Medium	Medium	Open



		project dependencies. Work with the projects to reduce the impact on BCU of the dependencies			
7404	If BCU were to go-live without to 3586 IPE project being ready, In Person Enrolment services will stop working	Delay delivery of BCU until IPE is ready Accept impact and allow BCU to go live and IPE to come later	Medium	Very Low	Open
7113	There are a number of causes that may reduce, or prevent the realisation of the technical benefits, and stream of on-going operational funding to be realised	Include technical benefits in test goals. Mitigating the likelihood. At this point there is no clear mitigations for the impact should the risk eventuate. The majority cost recovery estimates will be realised as they involve actions that will take place once the new solution is deployed. The timing of the deployment is directly linked to the beginning of benefits realisation. There are a number of smaller elements of the operational cost avoidance that could impact the realisation, and are being tracked. Full details of the structure of the cost avoidance can be found in the Business case. ACTION set up the details of how the cost avoidance is structured in a separate paper so it can be referenced.	Medium	Low	Open
7118	There are series of critical decision points though the project that, if delayed, may cause impact on project progress	Ensure access to decision makers and tools. Changes requiring OSIC approvals are identified early. Required approval sought as early as possible in the process. Map and understand the decision time table ACTION Risk Owner to provide clarification regarding OSIC and it's role in decision making	Medium	Low	Open
7106	If the BAU ICT Systems budget is substantially reduced then there is a risk that the project fiscal benefits relied on to fund the BCU and IPE ongoing costs, including depreciation, will not be available when these initiatives are implemented and operated.	1. Maintain a clear view of the benefits and itemize in budget view, current year and future years – benefits register. 2. Conduct an impact assessment of any proposed changes so they are full understood, and the decisions can be fully informed 3. Track progress in delivery of related benefits 4.Signal impacts early, if benefits are endangered.	Medium	Medium	Open
7114	The complexity of the solution will be	NEW 17/2 Design review	Low	Medium	Open



undertaken by a cross skills team. There is a risk if the teams deviate from the overall plan that may impact the project	feedback is incorporated back into the planning Whilst co-location was considered, it was assessed as more important that the MBIE team remain located with the other MBIE INZ project teams. This will assist in mitigating the risk and dependencies across multiple projects Documented handover between resources and phases agreed. Regular meeting. Architecture design is clearly communicated. Close liaison with vendors and understanding what did and didn't work in previous projects			
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7. ESCALATED ISSUES FOR THIS PROJECT:

ID	Title	Treatment Actions	Priority	Due Date
1190	Dependencies for synchronised Project Delivery	A) Explore breaking deployment dependencies B) Carry out joint planning to asserting the most effective deployment strategy	Medium	01 May 20

8. DEPENDENCIES WITH OTHER PROJECTS:

ID	Date Required	Dependency Category	Title	Dependent On	Impact if not met	Status
DP00905	01 Aug 2020	Technical environments		3454 Automated Decision Assist	BCU will be delayed until ADA drop one goes live	A
DP00906	03 Aug 2020	Technical environments		3475 Employer Direct Project (	Likely delays to BCU testing and delivery	A
DP00855	27 Nov 2020		3586 In Person Enrolment - Deliver	3586 In Person Enrolment	If BCU goes live, without IPE being completed, then the Border and other users of the In Person Enrolment capability cannot be used. This will prevent Border, refugee and other users who typically enrol individual identities from using the service. BCU is not technically dependent on IPE,	G



					and could go live without it. The Users would not be able to use UPE Services until it was completed. If BCU is delayed, the existing IPE capability will have to continue operation. The existing contract expires and will be extended on a 3 month basis. The costs are Approximately 10% higher than the original contract, per month. This extended cost will extend until IPE is deliver	
Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required						

*** 9. ESCALATED DECISIONS FOR THIS PROJECT: None ***

*** 10. ESCALATED ASSUMPTIONS FOR THIS PROJECT: None ***

*** 11. VENDOR PERFORMANCE RAG STATUS: None ***



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Wednesday 03 June 2020, 8.30am-9.00am
Location	Zoom Meeting
Agenda	
Attendees	Stephen Dunstan (Chair), s9(2)(a) [Redacted]
Apologies	

1.	In Person Enrolment (IPE) - s9(2)(a)
Awaiting NEC costs for the recommended hardware options. The team are reviewing the hardware options provided, and have given feedback. The Software SOW has been reviewed by MBIE's commercial and legal team, and is now back with NEC for updates. This will go through review and progress to sign off within the next two weeks. The Functional Specification will be distributed to stakeholders for review and feedback next week. The IPE schedule has been finalised. IPE is going to have a joint Part B with BCU. Workshops are underway with all vendors to progress this. Looking to finalise the CR for extension of the project timeline and closure milestones and also additional funds. Aiming for the July Governance round.	



2.	Delivery Manager Introductions
s9(2)(a) has been appointed as the BCU Delivery Manager. With a number of vendors and work streams, s9(2)(a) will manage the day to day delivery of BCU.	
3.	Biometric Capability Update (BCU) Status Report - s9(2)(a)
BCU Status Report s9(2)(a) confirmed there were no significant changes since the last report. The NEC SOW has been received, costs are higher than indicated in draft versions. The project has received indicative costs from DXC. We are expecting the draft Statement of Work for review. The Part B Design has been completed in sufficient detail to allow the first two environments to be built. Once the Architectural Review Board (ARG) has approved this version, the provisioning of Environments 1 and 2 can proceed including security and network components. The full Part B design, once approved, will allow an additional two environments to be built and will introduce High Availability functionality. Resourcing The contract for s9(2)(a) the BCU Solution Architect expires this month. She is a critical resource for the success of the project. . The project is working with s9(2)(a) to extend s9(2)(a) contract until the end of the project since she will be required to interpret the design and ensure that the implementation conforms to the design. The departure of the Senior Solution Architect at this stage of the project poses a significant risk to delivery of BCU. s9(2)(a) has escalated this risk within ICT and a possible Plan B is in play with s9(2)(a) however the strong preference remains to extend s9(2)(a) contract through to the end of the project. The project's allocated Security Architect has been removed from BCU and IPE. The project has been given a new Security Architect, however, this has caused delays with progressing the Part B. Both project teams are working closely with the Security Architect to bring them up to speed.	



There is an ongoing reliance on key resources, this is being discussed at a higher level within ICT.

Schedule

The BCU Schedule has been loaded into Project Server. However Server is not updating the reporting. (Reported to PMO)

Financials

A BCU Change Request is underway, targeting the July Governance round.

FMIS has been updated with current forecast budget, but this was not reflected in Project Server at the time of reporting.

Benefits

No other project will be able to claim the benefits of decommissioning s6(c) the BCU project will be implementing the decommissioning.

The projects are self-funding, through the changes the projects will make to the INZ landscape, are themselves, funding the projects. If IPE and BCU do not proceed, then those benefits would not be realised, therefore, the benefits are within the “pod” and can only be exclusive to these projects. As Stephen said, these benefits realised, need to be ring fenced to ensure they are actually realised, and should be used to ensure BCU and IPE completion



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Tuesday 19 May 2020, 10.30am-11.00am
Location	Zoom Meeting
Agenda	BCU and IPE Project Reference Group Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a) [Redacted]
Apologies	

1.	Background
INZ have been in the process of addressing issues and updating solution for IDme since 2018. This work has been driven by a details analysis of the challenges that the capability currently presents us with both in moving forward aligning with the strategic direction of INZ, automation and capacity requirements, and addressing deficiencies with Data Quality Technical Debt. There are two in flight projects under way to address a combination of the findings of the maintenance Analysis of the IDme System. The full business cases can be found here outlining the problem, solution, and approach for the two projects: 3644 - Biometric Capability Update (BCU) 3315 – In-Person Enrolment (IPE) Since Governance approval to proceed with the Business Cases, work has been under way to initial the projects, finalise the design, and commercial discovery with Vendors. This has s 9(2)(b)(ii) [Redacted]. With approval of the designs, the projects are now at a point where build, test and deployment is beginning together with the commercials that come with those activities.	



It is now an appropriate time given the investment and complexity of the projects to have a governing body engaged.

2. Current Status

s9(2)(a) shared a [Project Summary](#) with the Group which detailed:

- Overall status
- Infrastructure
- Refresh & Migration
- SIT & Testing
- Dress Rehearsals
- Schedule
- Forecast

This Project summary will be provided regularly to the group.

It was determined during the discovery phase the original solution outlined in the business case was not viable.

BCU Part A and IPE Part A were both endorsed at ARB on 21 April 2020.

This has enabled the team to finalise designs with the vendors to get the commercials underway.

There will be five main parts to the project; Infrastructure, Refresh & Migration, Testing, Dress Rehearsals and Deployment.

We will be taking production data and putting it into pre-prod as we need to test against real data. Dress rehearsals are usually very big so we will take a different approach and cut into pieces to reduce risk due to the refresh and migration. We will do what we can before Go Live so everything is checked in Production to reduce the Go Live risk.

The Roll back scenario will be tested.

144 Servers will be decommissioned post Go Live.

It was asked how/when all new algorithms will be tested. Intend to get Environment 1 working in order to test all algorithms, the process for migration and refresh and to test all data once migrated.

Everything will be done before or after Deployment to minimise the impact on systems.

Removing Deon - Should Master Data Management (MDM) hold identity?

s9(2)(a) confirmed BCU was not doing anything to preclude MDM becoming the master of Identity. The work BCU does will do reduce further work required for MDM to become the Master for Identity.

IDme/AMS will communicate through in System Integration Hub (SIH)



Schedule

The schedule in Project Server had a Go Live date of 07 July 2020. Following the design changes a new schedule has been developed with Go Live scheduled for February 2021. The [High Level Schedule](#) was presented and will be provided for each meeting going forward. There is a more detailed working schedule that sits outside of this.

It was noted that we need to watch creep between projects and ensure they stick to scope.

Finances

BCU and IPE need to go at the same time.

A [Presentation](#) was provided to outline where the increased costs come from and how we have identified these changes can be funded.

Still waiting on some Vendor costs to be confirmed.

A Change Request (CR) will be drafted and submitted to the July Governance round.

3.	Terms of Reference (TOR) Development
The TOR for this Group will be drafted and circulated to be agreed at the next meeting.	
4.	Q & A

Biometric Capability Update								
ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	% Complete
47			IPE - Functional Testing	48.5 days	Mon 31/08/20	Fri 6/11/20		0%
48			IPE Business Acceptance testing	37 days	Tue 6/10/20	Thu 26/11/20		0%
49			BCU System Intergration Testing - Env1 (SIT)	90.5 days	Tue 28/07/20	Wed 2/12/20		0%
50			Business Acceptance testing - Env 2 (UAT)	38.5 days	Thu 5/11/20	Thu 31/12/20		0%
51			Performance testing - Env2 (UAT)	87 days	Tue 25/08/20	Thu 24/12/20		0%
52			Pre-Production	12 days	Fri 29/01/21	Tue 16/02/21		0%
53			Security	96.67 days	Tue 29/09/20	Thu 18/02/21		0%
54			Completion Tasks	17 days	Fri 22/01/21	Tue 16/02/21		0%
55			Go Live approval process	30 days	Tue 29/12/20	Thu 11/02/21		0%
56			Go Live - approved	30 days	Tue 29/12/20	Thu 11/02/21		0%
57			Go Live schedule/dates	30 days	Tue 29/12/20	Thu 11/02/21	51	0%
58			Gate 5 & Stage 5 Go Live Deployment	67 days	Tue 9/02/21	Mon 17/05/21		0%
59			ICT Deployment	47 days	Tue 9/02/21	Fri 16/04/21		0%
60			Post Verification Preparation	5 days	Tue 9/02/21	Mon 15/02/21		0%
61			Deployment	1 day	Tue 16/02/21	Tue 16/02/21		0%
62			Post Verification Execution	1 day	Wed 17/02/21	Wed 17/02/21		0%
63			Go live	0 days	Thu 18/02/21	Thu 18/02/21		0%
64			Early Live Support	20 days	Thu 18/02/21	Wed 17/03/21	63	0%
65			Hand-over to ICT support complete	20 days	Thu 18/03/21	Fri 16/04/21	64	0%
66			Project Close	40 days	Thu 18/03/21	Mon 17/05/21		0%
67			Decommissioning	30 days	Thu 18/03/21	Mon 3/05/21	64	0%
68			Lessons Learned completed	30 days	Thu 18/03/21	Mon 3/05/21	64	0%
69			Risks updated and residual risks transferred to the business	30 days	Thu 18/03/21	Mon 3/05/21	64	0%
70			On-going support costs transferred to relevant cc	30 days	Thu 18/03/21	Mon 3/05/21	64	0%
71			Benefits review completed and benefits to date realised	30 days	Thu 18/03/21	Mon 3/05/21	64	0%
72			Assets transferred (Finance)	30 days	Thu 18/03/21	Mon 3/05/21	64	0%
73			Financials completed - Actuals	40 days	Thu 18/03/21	Mon 17/05/21	64	0%
74			Resources released	20 days	Thu 18/03/21	Fri 16/04/21	64	0%
75			Project Close Report completed	0 days	Mon 17/05/21	Mon 17/05/21	68,69,70,71,72,73	0%
76			Project Closure Report Circulated	0 days	Mon 17/05/21	Mon 17/05/21	75	0%
77			Project Closure Report Approved	0 days	Mon 17/05/21	Mon 17/05/21	76	0%
78			End Stage Report complete	0 days	Mon 17/05/21	Mon 17/05/21	77	0%

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3644 Biometric Capability Update - Project Status Report - 29 Jun 2020

Project Summary: An upgrade to the biometrics matching software and algorithm to provide improved matching rates. s 6(c) into a single population. Matching against all or most biometrics in INZ's holdings will help with fraud detection.

