



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 06 October 2020, 11am-12.00pm
Location	Stout Street G.015
Agenda	06 October Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)
Documents	BCU Steering Group ToR

1. Agree Previous Minutes and Actions

- 1.1. Minutes were accepted with no changes.
- 1.2. Action updates available in Sections 6 and 8.

2. Agree Steering Group Terms of Reference (ToR)

- 2.1. Minor feedback was provided on the draft ToR. Feedback has been applied and the ToR are accepted and finalised. [BCU Steering Group ToR](#)
- 2.2. It was agreed the ToR would be reviewed every three months.

3. Project Update

3.1. NEC Schedule and Detail Design – IDme v2;

As previously advised NEC have missed critical milestones. NEC did not meet their first deliverable to provide a NEC Schedule by 15 September and have now not met the deliverable for the NEC Detailed Design, Data Migration Model and NEC Test plan by 30 September.

A basic high level NEC schedule has been provided and indicates SIT will begin in March 2021, UAT one week later and Go Live will remain mid-June 2021. However this SIT date does not allow enough time for MBIE and other Vendors to achieve the June Go Live date and would potentially push Go-Live out to mid-September 2021.

The NEC schedule is not detailed enough to give confidence. Assumptions have been made with the approach and there is a lot of misalignment. To meet the June Go Live date we need to go into SIT early November.

MBIE have requested a copy of the draft NEC Detailed Design which has not been supplied. NEC have given 27 November as a date to finalise the Detailed Design. The NEC Test plan and Migration model provided are draft documents and do not meet our acceptance criteria.

The impact is we are not as advanced as we should be and June Go Live is at risk.

This has generated the escalation currently in progress. s 9(2)(a) has been invited to this meeting to provide a Commercial perspective.

s 9(2)(a) met with s 9(2)(a) and stressed the need to work as a team. A series of workshops to achieve alignment of approach and Design progression with NEC was requested.

Escalation

Stephen spoke with s 9(2)(a) following the initiation escalation. This has been followed up with a formal letter on Friday 02 October outlining the issues and expressing MBIEs concern and disappointment, to which s 9(2)(a) provided a reply on Monday 05 October.

Stephen proposed responding to s 9(2)(a) reply providing corrections and taking up the offer to remedy with a series of workshops, with these to start from Monday 12 October. This will request s 9(2)(a) be in attendance and Stephen will also make himself available to ensure the importance of moving forward as a team is conveyed. It also needs to be conveyed to NEC, MBIE had understood we would be using 'existing functionality', not new functionality possibly being developed for an extended customer base. **AP#37** s 9(2)(a) to draft a response to s 9(2)(a) email on behalf of Stephen.

s 9(2)(a) felt the approach NEC are suggesting as a remedy, should have happened as soon as the SOW was signed. Delivery payments are tied to the completion of milestones as described in the SOW. As they have not been met, no payment is due. NEC have stated 3000 hours was completed prior to the SOW signing however this is not evident with what has been delivered. Until there is an agreed way forward, the existing SOW is the agreed position. s 9(2)(a) s 9(2)(b)(ii)

s 9(2)(a) will be starting with MBIE tomorrow (replacing s 9(2)(a) role in BAU). s 9(2)(a) worked at DXC when NEC were delivering a similar capability to DIA. It was agreed s 9(2)(a) would be invited to attend the next Steering Group, as his insight of an NEC delivery could provide valuable learnings for MBIE to adopt. **AP#38**

3.2. AMS Early Release;

Testing currently underway in SIT, one defect found but this will not prevent deployment in to UAT later this week. Deploying in to Production 01 November alongside a scheduled BAU release.

3.3. ADEPT;

Have started working with ADEPT to identify and understand the dependencies. Have started with the technical interdependencies with a following session arranged for next week. Timelines have not been discussed yet.

3.4. IPE Work stream

Functional Specs are with NEC for final check before they are issued for approval. The SmartScan software has been loaded on to a Laxton device and a demo is scheduled for later today.

The demo is to a small group including business representation to check if it is fit for purpose, if so it will be taken to a wider business audience including Border, Refugee etc. Stephen reiterated his requirement for all stakeholders to be taken on the journey. If

SmartScan on the Laxton it not suitable the next directive will be for NEC to ascertain what other all-in-one options are possible.

The Hardware Specifications have progress well with good feedback received and incorporated from stakeholders.