Business Owner: s9(2)(a) **Project Manager:** s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	19%		At 29 June 2020
Overall Status	●		Project remains RED status. The previously identified changes in funding and time required to deliver the project has been submitted through CR02. This has been approved by BRG, and will flow to BCB this period. This CR will ultimately require Chief Executive approval. Overall BCU, and IPE, are progressing with the initial delivery activities. These are Data Refresh of the MBIE test environments, and Migration of the data to the updated capability. We are expecting the first code drop, and to begin Functional Testing, in September 2020The project is working with the business to identify relevant Business Stakeholders that can represent their business units and provide input and guidance regarding BCU deliverables Commercials - NEC: The major build, test and deploy SOW is under negotiation. The scope is close to confirmation with the support of the ICT commercial team - DxC: The SOW scope is finalised, and the DxC activities agreed. This has been reviewed by ICT Commercial team - DATACOM: The full scope for DATACOM work is in the process of being finalised for inclusion in the SOW - Argonaut: They have provided a SOW for their scope, which remains small. This being finalised - VODAFONE and THETA: are providing network and AZURE services respectively, in their normal operational role. Legal review will be required for all SOWs Infrastructure The infrastructure Part B is has required further security architect scrutiny after the delays during COVID-19 lockdown. Whilst not submitted to ARG today (29/6/2020) as planned, a special session has been requested for Wednesday 1 July. This paper will then go to ARB for approval. Once approved the project can begin building the necessary infrastructure. Mitigating the delays to the part B is under way Migration Migration approach and tasks are being finalised. The detailed analysis has identified an approach which will negate the requirement for a full non production environment refresh. This will have a positive impact on the complexity and duration of the migration activities, and the impact is being assessed to schedules and vendor activities. Testing The MBIE test team have been working with the project team to finalise the testing approach and confirm the migration activities.



Deployment activities are being planned for the non-production and production environments.

Phase	Deliver	Start Date	01 Jul 19	End Date	17 May 21	Active Risks	16	Active Issues	2
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2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	R	R	Status has been changed to RED CR02 containing the required budget and time frame changes has been approved by BRG. BCB and CE approval are the next steps
Schedule	R	R	Status has been changed to REDCR02, the change required the schedule baseline will be submitted as part of Cr02, to be submitted next period.
Scope	G	G	The requirements scope of BCU remains unchanged.
Risks	G	A	Risks have been reviewed and updated as necessary on Project Server. The risk regarding the contract for the Lead Solution Architect for this project has been mitigated to a lower likelihood, but remains active as she is yet to receive a new contract
Issues	A	A	The issue regarding the availability of a security architect has been mitigated but there remains a time delay on finalising the Part B remains outstanding, and also on the critical path
Resources	G	G	Risk of lead architect leaving the Ministry has been mitigated, but remains active. Security architect from ICT has now been identified, and is working with the Project Solution Architects, Inter Project negotiations under way to secure suitable internal MBIE testers during the period required
Benefits	G	G	The additional financial benefits that have been identified as a result of the change in delivery approach have been assessed and documented in CR02. These will be used to fund the additional CAPEX required to deliver the project
Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required			Prev. Status Date: 05 Jun 2020

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
Commercials. All build SOWs remain under negation.	Finalise NEC, Argonaut and DxC Build SOWs
Infrastructure Part B finalised. Submitted to ARG next period	Move to complete the development of the DATACOM SOW
CR02 has been approved by BRG	Submit CR02 for approval to BCB and CE
Project Forecast was finalised and uploaded for Year End	Submit Infrastructure Part B to ARG and ARB
	Finalise planning for environment 1
	Confirm environment usage and sharing with other projects



4. MILESTONE PROGRESS:

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5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Jun 28, 2020

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Capex Spend	\$1,254,775	\$2,259,928	\$11,290,563	\$9,030,635
Opex Spend	\$0	\$0	\$46,272	\$46,272
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$1,254,775	\$15,250,226	\$11,290,563	(\$3,959,663)
Opex Spend	\$0	\$46,260	\$46,272	\$12

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
7614	As the lead architect for BCU and IPE, much of the technical knowledge and relationships will likely be lacking for the duration of the delivery phase of both BCU and IPE.	1. Discuss the impacts with MBIE ICT to allow s9(2)(a) to be extended to the end of BCU and IPE Delivery 2. Escalate to BCU Reference Group	High	Medium	Open
7117	Timely availability of people and systems are necessary to deliver the project. This availability may be impacted by the above causes.	Workshops in key areas including Application Design, Requirements and Environments continue. apart from their primary purpose, they prove useful in ensuring skills transfer and knowledge continuity Documentation of design, requirements etc. continue as per good practice, and governance dictates. This assist in mitigating the risk.	Medium	Medium	Open
7249	The projects dependencies become delivery critical	Closely monitor progress of potentially dependent projects. Where possible decouple other project dependencies. Work with the projects to reduce the impact on BCU of the dependencies	Medium	Medium	Open
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		compromised to deliver to artificial dates			
7113	There are a number of causes that may reduce, or prevent the realisation of the technical benefits, and stream of on-going operational funding to be realised	Include technical benefits in test goals. Mitigating the likelihood. At this point there is no clear mitigations for the impact should the risk eventuate. The majority cost recovery estimates will be realised as they involve actions that will take place once the new solution is deployed. The timing of the deployment is directly linked to the beginning of benefits realisation. There are a number of smaller elements of the operational cost avoidance that could impact the realisation, and are being tracked. Full details of the structure of the cost avoidance can be found in the Business case. ACTION set up the details of how the cost avoidance is structured in a separate paper so it can be referenced.	Medium	Low	Open
7404	If BCU were to go-live without to 3586 IPE project being ready, In Person Enrolment services will stop working	Delay delivery of BCU until IPE is ready Accept impact and allow BCU to go live and IPE to come later	Medium	Very Low	Open
7118	There are series of critical decision points though the project that, if delayed, may cause impact on project progress	Ensure access to decision makers and tools. Changes requiring OSIC approvals are identified early. Required approval sought as early as possible in the process. Map and understand the decision time table ACTION Risk Owner to provide clarification regarding OSIC and it's role in decision making	Medium	Low	Open
7114	The complexity of the solution will be undertaken by a cross skills team. There is a risk if the teams deviate from the overall plan that may impact the project	NEW 17/2 Design review feedback is incorporated back into the planning Whilst co-location was considered, it was assessed as more important that the MBIE team remain located with the other MBIE INZ project teams. This will assist in mitigating the risk and dependencies across multiple projects Documented handover between resources and phases agreed. Regular meeting. Architecture design is clearly communicated. Close liaison with vendors and understanding what did and didn't work in previous projects	Low	Medium	Open
7106	If the BAU ICT Systems budget is substantially reduced then there is a risk that the project fiscal benefits relied on to fund the BCU and IPE ongoing costs, including depreciation, will not be	1. Maintain a clear view of the benefits and itemize in budget view, current year and future years – benefits register. 2. Conduct an impact assessment	Medium	Medium	Open



	available when these initiatives are implemented and operated. Further, subsequent to COVID19 lockdown, INZ is reviewing funding for projects. This is now included in this risk	of any proposed changes so they are full understood, and the decisions can be fully informed 3. Track progress in delivery of related benefits 4. Signal impacts early, if benefits are endangered. New Controls 25/06/2020 5. The project is seeking further funding to deliver the project. To mitigate the risks around the review, and COVID19, the project will identify further sources of savings to fund any necessary increase in funding			
7644	The detailed design phase of the BCU project identified significant challenges that constrained the ability of the original approach to deliver the desired outcomes. Further detailed design was completed which proposed a change in approach. This approach and design was approved by ARB on 22 April 2020.	1. Address the new funding requirement through identifying additional sources to ensure coverage 2. Evaluate impacts on other projects, and INZ ICT Operations of the time delays and agree mitigations with INZ BAU and Other projects	High	Low	Open

7. ESCALATED ISSUES FOR THIS PROJECT:

ID	Title	Treatment Actions	Priority	Due Date
1190	Dependencies for synchronised Project Delivery	A) Explore breaking deployment dependencies B) Carry out joint planning to asserting the most effective deployment strategy	Medium	01 May 20

8. DEPENDENCIES WITH OTHER PROJECTS:

ID	Date Required	Dependency Category	Title	Dependent On	Impact if not met	Status
DP00905	01 Aug 2020	Technical environments		3454 Automated Decision Assist	BCU will be delayed until ADA drop one goes live	A
DP00906	03 Aug 2020	Technical environments		3475 Employer Direct Project (	Likely delays to BCU testing and delivery	A
DP00855	27 Nov 2020		3586 In Person Enrolment - Deliver	3586 In Person Enrolment	If BCU goes live, without IPE being completed, then the Border and other users of the In Person Enrolment capability cannot be used. This will prevent Border, refugee and other users who typically enrol individual identities from using the service. BCU is not technically dependent on IPE,	G



					and could go live without it. The users would not be able to use IPE Services until it was completed. If BCU is delayed, the existing IPE capability will have to continue operation. The existing contract expires and will be extended on a 3 month basis. The costs are Approximately 10% higher than the original contract, per month. This extended cost will extend until IPE is delivered	
Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required						

*** 9. ESCALATED DECISIONS FOR THIS PROJECT: None ***

*** 10. ESCALATED ASSUMPTIONS FOR THIS PROJECT: None ***

*** 11. VENDOR PERFORMANCE RAG STATUS: None ***



3586 In Person Enrolment - Project Status Report - 29 May 2020

Project Summary: Replace and Enhance the capability to better support the Business

Business Owner: s9(2)(a)

Project Manager: s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	36%	29/05
Overall Status		Rag Status Due to the projects delayed go live date the schedule status is red, and therefore the overall rag status is red. The delayed time line was due to the business case sign off being delayed until Nov, and resource contention with other higher priority work. The budget Status is also red, due to a review of the projects expenditure. Schedule The final schedule is now completed, and is being uploaded into Project server today. Delivery is scheduled for March, project closure is scheduled for May. Budget The project has undergone a budget review, which has shown a forecast overspend on the current Project budget. The detail around this are in the budget section of this status report. The week commencing the 1st June we are having a meeting with s9(2)(a) to discuss the change request requesting more capex, and the approach. Change Request The change request will include a change of scheduled dates, and a request for more capex due to the forecast overspend. The project is hoping to go through the July Governance process. Comments Dependencies IPE Dependencies are updated in Project server Risks and Issues The project risks and issues have been updated in project server. There are no escalated risks at present. Resourcing The project had an issue previously, regarding not having a security architect allocated to the project. The project then got a security Architect allocated, who is now unable to continue work on IPE. We have been given another architect, but the time it will take to bring them up to speed is delaying part of the Part B being progressed. This is raised as a risk. Change management plan The change management plan is progressing, and is currently being updated to include BCU activities. Decisions and actions around ongoing comms, stakeholder engagement and training are underway. Commercials <i>Support Agreements</i> NEC submitted an umbrella support agreement which is an overarching agreement to cover all the workstreams under The IDme maintenance work. This is now with NEC to do final updates prior to sign off. <i>Software Commercials</i> The Software SOW has been reviewed by MBIE's legal and



commercial team, and is now with NEC for updates. And the final SOW will go through review and sign off, the week commencing the 1st June.

Hardware options and commercials

NEC have provided MBIE with recommendations for hardware options, however they did not include the costings in their recommendations. The IPE project team, have reviewed these, and have provided their feedback. Once NEC have responded to the feedback and provided costings, we will go to the stakeholders with the recommendations and our analysis. Once hardware has been agreed, a SOW for the hardware will be pulled together.

Design

The functional specs for the software solution have been finalised along with a gap analysis showing what functions the current system provides, and what the new software will provide. These will be distributed for review and sign off the week commencing the 1st June. The part A has been approved. IPE and BCU are doing a joint part B, this is progressing and workshops with the vendors are being held.

PIA

The privacy team have approved the recommended approach, which is to not do a new PIA, but updating the existing PIA.

Phase	Deliver	Start Date	16 Feb 18	End Date	06 Nov 20	Active Risks	7	Active Issues	1
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2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	G	R	The project has undergone a budget review, which has shown a forecast overspend of \$830, 598. Reason for this forecast overspend are: Resource In the business case this is forecast as being \$172,696 In our forecast this is \$635,974 Showing an overspend of \$463,278 The reason for this overspend is, the original budget was based on the project running for 6 months (Jul – Dec 19). Now the project will be running for 15months (from March 2020 - May 2021). Software (NEC) In the business case this is forecast as being ^{s 9(2)(b)(ii)} for Licencing costs, so a total of ^{s 9(2)(b)(ii)} The SOW provided on the 1st May states the above will now be ^{s 9(2)(b)(ii)} (inclusive of licencing costs). And overspend of ^{s 9(2)(b)(ii)} The reason for this overspend, is after more analysis there was a beneficial change to the architectural design of the software. Possible Mitigations If you add the 16% contingency to the budget this takes it to \$2,615,853. The overspend on the project would then be \$469,790 When the solution is implemented there will be ongoing savings in current support contracts which will no longer be required. The savings from this are substantial, and would mitigate the increase in expenditure required to deliver IPE. Analysis is underway to Finalise these figures. Other Vendor Costs NEC Hardware, Datacom, Vodafone and the security testing costs have yet to be firmed up. So these are still estimates in the budget.



Schedule	R	R	Go live date scheduled in the Business case is unlikely to be met, the original delay was caused by resource conflicts, and delayed business case sign off. Further analysis and a change to the architecture has increased the length of the project.
Scope	G	G	Scope remains unchanged from the original business case and ultimately approval by BCB
Risks	G	G	No escalated risks.
Issues	G	G	No escalated Issues.
Resources	G	G	The project is fully resourced.
Benefits	G	G	No change in benefits from the Business Case
Status Key: G=On Track A=Plan in dev or awaiting resolution / Result R = Governance attention required			Prev. Status Date: 18 Apr 2020

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
Finalise functional specifications	Progress through business approval
Receive Software SOW feedback from Commercial and Legal	Receive Software SOW feedback from NEC and progress through business approval
Progress change request for timelines and Financials ready for business review	Finalise change request for timelines and Financials ready for business review.
progress Change Management Plan	progress Change Management Plan
Progress Part B	Hold a hardware workshop with NEC regarding their hardware options and MBIE feedback.
Ensured other projects have linked their dependency's to IPE	Receive costings from NEC for hardware options
Progress sign off for umbrella support agreement	Progress Part B
	Progress sign off for umbrella support agreement
	Meet with new security architect, update on project and discuss securities involvement
	Agree training approach
	Contact INZ Comms team to discuss comms approach
	Arrange meeting with NECAM's test manager, and the MBIE test a manager to agree testing approach

4. MILESTONE PROGRESS:

Milestones	Baseline	Forecast	Status
Business Case - approved		08 Oct 19	◆
ICT Go Live		20 Jul 20	◆
Project Close Report - approved		05 Nov 20	◆
Status Key: ◆ Milestone Complete ◆ < 8 days later then baseline ◆ between 8 and 30 days after baseline ◆ No Baseline ◆ Is Overdue or is > 30 days from baseline date, where overdue is where [Forecast] < Report "as at date" and Milestone if not marked as complete			



5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending May 28, 2020

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$164,805	\$753,630	\$2,255,046	\$1,501,416
Opex Spend	\$214	\$214	\$33,120	\$32,906
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$164,805	\$3,232,032	\$2,255,046	(\$976,986)
Opex Spend	\$214	\$63,094	\$33,120	(\$29,974)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
7213	If the BAU ICT Systems budget is substantially reduced then there is a risk that the project fiscal benefits relied on to fund the BCU and IPE ongoing costs, including depreciation, will not be available when these initiatives are implemented	Maintain a clear view of the benefits and itemize in budget view, current year and future years – benefits register. Track progress in delivery of related benefits. Signal impacts early, if benefits are endangered.	Medium	Low	Open

8. DEPENDENCIES WITH OTHER PROJECTS:

ID	Date Required	Dependency Category	Title	Dependent On	Impact if not met	Status
DP00808	27 Nov 2020		3644 Biometric Capability Update - Deliver	3644 Biometric Capability Upda	Problems with devices: High failure rate with passport scanners means information is manually entered and prone to errors. Manual workarounds: Upload of identities is limited to manually selecting and uploading ten identities every ten minutes; which is a 3½ hour process for a typical mission profile. s 6(a), s 6(c)	G



					s 6(a), s 6(c)	
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Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required



*** 9. ESCALATED DECISIONS FOR THIS PROJECT: None ***

*** 10. ESCALATED ASSUMPTIONS FOR THIS PROJECT: None ***

*** 11. VENDOR PERFORMANCE RAG STATUS: None ***



3644 Biometric Capability Update - Project Status Report - 16 Jun 2020

Project Summary: An upgrade to the biometrics matching software and algorithm to provide improved matching rates. s 6(c) into a single population. Matching against all or most biometrics in INZ's holdings will help with fraud detection.

Business Owner: s9(2)(a) **Project Manager:** s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete		19%		At 15 June 2020 Project remains in RED status. The previously identified changes in funding and time required to deliver the project has now been confirmed, and will be requested through a new CR due for submission next period Overall BCU, and IPE, are progressing with the initial delivery activities. These are the data refresh of the MBIE test environments, and migration of the data to the updated capability. Stakeholder Business Group The project is working with the business to identify relevant Business Stakeholders that can represent their business units and provide input and validation to the detailed requirements and any other guidance regarding BCU deliverables Infrastructure. The Part B is scheduled to be completed and approved by the end of June 2020. This will allow us to build the first BCU testing environment to support functional testing. Migration Migration approach and tasks are being finalised. The first migration will allow us to ensure the migration can complete and be successful, and inform the finalisation of the production migration process. Testing Test resources are being finalised, and migration and functional testing schedules confirmed Deployment Deployment remain schedule for February 2020, with project closure scheduled for May 2021					
Overall Status									
		Comments							
Phase	Deliver	Start Date	01 Jul 19	End Date	17 May 21	Active Risks	14	Active Issues	2



2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	A	R	Status has been changed to RED CR01 regarding transfer of scope and funding from 3315 and 3303 has been completed and approved. CR02 containing the required budget changes is drafted and will be submitted next period.
Schedule	A	R	The change required the schedule baseline will be submitted as part of CR02, to be submitted next period.
Scope	G	G	The scope of BCU remains unchanged.
Risks	G	G	Risks have been reviewed and updated as necessary on Project Server. The risk regarding the contract for the Lead Solution Architect for this project has been mitigated to a lower likelihood, but formalisation of the role has not yet occurred. The risk will remain open until complete
Issues	A	A	The issue regarding the availability of a security architect has been mitigated but there remains a time delay on finalising the Part B
Resources	G	G	Risk of the lead architect leaving the Ministry has been mitigated, but remains active. A Security Architect from ICT has now been identified, and is working with the project Solution Architects. We have requested testers be assigned from the MBIE Test Practice, together with the feasibility of sourcing suitable vendor testers where appropriate
Benefits	G	G	The additional financial benefits that have been identified as a result of the change in delivery approach have been assessed and documented in CR02. These will be used to fund the additional CAPEX required to deliver the project
Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required			Prev. Status Date: 21 May 2020

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
Feedback provided to DATACOM Delivery SOW Feedback provided to DxC Delivery SOW Feedback provided to NEC Delivery SOW Negotiation together with ICT Commercial team are under way The schedule for delivery has been baselined internally, and will inform CR02 and be reported in Project Server next period. Baseline milestones remain unchanged. CR for dates and funding has been drafted, for review and submission next period Part B, to inform the build, is under development, targeting the end of June 2020 for approval	Submit all open commercials to the Commercial and Legal teams for review Baseline the project schedule for approval Baseline the project forecast Submit CR02 for approval Secure testing resources and environments for project through to December 2020 Confirm environment usage and sharing with other projects



4. MILESTONE PROGRESS:

Milestones	Baseline	Forecast	Status
Project Brief Approved		01 Jul 19	◆
Business Case Approved - Investment Board		21 Aug 19	◆
Go live		22 Feb 21	◆
Project Closure Report Approved		17 May 21	◆

Status Key: ◆ Milestone Complete ◆ < 8 days later then baseline ◆ between 8 and 30 days after baseline ◆ No Baseline
 ◆ Is Overdue or is > 30 days from baseline date, where overdue is where [Forecast] < Report "as at date" and Milestone if not marked as complete

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Jun 15, 2020

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$1,179,842	\$2,593,673	\$11,290,563	\$8,696,890
Opex Spend	\$0	\$0	\$46,272	\$46,272
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$1,179,842	\$17,096,513	\$11,290,563	(\$5,805,950)
Opex Spend	\$0	\$47,220	\$46,272	(\$948)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
7115	If the project timelines are extended, then there are a number of areas, project and operationally, that would be impacted with increased cost and delayed delivery of capability	The project already has plans in place to deliver in Phases and extend into FY20/21 if necessary Review the design approach to ensure the desire to deliver an operable system are not compromised to deliver to artificial dates	Medium	Medium	Open
7614	As the lead architect for BCU and IPE, much of the technical knowledge and relationships will likely be lacking for the duration of the delivery phase of both BCU and IPE.	1. Discuss the impacts with MBIE ICT to allow s9(2)(a) to be extended to the end of BCU and IPE Delivery 2. Escalate to BCU Reference Group	High	Low	Open
7117	Timely availability of people and systems are necessary to deliver the project. This availability may be impacted by the above causes.	Workshops in key areas including Application Design, Requirements and Environments continue. apart from their primary purpose, they prove useful in ensuring skills transfer and knowledge continuity Documentation of design, requirements etc. continue as per good practice, and governance dictates. This assist in mitigating the risk.	Medium	Medium	Open
7249	The projects dependencies become delivery critical	Closely monitor progress of potentially dependent projects. Where possible decouple other project dependencies. Work with	Medium	Medium	Open



		the projects to reduce the impact on BCU of the dependencies			
7404	If BCU were to go-live without to 3586 IPE project being ready, In Person Enrolment services will stop working	Delay delivery of BCU until IPE is ready Accept impact and allow BCU to go live and IPE to come later	Medium	Very Low	Open
7113	There are a number of causes that may reduce, or prevent the realisation of the technical benefits, and stream of on-going operational funding to be realised	Include technical benefits in test goals. Mitigating the likelihood. At this point there is no clear mitigations for the impact should the risk eventuate. The majority cost recovery estimates will be realised as they involve actions that will take place once the new solution is deployed. The timing of the deployment is directly linked to the beginning of benefits realisation. There are a number of smaller elements of the operational cost avoidance that could impact the realisation, and are being tracked. Full details of the structure of the cost avoidance can be found in the Business case. ACTION set up the details of how the cost avoidance is structured in a separate paper so it can be referenced.	Medium	Low	Open
7118	There are series of critical decision points though the project that, if delayed, may cause impact on project progress	Ensure access to decision makers and tools. Changes requiring OSIC approvals are identified early. Required approval sought as early as possible in the process. Map and understand the decision time table ACTION Risk Owner to provide clarification regarding OSIC and it's role in decision making	Medium	Low	Open
7114	The complexity of the solution will be undertaken by a cross skills team. There is a risk if the teams deviate from the overall plan that may impact the project	NEW 17/2 Design review feedback is incorporated back into the planning. Whilst co-location was considered, it was assessed as more important that the MBIE team remain located with the other MBIE INZ project teams. This will assist in mitigating the risk and dependencies across multiple projects. Documented handover between resources and phases agreed. Regular meeting. Architecture design is clearly communicated. Close liaison with vendors and understanding what did and didn't work in previous projects	Low	Medium	Open
7106	If the BAU ICT Systems budget is substantially reduced then there is a risk that the project fiscal benefits relied on to fund the BCU and IPE ongoing costs, including depreciation, will not be	1. Maintain a clear view of the benefits and itemize in budget view, current year and future years – benefits register.2. Conduct an impact assessment	Medium	Medium	Open



	available when these initiatives are implemented and operated.	of any proposed changes so they are full understood, and the decisions can be fully informed ³ . Track progress in delivery of related benefits ⁴ . Signal impacts early, if benefits are endangered.			
7644	The detailed design phase of the BCU project identified significant challenges that constrained the ability of the original approach to deliver the desired outcomes. Further detailed design was completed which proposed a change in approach. This approach and design was approved by ARB on 22 April 2020.	1. Address the new funding requirement through identifying additional sources to ensure coverage 2. Evaluate impacts on other projects, and INZ ICT Operations of the time delays and agree mitigations with INZ BAU and Other projects	High	Low	Open

7. ESCALATED ISSUES FOR THIS PROJECT:

ID	Title	Treatment Actions	Priority	Due Date
1190	Dependencies for synchronised Project Delivery	A) Explore breaking deployment dependencies B) Carry out joint planning to asserting the most effective deployment strategy	Medium	01 May 20

8. DEPENDENCIES WITH OTHER PROJECTS:

ID	Date Required	Dependency Category	Title	Dependent On	Impact if not met	Status
DP00905	01 Aug 2020	Technical environments		3454 Automated Decision Assist	BCU will be delayed until ADA drop one goes live	A
DP00906	03 Aug 2020	Technical environments		3475 Employer Direct Project (	Likely delays to BCU testing and delivery	A
DP00855	27 Nov 2020		3586 In Person Enrolment - Deliver	3586 In Person Enrolment	If BCU goes live, without IPE being completed, then the Border and other users of the In Person Enrolment capability cannot be used. This will prevent Border, refugee and other users who typically enrol individual identities from using the service. BCU is not technically dependent on IPE, and could go live without it. The Users would not be able to use UPE Services until it	G



					was completed. If BCU is delayed, the existing IPE capability will have to continue operation. The existing contract expires and will be extended on a 3 month basis. The costs are Approximately 10% higher than the original contact, per month. This extended cost will extend until IPE is deliver	
Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required						

*** 9. ESCALATED DECISIONS FOR THIS PROJECT: None ***

*** 10. ESCALATED ASSUMPTIONS FOR THIS PROJECT: None ***

*** 11. VENDOR PERFORMANCE RAG STATUS: None ***



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Tuesday 16 June 2020, 2.00pm-2.30pm
Location	Stout Street 1:06
Agenda	
Attendees	Stephen Dunstan (Chair), s9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]

1.	Project Finances & Change Requests
Stephen asked the project team to focus on clarifying the content for both the BCU and IPE Change requests. He advised them to avoid unnecessary technical detail in the documents and said that both Change Requests should emphasise the additional benefits including the cost savings as well as the advantages flowing from the reduction of technical complexity. BCU s9(2)(a) indicated the BCU Forecast was looking to seek an additional \$3 Million in funding. This includes drawing down the existing contingency, the shortfall (approx. \$1.5M) and then requesting a new contingency (approx. \$1.5m) In all SOW we have been pushing for fixed costs rather than time and materials. s9(2)(a) is assisting with commercial negotiations. BCU now has seven vendors to manage for delivery. There are three elements o the funding - Decommissioning platform - Reduction in Datacom support costs (approx. 9(2)(b)(ii) per year)	



- Growth forecast. s9(2)(a) advises not claiming any grown until 2026, original benefits changed to reflect this. Stephen expressed concern with this assumption and requested s9(2)(a) follow up with s9(2)(a) **AP#01**

Change request needs to frame the good news story, doing more, decommissioning systems, lowering support costs. Investing approx. \$3million now will deliver approx. \$5million in extra cost savings

Benefit of 10 FTE costs savings - These resources have already been removed from s9(2)(a) headcount (contracts ended with Covid19). Talk with s9(2)(a) to ensure these costs savings are ring fenced **AP#02**

s9(2)(a) to update Change request and send for review **AP#03**

IPE

s9(2)(a) indicated the IPE Change request was looking to request approx. \$800K additional funding. This figure includes the draw down on the existing contingency,

These cost come from a change in design and therefore an increase to the project timeline.

The additional costs will be funded from decommissioning s9(2)(b)(ii) s9(2)(b)(ii) per year. Any shortfall for IPE from s9(2)(b)(ii) is proposed to be topped up with the BCU cost savings.

s9(2)(a) noted the self-funding is over 8 years, not immediate.

Need to clearly cover how/why the project has extended in the Change request and the impact if we don't do it

Ensure the CR calls out the good news; cost more but saves X amount over X years, less complexity, systems, suppliers out ie Datacom/Daon.

s9(2)(a) to update IPE Change request and send for review **AP#04**

2. Actions

AP#01 – s9(2)(a) to discuss growth forecast assumption with s9(2)(a) and advise what the agreed forecast should be.

AP#02 – s9(2)(a) to discuss ring fencing the 10FTE Cost savings with s9(2)(a)

AP#03 – s9(2)(a) to update BCU Change request and send for review.

AP#04 – s9(2)(a) to update IPE Change request and send for review.



3586 In Person Enrolment - Project Status Report - 29 Jun 2020

Project Summary: In Person enrolment is used by a variety of users across the business including those from CRIS, Border, Refugee and Compliance. It is used to capture "identities", Face, Finger Print and Biographic, for recording and matching purposes in the INZ Systems.

Business Owner: s9(2)(a) **Project Manager:** s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	1%		26/06
Overall Status			Rag Status Due to the projects delayed go live date the schedule status is red, and therefore the overall rag status is red. The delayed time line was due to the business case sign off being delayed until Nov, and resource contention with other higher priority work. The budget Status is also red, due to a review of the projects expenditure.
			Schedule The final schedule is now completed, and is uploaded into Project server. Delivery is scheduled for Feb, project closure is scheduled for May.
			Budget The project has undergone a budget review, which has shown a forecast overspend on the current Project budget. The detail around this are in the budget section of this status report. The change request for an increase in the project capex is being review
			Change Request The change request will include a change of scheduled dates, and a request for more capex due to the forecast overspend. The project is hoping to go through the August Governance process. First draft of this is out for review.
		Comments	Dependencies IPE Dependencies are updated in Project server
			Risks and Issues The project risks and issues have been updated in project server. There are no escalated risks at present.
			Resourcing The Business Analyst for IPE has resigned, plan are progressing to resource this role prior to him leaving. IPE has been assigned a commercial consultant to help progress the commercial agreements.
			Change management plan The change management plan is progressing, we are finalising the stakeholder engagement part, and working closely with the INZ communications team.
			Commercials <i>Support Agreements</i> NEC submitted an umbrella support agreement which is an overarching agreement to cover all the workstreams under The IDme maintenance work. MBIE and NEC are working together to finalise this.
			<i>Software Commercials</i> The Software SOW has been reviewed by MBIE's legal and commercial team, and is now with NEC for updates. This will be returned to MBIE to go through review and Approval 30/06.
			<i>Hardware options and commercials</i>



NEC have provided MBIE with recommendations for hardware options, however they did not include the costings in their recommendations. The IPE project team, have reviewed these, and have provided their feedback. Hardware options are under review.

Design

The functional specs for the software solution have been finalised along with a gap analysis showing what functions the current system provides, and what the new software will provide. These will be returned to MBIE from NEC on the 30/06 to progress through business sign off.

The part A has been approved.

IPE and BCU are doing a joint part B, the infrastructure SIT part of this is planned to go to ARG 1st July, and through ARB 7th July.

PIA

The privacy team have approved the recommended approach, which is to not do a new PIA, but updating the existing PIA.
We have a meeting with the business this week to discuss approach.

Phase	Deliver	Start Date	11 Feb 20	End Date	18 Jun 21	Active Risks	8	Active Issues	1
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2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	G	R	The project has undergone a budget review, which has shown a forecast overspend of \$830, 598. Reasons for this forecast overspend are: Resource In the business case this is forecast as being \$172,696 In our forecast this is \$635,974 Showing an overspend of \$463,278 The reason for this overspend is, the original budget was based on the project running for 6 months (Jul – Dec 19). Now the project will be running for 15months (from March 2020 - May 2021). Software (NEC) In the business case this is forecast as being ^{s 9(2)(b)(ii)} for Licencing costs, so a total of ^{s 9(2)(b)(ii)} The SOW provided on the 1st May states the above will now be ^{s 9(2)(b)(ii)} (inclusive of licencing costs). And overspend of ^{s 9(2)(b)(ii)} The reason for this overspend, is after more analysis there was a beneficial change to the architectural design of the software. Possible Mitigations If you add the 16% contingency to the budget this takes it to \$2,615,853. The overspend on the project would then be \$469,790 When the solution is implemented there will be ongoing savings in current support contracts which will no longer be required. The savings from this are substantial, and would mitigate the increase in expenditure required to deliver IPE. Analysis is underway to Finalise these figures. Other Vendor Costs NEC Hardware, Datacom, Vodafone and the security testing costs have yet to be firmed up. So these are still estimates in the budget.
Schedule	R	R	Go live date scheduled in the Business case is unlikely to be met, the original delay was caused by resource conflicts, and delayed business case sign off.



			Further analysis and a change to the architecture has increased the length of the project.
Scope	G	G	Scope remains unchanged from the original business case and ultimately approval by BCB
Risks	G	G	No escalated risks.
Issues	G	G	No escalated Issues.
Resources	G	G	The project is fully resourced.
Benefits	G	G	No change in benefits from the Business Case

Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required

Prev. Status Date:
03 Jun 2020

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
First draft of change request for timelines and Financials sent out for review.	Receive Software SOW feedback from NEC and progress through business approval
Functional Specification Complete, and sent to NEC for agreement	Progress functional specifications through business sign off
Progressed Hardware review	Update and progress change request
Updates made to Change Request	Test current hardware on demo software
Change management plan progressed	Progress part B through infrastructure SIT ARB and ARG
	Progress Business Analyst replacement

*** 4. MILESTONE PROGRESS: None ***

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Jun 28, 2020

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$206,955	\$682,983	\$2,255,046	\$1,572,063
Opex Spend	\$214	\$214	\$33,120	\$32,906
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$206,955	\$3,117,465	\$2,255,046	(\$862,419)
Opex Spend	\$214	\$33,154	\$33,120	(\$34)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
7213	If the BAU ICT Systems budget is substantially reduced then there is a risk	Maintain a clear view of the benefits and itemize in budget	Medium	Low	Open



that the project fiscal benefits relied on to fund the BCU and IPE ongoing costs, including depreciation, will not be available when these initiatives are implemented	view, current year and future years – benefits register. Track progress in delivery of related benefits. Signal impacts early, if benefits are endangered.			
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8. DEPENDENCIES WITH OTHER PROJECTS:

ID	Date Required	Dependency Category	Title	Dependent On	Impact if not met	Status
DP00808	27 Nov 2020		3644 Biometric Capability Update - Deliver	3644 Biometric Capability Upda	s 6(c), s 6(a)	G

PSR001-Project Status Report.rdl



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Tuesday 30 June 2020, 10.30am-11.30am
Location	Stout Street 1:0
Agenda	30 June Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]

1.	Project Finances & Change Requests
Overview: Due to the current situation in INZ regarding projects, the reference group endorsed an approach that will see the BCU and IPE projects merged. This will rationalize management of the project and reduce the administration overhead regarding reporting, financial tracking etc. D#01/AP#05 Change Request Following discussion with Greg Patchell and s9(2)(a) and further discussions at Reference Group, it has been agreed to request the full capex amount required to complete the project and not a top up of the contingency amount. The additional operational savings resulting from BCU CR02 will be utilised to fund the increased depreciation and operational cost for both BCU and IPE. This aligns the agreed approach to merge the two projects. The projects were instructed to investigate further efficiencies that could be made during the completion of all the required activities to deliver BCU and IPE over the coming months. Specifically, the opportunities that present themselves to flatten resource curves and spread workload out between now and February 2021. It was acknowledged that there would be a	



risk that resources may then not be available when needed due to other project vendor priorities. This risk will be considered as part of the overall rationalisation exercise.

It was noted Projects like ADA can afford to go to market for resources where as BCU cannot. Stephen and s9(2)(a) will support this. Optimising the use of experienced testers negates the need to train new testers and team members, in this complex INZ systems area, optimally utilising the resources available. Liaison across multiple projects and test teams is being undertaken to make the best use of the skills available.

s9(2)(a) noted that utilising the identity team area likely to be a key resource in testing validation, but are not a supplement for professional testers.

It was noted project delays would not be tolerated in the current post Covid19 environment.

When the funding can become available:

Cash flow → depreciation. Year 1 → Realise benefits = Cash flow

The Project is scheduled to close in May 2021. The on-going operational benefits will not be realised fully until the start of the financial year FY21/22

Reframe the front end of the Change Request to reflect decision to combine the projects and funding discussions. Drive efficiencies and dependency on each cost saving, **AP#6**

The Projects have been endeavouring to get fixed prices from vendors so only scope change would affect costs. A lot of work has gone in to clarifying the scope to minimise the risk of price increases. s9(2)(a) raised the question 'What was the risk of losing scope with fixed price?' s9(2)(a) clarified that having fixed scope and price in appropriate areas reduces the risk of losing scope when compared to a Time and Materials approach. Each SOW has a detailed, fixed, scope schedule. There is a risk that it could take longer to deliver, which would carry internal resource overhead costs to keep the project running longer and delay realisation of benefits, but would constrain the vendor costs.

The Group questioned how much risk premium vendors were potentially building into their fixed pricing. s9(2)(a) and s9(2)(a) confirmed with the exception on NEC, all negotiations started as T&M and changed to fixed pricing with costs remaining around the same as initially quoted.

Working to finalise the remaining SOWs.

Part B

The combined Part B for BCU and IPE is submitted for consideration and approval by an out of cycle session of ARG on the 6th July 2020 ARB is scheduled for 14th July. Once approved, the initial non production environments will be provisioned.



IPE

The Software SOW and Functional Specifications are expected from NEC today. **(Update: were received)**

The team are Reviewing options for hardware. There are Concerns that the proposed Laxton hardware might not fully meet requirements, and once smartscan software and office applications are deployed onto the device, it could be too slow. s9(2)(a) raised concerns at the requirements need to be met specifically for refugee field staff who need compact, lightweight equipment. s9(2)(a) confirmed all options were being investigated, and tested, to inform the recommendation to the business. Delivery timeframes may be a mitigating factor. s9(2)(a) requested that he remain fully informed **AP#07**

2. Actions

AP#05 – Work with the PMO and Finance to formally merge the projects (s9(2)(a))

AP#06 - Reframe the front end of the Change Request to reflect decision to combine the projects and funding discussions (s9(2)(g)(ii))

AP#07 – Keep s9(2)(a) informed on Hardware options (s9(2)(a))

3. Decision

D#01 – Combine the BCU and IPE Projects and submit one change request

2. Closed Actions

AP#01 – s9(2)(a) to discuss growth forecast assumption with s9(2)(a) and advise what the agreed forecast should be.

AP#02 – s9(2)(a) to discuss ring fencing the 10FTE Cost savings with s9(2)(a).

AP#03 - s9(2)(a) to update BCU Change request and send for review.

AP#04 - s9(2)(a) to update IPE Change request and send for review.



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Tuesday 14 July 2020, 10.00am-10.30am
Location	Stout Street 1:09
Agenda	14 July Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)

1.	Project Finances & Change Requests
Overview s9(2)(a) : It is important that we retain Intellectual Property throughout the project. A resource plan has been delivered to retain staff longer than the current three month extension directive. The resources are required to deliver the project. Replacement staff are likely to increase costs.. Project timeframes and costs are based on the assumption that an exemption will be granted for the five week Christmas stand down period, resulting in a two week stand down. Stephen suggested this should be applied for as soon as possible. Work continues to finalise the SOWs. Negotiation with DxC and NEC are progressing. Datacom has been deferred until the more significant SOWs are finalised. It was proposed that Reference Group meeting are increased to 1 hour. Stephen endorsed this. s9(2)(a) will work with s9(2)(a) to re-schedule. AP#08 Delivery s9(2)(a) : The full BCU Master schedule has been uploaded to Project Server. Delivery has started – some vendor designs have been approved. 9(2)(b)(ii) Stephen expressed concerns as there is still uncertainty with CR02 not yet approved. SLT meet tomorrow decision expected to follow, Thursday at the latest.	



Strategy agreed to mitigate the risk of data migration by starting it early and splitting over three releases.

Meetings are being held with other projects to resolve any Environment conflicts.

A User Working Group is being established to improve communications with INZ Operational groups.

Business Implementation will now have more focus. Stephen suggested contacting s9(2)(a) who is the Business Change Lead for ADA to leverage work that is already completed.

AP#09

Work to incorporate IPE into the BCU Project is underway.

A visual representation of delivery was provided for discussion and feedback

s9(2)(a) requested IPE is added to clearly see where it fits in. **AP#10**

s9(2)(a) also suggested providing a high level summary of the Maintenance Stream activities that were brought into BCU. **AP#11**

IPE s9(2)(a) :

NEC Software SOW received, feedback was being provided back to NEC today.

Functional Specifications have been finalised with NEC, under final review before submitting for sign-off.

NEC revised schedule has been received. Dates do not align with our schedule, feedback provided to NEC, awaiting revised schedule.

Hardware options paper first draft has been completed

Currently testing hardware and chameleon. s9(2)(a) suggested this should be done with the new MBIE Image due for rollout later this year. She also suggested that there is a need to determine what the refugee teams are using on their existing laptops that may not be standard but required. **AP#12**

Business Change Management is the next focus.

Any other business

s9(2)(a) advised that early indication that the volumes of manual resolution will likely diminish once BCU is implemented

Stephen advised the project team should continue to deliver the project until otherwise instructed



2.	Actions		
Ref #	Action	Owner	Update
AP#05	Work with the PMO and Finance to formally merge the projects	s9(2)(a)	Underway
AP#07	Keep s9(2)(a) informed on hardware options for IPE	s9(2)(a)	
AP#8	Increase meetings to 1 hour	s9(2)(a)	
AP#9	Engage with s9(2)(a) – Business Change Lead for ADA	s9(2)(a)	
AP#10	Add IPE to the milestone schedule report	s9(2)(a)	
AP#11	High level summary of the Maintenance Stream activities that were brought into BCU. When and where covered off, progress etc.	s9(2)(a)	
3.	Decision		
D#01 – Combine the BCU and IPE Projects and submit one change request. (D00357)			

2.	Closed Actions		
Ref #	Action	Owner	Update
AP#01	Discuss growth forecast assumption with s9(2)(a) and advise what the agreed forecast should be.	s9(2)(a)	



AP#02	Discuss ring fencing the 10FTE Cost savings with s9(2)(a) .	s9(2)(a)	
AP#03	Update BCU Change request as discussed and send for review.	s9(2)(a)	
AP#04	Update IPE Change request as agreed and send for review.	s9(2)(a)	
AP#06	Reframe the front end of the Change Request to reflect decision to combine the projects and funding discussions	s9(2)(a)	Closed



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Tuesday 31 July 2020, 8.30am-9.00am
Location	Stout Street 1:09
Agenda	31 July Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)

1.	Project Update & Finances
A new format Project Summary Report has been developed for the Reference Group. Please share feedback on what you would like to see or not, on this report so it can be refined to ensure you are being provided with the information you need. Re-planning is underway, grateful for this opportunity as there was a risk emerging around October in order to meet the February delivery. The re-planning relates to slowing down further in the schedule not for the approaching integration testing. Engaging with ADEPT, working to align with their plan to delivery in May. This will have the advantage of reducing the impact on the Business as Change activities will be able to be aligned. Further meetings with s9(2)(a) planned to further these discussions. Reforecasting for resource and vendor costs to achieve a May delivery have been complete. The overall burn rate has reduced by approx. \$150,000 mainly due changes in the testing approach (removed the need to hire a lot of short term contractors to test over a short period). CR02 is still awaiting sign off. Stephen emphasised the need to ensure the correct change controls are in place. A new Investment and Change Board is being established however in the interim the CFO has the Investment Board delegation.	



CR02, in its current state cannot be presented to the CFO to be signed as the schedule and cost have changed. Perhaps a noting paper/memo advising; *due to the current capital situation working towards re-planning the project to Go Live in May 2020 and negotiating a new payment structure with key vendors. On this basis we are seeking approval to merge the BCU and IPE Projects and an 'in principle' approval for the Capex spend for this Financial year (~\$8m) to continue the project, with an updated CR to be presented by XX date.*

Seek advice from the PMO on how best to proceed with the CR/Noting paper and aim to resolve by next week. **AP#12**

s9(2)(a) informed the group, Finance has advised the NEC proposal is looking like an acceptable option.

Key Risks - s9(2)(a)

Losing key experience personnel - contract are up in Aug/Sept/Dec and re-planning will reduce some resource need on the project down to 50%.

s 9(2)(g)(i)

Work with s9(2)(a) to request this expertise be available for the NEC negotiations. **AP#13**

Add to agenda to keep the Reference Group informed with how this is developing. **AP#14**

Stephen meets with the NEC s9(2)(a) and can raise this issue to see what can be done about it. Draft email for Stephen (direct line of communication/expertise on ground/expectations of them etc) **AP#15**

The meeting closed with the agreement Project can keep going but a CR is required urgently.

2.	Actions		
Ref #	Action	Owner	Update
AP#05	Work with the PMO and Finance to formally merge the projects	s9(2)(a)	Underway. Separate finance memo to cover alternative funding and timelines is with Stephen Dunstan
AP#07	Keep s9(2)(a) informed on hardware options for IPE	s9(2)(a)	Ongoing



AP#8	Increase meetings to 1 hour	s9(2)(a)	Underway – Working with s9(2)(a). Some change has been made, working to complete
AP#9	Engage with s9(2)(a) – Business Change Lead for ADA	s9(2)(a)	Closed: Meet with ADEPT and aligning approaches
AP#10	Add IPE to the milestone schedule report	s9(2)(a)	
AP#11	High level summary of the Maintenance Stream activities that were brought into BCU. When and where covered off, progress etc.	s9(2)(a)	Underway
AP#12	Seek advised from PMO on how to proceed with the CR/Noting paper following the changes made	s9(2)(a)	Closed: confirmed separate memo to Stephen has been submitted outlining funding and timeline
AP#13	Work with s9(2)(a) to request this expertise be available for the NEC negotiations	s9(2)(a)	Underway. s9(2)(a) is supporting our process, but NOTE issue around the amount of time and effort that is required from s9(2)(a) for NEC
AP#14	Add NEC negotiations to Agenda to keep Reference Group Informed	s9(2)(a)	
AP#15	Draft email for Stephen to send the NEC s9(2)(a)	s9(2)(a)	Closed: this was complete, with the meeting between Stephen and the NEC s9(2)(a) on 6 August



3.	Decision
D#01 – Combine the BCU and IPE Projects and submit one change request. (D00357)	

2.	Closed Actions		
Ref #	Action	Owner	Update
AP#01	Discuss growth forecast assumption with s9(2)(a) and advise what the agreed forecast should be.	s9(2)(a)	
AP#02	Discuss ring fencing the 10FTE Cost savings with s9(2)(a)	s9(2)(a)	
AP#03	Update BCU Change request as discussed and send for review.	s9(2)(a)	
AP#04	Update IPE Change request as agreed and send for review.	s9(2)(a)	
AP#06	Reframe the front end of the Change Request to reflect decision to combine the projects and funding discussions	s9(2)(a)	Closed

Biometric Capability Update/In Person Enrolment Reference Group

Meeting Date 31 July 20

Overall Status Summary

Project Purpose: Upgrade INZ biometric matching software and algorithms to provide improved matching rates, s 6(c), s 6(b) to assist with fraud detection. In achieving this outcome it will upgrade the biometric matching and management platforms, rationalising and simplifying the platform to reduce cost, improving the flexibility and utility of the system in the process.

Overview:

- ❖ The overall status of the BCU project remains RED, due to the need for a budget injection, a schedule and a scope change (which includes the request to absorb the IPE project into BCU)
- ❖ In July, CR02 was submitted to BCB to manage the changes to the schedule, the scope and required budget injection. It was approved to proceed to the Investment Board however this is now paused due to the MBIE financial re-planning and uncertainty of funding in FY20/21
- ❖ Further analysis has been requested by the Project Sponsor to reduce the capital spend in FY20/21 (to help assess the MBIE funding issues) but still align with/or deploy to meet the ADEPT project needs.
- ❖ A series of papers and briefs have been produced to inform the decision on, if and how the BCU project can proceed financially and align with the ADEPT project.
- ❖ Meantime the project has been instructed to continue but not commit to any new vendor costs

Commercials:

- ❖ MBIE legal are now involved with the various SOWs as they near completion
- ❖ The major build, test and deploy SOW for NEC is under negotiation and nearing finalisation.
- ❖ It is expected that the DXC and Argonaut delivery SOWs will be ready for approval before the end of July 2020

Environment builds:

- ❖ Network changes are progressing on schedule
- ❖ Server builds are scheduled to start Friday 31 July
- ❖ Requirements are being finalised with NEC for IPE server builds

Migration and Functionality:

- ❖ Design work is underway to simplify migration and minimise the number of vendors involved in this delivery
- ❖ The functional design from both DxC and NEC are approximately 70% complete and DxC has started some coding
- ❖ Datacom has been asked to pause their work to allow the project to review the approach and avoid the risk of rework
- ❖ Argonaut has carried out some setup tasks but will wait until the delivery SOW has been approved before continuing
- ❖ Test Plan has been distributed for review.
- ❖ Test Preparation has started
- ❖ IPE Hardware requirements being revalidated to inform the hardware options review

Change Management:

- ❖ A User Working Group has been established to assess the impact of BCU on INZ operational areas and advise the BCU Project Reference Group

Planned Delivery Approach & Milestones

Milestone	Baseline	Expected	Status
Business Case approved	22/08/19	22/08/19	
Change request 02 approved	20/07/20	TBC	
Commercials Ready for Approval	20/07/20	31/07/20	
SIT Testing Complete	09/12/20	09/12/20	
Business Implementation Complete	05/01/21	TBC	
Operational Acceptance Testing Complete	04/02/21	TBC	
Go live	20/02/21	TBC	
Project Closure report approved	21/05/21	TBC	

Key Assumptions, Issues & Risks

Key Risks

Description	Mitigation	Status
If key experienced project personnel are not retained to deliver the project then there will be an impact to the timeframe and cost as appropriately skilled resources are recruited and trained.	Ensure that project resource plan is up-to-date and communicated early and often to ICT and INZ Management Ensure that ICT Management is aware of this risk and discuss with them any mitigation that they may be putting in place	
If the BCU project continues to operate without formal authority to continue, then unexpected cost may be incurred	BCU Project Manager to seek further formal authority to continue with the project	
If the Delivery SOWs are not signed off in the next 2 weeks then it is likely that the vendors will stop work causing the project to stop	Confirm ongoing funding for the BCU project and ensure that this decision is communicated to all approvers	

Key Issues

Description	Resolution	Status
CR02 was approved by BCB. It is now on hold while the ILT and SLT considers funding options for the project	Project Manager to seek advice from the BCU Reference Group on how to proceed	
The current project schedule relies on a number of testing phases running in parallel in order to deliver . This introduces a significant level of risk	Review the BCU schedule to address this issue. Re-planning would be linked into the strategy of spreading payments over a longer period	

Key Assumptions

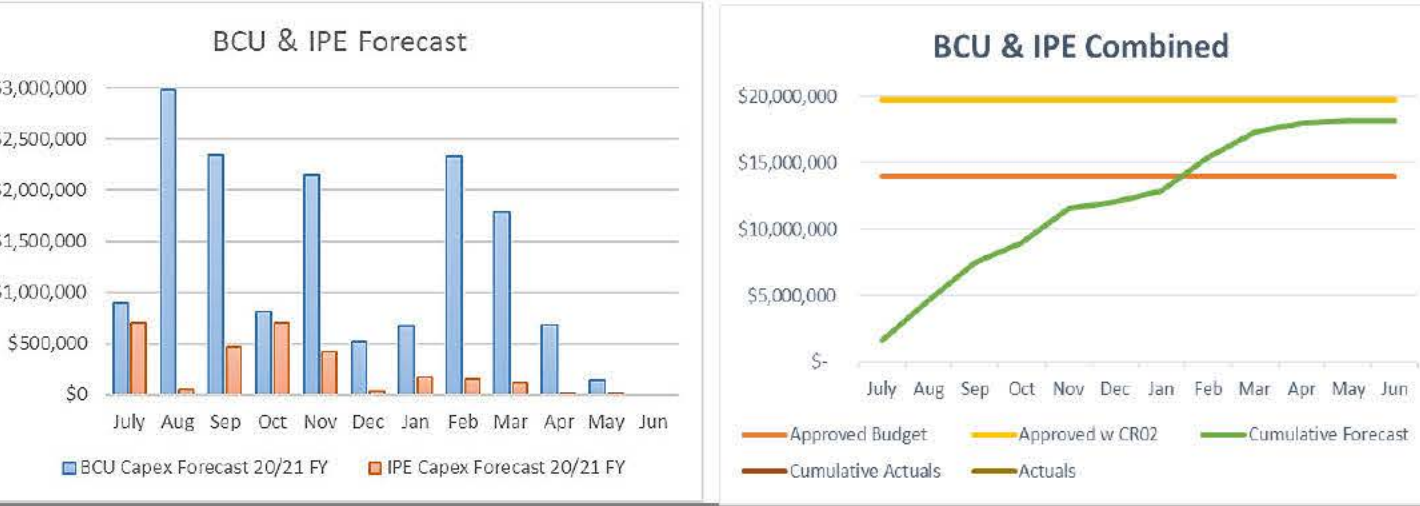
- ❖ BCU is a pre-requisite for Adept and therefore needs to deliver before the current planned ADEPT delivery dates
- ❖ Some vendor costs will be partially deferred until FY21/22
- ❖ The 5 week contractor stand down period over the Christmas period will be mandatory
- ❖ The end-of year project change freeze may extend into November 2020

Interdependencies with other projects

Outline	Impact if not met
DP00918: The delivery of BCU is required prior to ADEPT going live to ensure that identities continue to be created in AMS and s 6(c)	IGMS will need to create another throttle queue to process identities created from ADEPT. Performance testing will be required to understand what the throttle numbers are between ETA, AMS and ADEPT identities. Additional costs will accrue as a high volume of identities will drop into manual resolutions requiring extra FTEs.

Financial performance Summary

Reporting period: 30 June 2020





BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Wednesday 25 August 2020, 11.30am-12.45pm
Location	Stout Street G.015
Agenda	25 August Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a)
Apologies	s9(2)(a)

1.	Project Update
As per the agenda circulated yesterday the rationale is for s9(2)(a) to provide a verbal update today is due to the re-planning and reforecasting activities that are underway, along with the handover to s9(2)(a) as Project Manager for BCU. The schedule and forecast budget will be updated as the various SOW are finalised and presented in coming weeks. BCU NEC Commercials NEC have come to an agreed position for the BCU Statement of Work (SOW), we have had to accept some risk (which is normal) however s9(2)(b)(ii). We now believe we are in a position where we can recommend signing. The sign off process is now underway, the SOW will go up to Carolyn Tremain. The date for Go Live agreed with NEC for BCU services is Tuesday 15 June 2021. This has been discussed with the Architects and ADEPT and confirmed as acceptable. The Dependency in Project Server will be reviewed/updated, it currently does not have dates associated. AP#23 BCU will continue work closely with s9(2)(a)/ADEPT to ensure alignment. Key Dates: 01Sept: If the NEC BCU SOW is signed by Monday we will then have direct access to NECAM from Tuesday. 15Sept: Date for NEC Integrated schedule (NEC/NECAM/MBIE). This is a payment milestone and MBIE 'accept' the schedule. 30Sept: Finalise NEC BCU detailed design and interfaces. This will feed into the Part B that will then go to ARB for approval. This is the last payment milestone within this financial year s9(2)(b)(ii) 02Nov: Indicative SIT Entry. This date has been communicated to DXC and Argonaut. This six month period until Go Live is not just testing but also includes Technical deployment, Business Deployment and migration activities.	

12/13June: BCU Go Live (*Update note: The contracted date for NEC to deliver is 15 June 2021 however further detailed planning will confirm the actual Go Live date).*

BCU DXC Commercials

The DXC SOW is also finalised (approx. 9(2)(b)(ii)) and is going through the sign off process through to Carolyn Tremain with the NEC SOW.

There will be an interim AMS drop in November as pre-work to support migration. This will be rolled out as a BAU drop.

Other BCU Vendor Commercials

Argonaut, Datacom and InTech SOW are still being finalised.

IPE NEC Commercials

A lot of work has been done with Police and DIA on their identity capture processes.

We are initially proposing one configuration (base build) for all locations to start with, consisting of; a laptop, small camera, fingerprint scanner and document reader. Further configurations could be added later under a variation/change request.

NEC will manage all equipment (except laptops) and would be responsible for all repairs, maintenance and warranties.

MBIE will supply to laptops to NEC who will take the MBIE build and layer the NEC software on top, then manage. Patching would continue to come from MBIE so there is a risk a patch could cause problems for the software.

We may pay NEC to buy the fingerprint scanners and then own the management and warranty.

Working assumption is that the same type of finger print scanner will be used, but the document reader is a bit harder.

Assumption all kit will be new.

The IPE SOW will be circulated to the reference group prior to sign off and go through an early review with s9(2)(a). **AP#24**

Current proposal is to provide Refugee and Off Shore with the base build which is a smaller kit than current but no more rugged. The Group asked if this will still meet the Business Requirements.

Laxtons (or similar, if option available) could still be added at a later stage. It could be included in scope if the budget allows for it.

The Project needs to manage the expectation of the Business as they have been shown several options including the Laxtons. Who is engaging with Refugee and Compliance? They may choose to pay additional to provide their teams with an upgraded Laxton type kit. The costs need to be understood for each option so the Project can present the Business with Base Kit that will be provided by the Project and what the cost will be should they wish to upgrade to Laxton type product. **AP#25**

The Group asked clarity:

- Are we negotiating so we can switch configuration during the project if we want to add kit in? The first schedule will be for the Base kit. Commercials describe the end state. How and what equipment provided to NEC has not been agreed yet.

- If we currently already own kit why would we get it replaced and owned by NEC? Directive MBIE does not want to own/manage assets. Assumption NEC will not want to take on and manage our second hand kit.
- How was the decision reached to switch from Laxtons back to base build? To simplify and not spend capex in this financial year. Flexibility remains to add configurations (Laxtons).
- Could we negotiate for Laxtons as the base rather than the laptop set up? It's understood the Laxtons were not sufficient for the Border whereas the laptop set up was a possible solution for all within the budget.
- If we pause the IPE SOW can we still deliver? Adding Laxtons in to the SOW now will make the negotiations more complex and take longer and the software build work needs to commence. s9(2)(a) will arrange meeting to be discussed further AP#26
- Need to understand the costs of buying new kit (scanner etc Vs the Laxtons) as there is a concern these could be similar costs even with the certification (noting new scanners may also require certifying) AP#27 s9(2)(a) confirmed the base build would be based on selecting from already certified products.

The Group asked the Project to refer back to the high level requirements and to ensure the End User are engaged to clarify what will meet their needs, and ensure the SOW is changed to include 'other devices'.
AP#28

Laxtons are available as an option; It was agreed that the additional work to certify Laxtons would fall under the project but purchase cost would be the users if not within Project Budget.

2.	Actions		
Ref #	Action	Owner	Update
AP#05	Work with the PMO and Finance to formally merge the projects	s9(2)(a)	Underway. Working with PMO, MAKO and Finance
AP#07	Keep s9(2)(a) informed on hardware options for IPE	s9(2)(a)	Ongoing
AP#11	High level summary of the Maintenance Stream activities that were brought into BCU. When and where covered off, progress etc.	s9(2)(a)	Underway
AP#24	Circulated the IPE SOW to early review with s6(e) and to the reference group prior to sign off.	s9(2)(a)	
AP#25	Who is engaging with Refugee and Compliance? They may choose to pay additional to provide their teams with an upgraded Laxton type kit. Cost each	s9(2)(a)	

	option present the Business with Base Kit provided vs upgrade to Laxtons		
AP#26	Arrange meeting to discuss delaying the IPE SOW so open questions and options can be worked through and confirm impacts - can we still deliver if delayed?	s9(2)(a)	
AP#27	Understand the costs of buying new kit (scanner etc Vs the Laxtons) concern these could be similar costs even with the certification	s9(2)(a)	
AP#28	Refer back to the high level IPE requirements. Ensure the End User are engaged to clarify what will meet their needs, and ensure the SOW is changed to include 'other devices'.	s9(2)(a)	
3.	Decision		
D#01 – Combine the BCU and IPE Projects and submit one change request. (D00357)			

2.	Closed Actions		
Ref #	Action	Owner	Update
AP#15	Draft email for Stephen to send the NEC s9(2)(a)	s9(2)(a)	Closed: this was complete, with the meeting between Stephen and the NEC s9(2)(a) on 6 August
AP#14	Add NEC negotiations to Agenda to keep Reference Group informed	s9(2)(a)	Done
AP#8	Increase meetings to 1 hour	s9(2)(a)	Closed
AP#16	Send the eight points under discussion which make it difficult for MBIE to sign through to Stephen for discussion with s9(2)(a) on Friday	s9(2)(a)	Closed
AP#10	Add IPE to the milestone schedule report	s9(2)(a)	Closed
AP#19	Reword existing Risk to reflect there is not enough total money.	s9(2)(a)	Closed – CR02 now approved

AP#20	Follow up with Police and DXC on how they are managing NEC.	s9(2)(a)	Closed
AP#22	Document costs associated with waiting on the Financial Memo to be signed	s9(2)(a)	Closed. Estimated \$50K for CR02 Resource burn. Project continued. Cost linked to developing and updating CR02.
AP#23	Update dependency with ADEPT in Project Server	s9(2)(a)	Closed ADEPT Updated
AP#13	Work with s9(2)(a) to request this expertise be available for the NEC negotiations	s9(2)(a)	Underway. s9(2)(a) is supporting our process, but NOTE issue around the amount of time and effort that is required from s9(2)(a) for NEC Closed s9(2)(a) taken over Commercial Management
AP#18	Review what work can stop and what can continue along with reviewing the resourcing impacts of these changes	s9(2)(a)	Closed CR02 now signed
AP#17	Document new emerging risk around meeting the May delivery date	s9(2)(a)	Closed Project Go live date June 2021 and Re-planning underway.
AP#21	Include in Commercial discussions or pass to Stephen to raise at an Executive level: Could MBIE liaise with NECAM directly? Could s9(2)(a) be embedded in the MBIE project team?	s9(2)(a)	Closed SOW now signed and agreed inc access to NECAM



BCU Project Reference Group Meeting Minutes

Date & Time	Wednesday 23 September 2020, 2.30am-3.30pm
Location	Stout Street G.015
Agenda	23 September Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s9(2)(a)
Documents	14 September Status Report

1. Agree Previous Minutes and Actions

- 1.1. Minutes were accepted with no changes.
- 1.2. Action updates available in Sections 5 and 7.

2. Project Update

2.1. NEC Schedule and Detail Design;

9(2)(b)(ii)

The Group advised the Project to escalate issues quickly and not to let anything slip.

Stephen will arrange a call with s9(2)(a) /NEC tomorrow to address MBIEs concerns.

AP#31 The Steering Group will be established for the next meeting and s9(2)(a) will be invited to the initial 15mins. **AP#29**

2.2. AMS Early Release;

Pre work is underway now. Deploying in to the first MBIE Environment next week and in to Production 01 November alongside a scheduled BAU release.

2.3. IPE Work stream

Looking to provide two hardware options; fixed set and a mobile set, with an all-in-one solution preferred by the business for the mobile set.

NEC advised today that the Laxton screens may not meet the resolution requirements for SmartScan to operate. The Group asked if NEC intended to trial the Laxton with their software to give the business assurance if it will/will not work for the business. 12 months

ago NEC presented the Laxton as a solution and have since advised it could be too slow and now resolution issues. The project will request NEC carry out trial and demo of SmartScan on the Laxtons so the Business can see what the device can/cannot do **AP#32**. Project will also manage hardware expectations through the User Working Group.

NEC commercials are progressing, with current clarification of the IPE SoW deliverables. Detailed design detail is being removed from the SOW, as it should be included in the Design document. Working though how to structure the SOW with Commercial and Legal now it has been agreed IPE will be an As a Service model. Next Commercial session with NEC is scheduled for tomorrow.

The Group advised caution with keeping an eye on the delivery **9(2)(b)(ii)** **s9(2)(a)** confirmed she is confident we have the time to get these tighter and not cause any adverse impact. We had a good session last week with NEC and our **s9(2)(a)** on the IPE requirements and these should not be a blocker for the SOW to progress.

Functional Specifications have been reviewed again with NEC and our **s9(2)(a)**, with adjustments made. These have been submitted to the User Reference Group also with feedback reviewed. Now looking to finalise and baseline.

2.4. Other Vendors

The BCU Integrated schedule is impacted by the delayed supply of the NEC schedule. Have indicated to other Vendors the Go Live will now be June.

DXC;

Primary SOW was approved and signed. Needing to raise a Change Request for work to deliver a suite of requirements that have been developed while the SOW was being negotiated (AED/Migration/IPE Image Capture etc). We have requested all be captured in one consolidated CR, with the draft expected later this week. This was not costed in the original SOW so is an additional cost. The project was reminded there is no appetite to request additional funding.

Awaiting other Vendor SOW to be finalised before a final picture of the Project budget can be formed. **s9(2)** has request a session to walk through the detailed budget with the Project **AP#33**

Argonaut;

Provided feedback on the draft SOW yesterday and advised Argonaut of change in Go-Live dates. Still understanding **s6(a)** early or if it needs to go at Go Live with the primary IDme v2 changes

IQ Office;

Understand we need to create a new IQ Office and then decommission the old one, however project will look in to further

Datacom;

Stream remains on hold while we clarify how our system and ADEPT will interact and what work is needed from Datacom. **s9(2)(a)** is working with ADEPT to pull together a view of the integration/interdependency points

3. Business Change

3.1. Business Impact assessment

A senior Business Analyst (BA) has been engaged at 50% for the BCU Change Work stream, in the first instance focusing on the Business Impact Assessment. This is a key piece of work and needs a concise one page view of the business impacts.

The Group acknowledged there is more Business change than initially thought and suggested the Impact Assessment would benefit from input from Identity. s9(2)(a) who has worked across the Project in the early stages and across several business units would be ideal. AP#34. Stephen suggested incorporating the BCU Business Change along with the ADEPT Business Change, which will provide consistency of approach and communications. s9(2)(a) to discuss with s9(2)(a) AP#35

4. Any other Business

- The Group feel the Project should return to s9(2)(a) in light of the missed NEC milestone as it is on the critical path. s9(2)(b)(ii) to Stephen regarding delivering the schedule and absorbing the delay the Project will need to go to Red.
- The Project Test Manager s9(2)(a) finishes with MBIE on 30 September. Working with s9(2)(a) to secure a replacement resource.
- Security resourcing remains a risk as we are now on our fourth person, but engagement with that person is now underway
- Ensure updating the PIA is on the Project Radar. Confirmed it is, s9(2)(a) (Project BA) is across this and it is on the draft schedule. We have an email and decision recorded from the Privacy Officer confirming only an update to existing PIA is required. Speak with s9(2)(a) regarding the new Privacy Changes experienced by Citizen to see if they may cause any impacts for BCU. AP#36

5. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#29	11/09/20	Draft a Steering Group Terms of Reference (ToR) with Vendor attendance and distribute for review.	s9(2)(a)	23/04 Establish for the next meeting. Invite s9(2)(a) /NEC to first 15mins.
AP#30	11/09/20	Ensure all business stakeholders are engaged with re: IPE hardware requirements including Refugee and Compliance. Provide IPE hardware options incl. costs to business stakeholders for consideration.	s9(2)(a)	Combination of actions: 24/25/26/27/28 Full review and updating of IPE Hardware Requirements underway. Software functional Specs being further reviewed and clarified in conjunction with NEC.
AP#31	23/09/20	Arrange a call with s9(2)(a) /NEC tomorrow to address MBIEs concerns.	Stephen	Scheduled for 2.30pm 24Sept
AP#32	23/09/20	Request NEC carry out testing of SmartScan on the Laxtons	s9(2)(a)	
AP#33	23/09/20	Arrange a budget walk through for s9(2)(a)	s9(2)(a)	
AP#34	23/09/20	Project Business Change Stream to engage with s9(2)(a)	s9(2)(a)	
AP#35	23/09/20	Discuss incorporating BCU Business Change alongside ADEPT Business Change with s9(2)(a)	s9(2)(a)	

AP#36	23/09/20	Speak with s9(2)(a) regarding the new Privacy Changes to see if they may case any impacts for BCU	s9(2)(a)	
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6. Decisions

D#	Date	Decision	Project Server Ref
D#01	14/07/20	Merge the BCU and IPE Projects and submit one change request.	D00357
D#02	10/09/20	The upgraded solution will continue to be called IDme.	D00387
D#03	10/09/20	Elevate Reference Group to Steering Group with new ToR and include Vendors to attend by Invitation.	D00396

7. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments



BCU Project Reference Group Meeting Minutes

Date & Time	Wednesday 10 September 2020, 1.30pm-2.30pm
Location	Stout Street G.015
Agenda	10 September Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a)
Apologies	s9(2)(a)

1. The meeting opened with Stephen asking the following:

1.1. Where is the PM Handover at?

s9(2)(a) confirmed she has had good sessions with s9(2)(a) and the Project team for Delivery and s9(2)(a) for the Commercial details. Feeling comfortable, has a good overview however not completely up to speed just yet.

1.2. Now the project is in the Delivery phase – Should we set up a formal Steering Group?

It was agreed it was a good time to elevate to a Steering Group with Vendors to attend by invitation for part of the meeting. **D#03** The project will draft a Terms of Reference (ToR) and distribute for review. **AP#29**

2. Action updates

2.1. Available in Section 4.

Remaining actions open for IPE will be combined in to one action.

2.2. A risk around NEC Resourcing was highlighted by the group as the Police and DIA are using the same resource pool.

3. Project Update

3.1. Primary NEC SOW approved;

Immediate deliverable is to receive the schedule on 15 September. This will be the NEC schedule not the integrated schedule, it will provide a critical path and a path to talk to the other vendors and develop an integrated schedule.
NEC detailed design is due 30 September.

3.2. Datacom;

Work has paused while we work through the primary solution first, we will then re-engage. s9(2)(a) noted the IDme Support contract with Datacom BAU team. s9(2)(g)(i)

3.3. Internal Planning with Team;

Reviewed immediate, through to the next three months priorities and workload. Key items of focus are;

- NEC Schedule and Integrated Schedule

- SOWs
- IPE Requirements
- Part B (Infrastructure Design UAT and Part B Solution).

3.4. IPE

Clarifying scope and finalising SOW.

Functional specifications seem to be a playback on what SmartScan does rather than requirements. Reviewing to ensure these are tight enough to be Requirements and there are no gaps.

3.5. Other Vendors

Next focus will be connecting with other Vendors/PMs.

Meeting with DXC arranged for next week.

DXC SOW is now signed however change requests will be required as the design has moved on.

3.6. Any other Business

- What work is 6(c) of the OIA
- What can be done to reduce vendors further? We have reduced vendors as much as we can with BCU, other projects in the pipeline have the potential reduce vendors further.
- What do we call the new solution? Is was agreed the new solution will remain as IDme as it is only an update to the existing solution. D#2
- Where will ADEPT integrate as they are looking at SIT in March and Go-Live 14 May? It will depend on sequencing, both options need to be in play. Need to complete BCU planning to have more certainty, this is dependent on the NEC Schedule (15Sept). More work is needed to understand the interdependencies and timings and to understand the minimum of interface required.
- The Project is in a good place overall. The Group recognise it has not been easy and a lot of work has gone in, to get to this point.

3.7. Farewell and thanks for s9(2)(a)

s9(2)(a) expressed his thanks for the passion and commitment s9(2)(a) has brought to INZ.

s9(2)(a) recognised and thanked s9(2)(a) for Identify Services, for always doing what's right and pushing for what the Business needs.

Stephen expressed his thanks and noted that s9(2)(a) was always part of the wider MBIE team not just an INZ focused team member.

Wishing s9(2)(a) all the best for his future endeavours.

4. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#29	11/09/20	Draft a Steering Group Terms of Reference (ToR) with Vendor attendance and distribute for review.	s9(2)(a)	

AP#30		Ensure all business stakeholders are engaged with re: IPE hardware requirements including Refugee and Compliance. Provide IPE hardware options incl. costs to business stakeholders for consideration.		Combination of actions: 24/25/26/27/28 Full review and updating of IPE Hardware Requirements underway. Software functional Specs being further reviewed and clarified in conjunction with NEC.
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5. Decisions

D#	Date	Decision	Project Server Ref
D#01	14/07/20	Merge the BCU and IPE Projects and submit one change request.	D00357
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D#03	10/09/20	Elevate Reference Group to Steering Group with new ToR and include Vendors to attend by Invitation.	D00396

6. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#05	14/07/20	Work with the PMO and Finance to formally merge the projects	s9(2)(a)	Closed
AP#07		Keep s9(2)(a) informed on hardware options for IPE	s9(2)(a)	
AP#24	25/08/20	Circulated the IPE SOW to early review with s9(2)(a) and s9(2)(a) and to the reference group prior to sign off.	s9(2)(a)	
AP#25	25/08/20	Who is engaging with Refugee and Compliance? They may choose to pay additional to provide their teams with an upgraded Laxton type kit. Cost each option present the Business with Base Kit provided vs upgrade to Laxtons	s9(2)(a)	
AP#26	25/08/20	Arrange meeting to discuss delaying the IPE SOW so open questions and options can be worked through and confirm impacts - can we still deliver if delayed?	s9(2)(a)	
AP#27	25/08/20	Understand the costs of buying new kit (scanner etc Vs the Laxtons) concern these could be similar costs even with the certification	s9(2)(a)	
AP#28	25/08/20	Refer back to the high level IPE requirements. Ensure the End User are engaged to clarify what will	s9(2)(a)	

		meet their needs, and ensure the SOW is changed to include 'other devices'.		
AP#11	14/07/20	High level summary of the Maintenance Stream activities that were brought into BCU. When and where covered off, progress etc.	s9(2)(a)	Confluence Page set up to track and manage.



BCU and IPE Project Reference Group Meeting Minutes

Date & Time	Wednesday 08 August 2020, 2.00pm-2.30pm
Location	Stout Street G.04
Agenda	12 August Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a)
Apologies	s9(2)(a)

1.	Project Update & Finances
Commercials s9(2)(a) attended to provide an update on the Commercial negotiations with NEC. Following the Executive meeting last week MBIE have worked with NEC to reach an agreed plan. s9(2)(a) and s9(2)(a) escalated concern that although the technology solution looks sound, s 9(2)(g)(i) s9(2)(a) is certain we can get to a position where MBIE can sign s 9(2)(g)(i) Regular call in place (every three days) for Stephen and s9(2)(a) (NEC). There are currently eight points under discussion which make it difficult for MBIE to sign. This is just to get the SOW so both parties are happy to sign, which gets us back to the 'start line' to get the project moving. AP#16 Send points through to Stephen for discussion with s9(2)(a) on Friday. NEC have indicated there is information that cannot be locked down in the SOW. Stephen expressed his hope that when we get to the point of signing the SOW NEC have been able to populate the information required. s9(2)(a) indicated that the Schedule and detail design will not be locked down by this point. s9(2)(a) advised MBIE have offered to support conversations with NEC America but NEC NZ have not been receptive to this suggestion.	



As a long term strategic partnership we need to set expectations with s9(2)(a) as MBIE need to have ongoing confidence.

The project have spoken with a contact at NZ Police who indicated their experience with the support and ongoing operation has been positive, they are receiving the support required and SLAs are being met, however they also had issues with the initial Management/Sales area.

Looking to also talk with a point of contact in DIA regarding their experience this week.

s9(2)(a) raised the possibility of mitigating with the support agreement of 2+2+2 however s9(2)(a) expresses preference for a longer contract with a get out clause. Commercial will pick this up.

Expecting the updated financial model from NEC today.

Project Update

An updated [Project Summary Report](#) was been provided. Please continue to provide feedback so this can be refined to ensure it reflects content you wish to be updated on.

Risks & Issues

Datacom have been put on hold and we have received notification s9(2)(a) is leaving.

Operating with a level of ambiguity while awaiting the outcome of financial situation.

NEC cannot cant access NECAM resources to answer our questions.

s 9(2)(b)(ii)

New risk emerging around meeting the May delivery date. **AP#17** Document new risk.

The project will review what work can stop and what can continue along with reviewing any resourcing impacts of these changes. **AP#18**

Stephen indicated that he hoped finance memo would be signed off this week.

s9(2)(a) confirmed there is a mandate to continue as the project is within the current approved budget. However if the SOW was presented for signing today, it could not be signed as the total costs will be over the current approved budget. **AP#19** Reword existing Risk to reflect there is not enough total money.

Follow up with Police and DXC on how they are managing NEC. **AP#20**

Additional options to explore with NEC in Commercial discussions or raise to be discussed at the executive level: **AP#21**

- Could MBIE liaise with NECAM directly? (A NECAM technical resource is required to talk with our other vendors)
- Could s9(2)(a) be embedded in the MBIE project team?



It was noted the Ministry's financial position is out of the Projects control however the delay is resulting in a burn rate on the project while awaiting the outcome. These costs should be documented. AP#22

s9(2)(a) (PMO) has been reviewing Project Server and may require some additional updates. He has also been in contact to arrange a health check of the project.

s9(2)(a) asked after the morale with in the Project Team and if there was anything he could do to assist. s9(2)(a) and s9(2)(a) advised the ongoing uncertainty with CR02 was impacting on overall team morale.

2.	Actions		
Ref #	Action	Owner	Update
AP#05	Work with the PMO and Finance to formally merge the projects	s9(2)(a)	Underway. Separate finance memo to cover alternative funding and timelines is with Stephen Dunstan
AP#07	Keep s9(2)(g)(ii) informed on hardware options for IPE	s9(2)(a)	Ongoing
AP#8	Increase meetings to 1 hour	s9(2)(a)	Underway – Working with s9(2)(a) Some change has been made, working to complete
AP#10	Add IPE to the milestone schedule report	s9(2)(a)	
AP#11	High level summary of the Maintenance Stream activities that were brought into BCU. When and where covered off, progress etc.	s9(2)(a)	Underway
AP#13	Work with s9(2)(a) to request this expertise be available for the NEC negotiations	s9(2)(a)	Underway. s9(2)(a) is supporting our process, but NOTE issue around the amount of time and effort that is required from s9(2)(a) for NEC
AP#14	Add NEC negotiations to Agenda to keep Reference Group informed	s9(2)(a)	Done
AP#16	Send the eight points under discussion which make it difficult for MBIE to sign through to Stephen for discussion with s9(2)(a) on Friday	s9(2)(a)	13/08/20



AP#17	Document new emerging risk around meeting the May delivery date	s9(2)(a)	14/08/20
AP#18	Review what work can stop and what can continue along with reviewing the resourcing impacts of these changes	s9(2)(a)	19/08/20
AP#19	Reword existing Risk to reflect there is not enough total money.	s9(2)(a)	14/08/20
AP#20	Follow up with Police and DXC on how they are managing NEC.	s9(2)(a)	14/08/20
AP#21	Include in Commercial discussions or pass to Stephen to raise at an Executive level: Could MBIE liaise with NECAM directly? Could s9(2)(a) be embedded in the MBIE project team?	s9(2)(a)	13/08/20
AP#22	Document costs associated with waiting on the Financial Memo to be signed	s9(2)(a)	27/08/20
3.	Decision		
D#01 – Combine the BCU and IPE Projects and submit one change request. (D00357)			

2.	Closed Actions		
Ref #	Action	Owner	Update
AP#01	Discuss growth forecast assumption with s9(2)(a) and advise what the agreed forecast should be.	s9(2)(a)	Closed
AP#02	Discuss ring fencing the 10FTE Cost savings with s9(2)(a)	s9(2)(a)	Closed



AP#03	Update BCU Change request as discussed and send for review.	s9(2)(a)	Closed
AP#04	Update IPE Change request as agreed and send for review.	s9(2)(a)	Closed
AP#06	Reframe the front end of the Change Request to reflect decision to combine the projects and funding discussions	s9(2)(a)	Closed
AP#9	Engage with s9(2)(a) Business Change Lead for ADA	s9(2)(a)	Closed: Meet with ADEPT and aligning approaches
AP#12	Seek advised from PMO on how to proceed with the CR/Noting paper following the changes made	s9(2)(a)	Closed: confirmed separate memo to Stephen has been submitted outlining funding and timeline
AP#15	Draft email for Stephen to send the NEC s9(2)(a)	s9(2)(a)	Closed: this was complete, with the meeting between Stephen and the NEC s9(2)(a) on 6 August

Overall Status Summary

Project Purpose: Upgrade INZ biometric matching software and algorithms to provide improved matching rates, consolidation of s 6(b), s 6(c) to assist with fraud detection. In achieving this outcome it will upgrade the biometric matching and management platforms, rationalising and simplifying the platform to reduce cost, improving the flexibility and utility of the system in the process

- Overview:**
- ❖ The overall status of the BCU project remains RED, due to the need for a budget injection, a schedule and a scope change. It is also RED because of s 9(2)(b)(ii)
 - ❖ In early July, CR02 was submitted to BCB to manage the changes to the schedule, the scope and required budget injection. It was approved to proceed to the Investment Board however this is now paused due to the MBIE financial re-planning and uncertainty of funding in FY20/21
 - ❖ A series of papers and briefs have been produced to inform the decision on, if and how the BCU project can proceed financially
 - ❖ The project has been instructed to continue but not commit to any new vendor costs, however the project has reached the point where it cannot meet milestones without vendor funding

- Commercials:**
- ❖ Progress for the NEC delivery SOWs for IPE and BCU have stalled. The issue has been escalated to the project sponsor and business owner. This situation has delayed the delivery of the Solution Part B design. The project is providing assumptions to other vendors rather than NEC verified information. This situation needs to be resolved by 21/ 8/20 otherwise significant vendor rework and costs will be incurred.
 - ❖ DXC and Argonaut delivery SOWs are ready for approval but are dependent on funding approval

- Environment builds:**
- ❖ BCU Server and networking implementation progressing on schedule
 - ❖ IPE server builds commenced after details confirmed by NEC
 - ❖ Updates to Part B design continue, including detailing SQL cluster design

- Migration and Functionality:**
- ❖ Migration work has stalled s 9(2)(b)(ii)
 - ❖ DxC has started Systems Testing some of the functionality whilst coding in other areas is continuing
 - ❖ Datacom work is still paused
 - ❖ Argonaut has carried out some setup tasks but will wait until the delivery SOW has been approved before continuing. Delays to approving the Delivery SOW is likely to impact their delivery to agreed dates
 - ❖ IPE Hardware requirements are being revalidated to inform the hardware options review
 - ❖ IPE Software Functional Specifications are finalised and ready for business review and sign off
 - ❖ The Detailed requirements for the changes to AMS are being finalised and made ready for review

- Change Management:**
- ❖ Project has met with ADEPT to align our communications and training strategies where possible
 - ❖ Training teams and Communications teams are engaged in creating the approach and change management plan
 - ❖ The project is working with INZ change team to ensure alignment across INZ

Key Assumptions

- ❖ BCU is a pre-requisite for Adept and therefore needs to deliver before the current planned ADEPT delivery dates
- ❖ Some vendor costs will be partially deferred until FY21/22
- ❖ The 5 week contractor stand down period over the Christmas period will be mandatory

Overall RAG Status

Section	Previous Status	Current Status	Comments
Budget			Waiting approval of CR02 and following memo detailing new project approach
Schedule			Waiting approval of CR02 and following memo detailing new project approach
Suppliers			9(2)(b)(ii) of the OIA
Scope			
Risks			
Issues			
Resources			
Benefits			

Key Risks & Issues

Key Risks		
Description	Mitigation	Status
If the BCU project continues to operate without formal authority to continue, then unexpected cost may be incurred	BCU Project Manager to seek further formal authority to continue with the project	
If the NEC on-shore technical team s 9(2)(b)(ii) then delays in development, and decision making will occur during project delivery impacting project timelines and costs	1. Ensure clear understanding with NEC New Zealand regarding the requirements for expertise on-shore as part of the delivery project 2. Ensure information requests are documented and timing requirement is clear to NEC	
s 9(2)(b)(ii)	Continue negotiations with NEC; Has been escalated to Project Sponsor Due to the necessity of NECAM collaboration to progress activities, - • Seek targeted NECAM help from prioritised list • Defer activities, partial quiesce of project	

Key Issues		
Description	Resolution	Status
Subsequent to the MBIE COVID19 response, funding for the BCU project, amongst many others, has been put on hold. Further Governance is required to secure the funding	Develop relevant collateral for the Investment Board. With approval, provided by the project sponsor, continue with the planning for the project until necessary CAPEX is required.	
s 9(2)(b)(ii)	1. Establish a high-level channel in which the project sponsor can communicate directly with their peer in NEC to assist in addressing the issues - complete 2. Develop a timeline for negotiations - compete 3. Negotiate to a mutually acceptable position - in flight	

Planned Delivery Approach & Milestones			
Milestone	Baseline	Expected	Status
Business Case approved	22/08/19	22/08/19	
Change request 02 approved	20/07/20	July 20	
Commercials Ready for Approval	20/07/20	31/07/20	
SIT Testing Complete	09/12/20	09/12/20	
Business Implementation Complete	05/01/21	TBC	
Operational Acceptance Testing Complete	04/02/21	TBC	
Go live	20/02/21	May 21	
Project Closure report approved	21/05/21	October 21	

Interdependencies with other projects	
Outline	Impact if not met
DP00918: The delivery of BCU is required prior to ADEPT going live to ensure that S 6(c) at the creation of the contact and identity information.	IGMS will need to create another throttle queue to process identities created from ADEPT. Performance testing will be required to understand what the throttle numbers are between ETA, AMS and ADEPT identities. Additional costs will accrue as a high volume of identities will drop into manual resolutions requiring extra FTEs.