NEC has agreed to most items for the implementation establishment for the IPE SOW/Service Agreement. s 9(2)(a) is putting pressure on NEC to get the commercial pricing for the ongoing As-a-Service costs (5 years).

3.5. Next Focus

Other vendors; looking to connect with the other vendors who have been patiently waiting on the side-lines. Will now start conversations regarding releasing their resources but retaining for later work as the timelines are still not finalised.

Commercials and Budget; getting a clear understanding on the Project budget and commitments made. Looking at potential slippage and the impacts on cost and time and options to mitigate ie: testing strategies, early releases, MVP etc.

4. Business Change

4.1. Business Impact assessment

Pulling together the Business Impacts document, it's now going in the right direction to ensure a concise one page view of the business impacts.

4.2. Change Management Plan

Drafting of the Comms Management plan is starting this week.

5. Any other Business

- s 9(2)(a) are working to develop a Vendor Management Strategy. A contract Management plan is a multi-layered roadmap that covers the relationship from delivery and beyond.
- Stephen advised Police are willing to share their knowledge including learnings and costings following their dealings with NEC. Note they were dealing with Singapore not America.
- s 9(2)(a) provided an update on prior request from the Reference Group to replace s 9(2)(a) as the Project Manager with NEC. NEC strongly recommended he remain as Project Manager and feel he is the right person. s 9(2)(a) has met with s 9(2)(a) line manager providing feedback and also met with s 9(2)(a) himself advising her impressions and being underwhelmed with the NEC deliverables to date. Advised the need to work together for delivery and communication needs to be open and transparent. Felt it was a positive session, will need to see how the next few weeks go and if changes are being applied.
- Also raised NEC quality assurance issue, noting this is not just s 9(2)(a) but up to NEC to ensure quality of the deliverables.

6. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#33	23/09/20	Arrange a budget walk through for s 9(2)(a)	s 9(2)(a)	07/10 s 9(2)(a) s getting across budget and working through queries with Finance. Will then arrange session with s 9(2)(a)

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.	s 9(2)(a)	07/10 - Remain open until Requirements signed off 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#34	23/09/20	Project Business Change Stream to engage with s 9(2)(a)		07/10 New BA for Change Stream – s 9(2)(a) getting up to speed and will engaged with s 9(2)(a) soon.
AP#35	23/09/20	Discuss incorporating BCU Business Change alongside ADEPT Business Change with s 9(2)(a)		07/10 Met with s 9(2)(a) to understand technical dependencies, follow up session next week and will be producing summary in next few weeks.
AP#36	23/09/20	Speak with s 9(2)(a) regarding the new Privacy Changes to see if they may cause any impacts for BCU		07/10 – Remains open.
AP#37	06/10/20	Draft response from Stephen for s 9(2)(a) email reviewed 05 Oct		
AP#38	06/10/20	Invite s 9(2)(a) to next Steering Group meeting as an Advisor. Update ToR to reflect Advisor role.		

7. 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

8. Recently Closed 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.	s 9(2)(a)	Closed – Invited to all meetings scheduled for remainder of year
AP#31	23/09/20	Arrange a call with s 9(2)(a) /NEC tomorrow to address MBIEs concerns.	Stephen	Scheduled for 2.30pm 24 Sept
AP#32	23/09/20	Request NEC carry out testing of SmartScan on the Laxtons	s 9(2)(a)	Scheduled for 3pm 06 Oct for a small good including business reps to see if fit for purpose before taking wider



BCU Project Steering Group

Meeting Minutes

Date & Time	Wednesday 21 October 2020, 9.30am-10.30am
Location	Featherston Street 4.01
Agenda	21 October Agenda
Attendees	s 9(2)(a)
Apologies	Stephen Dunstan, s 9(2)(a)
Documents	12 October Status Report Business Impacts Document

1. NEC Attendance – s 9(2)(a)

- 1.1. NEC found the executive meeting last Thursdays to be productive and believe NEC have been tracking well since then.
- 1.2. The Test plan and Migration plan have been sent through to MBIE and the software screenshots from NECAM are on track for later this week.
- 1.3. Expecting the MBIE Project schedule from s 9(2)(a) later in the week.
- 1.4. s 9(2)(a) is progressing the dispensation for releasing information earlier than NECAM usually would. s 9(2)(a) will follow up and apply pressure, if not resolved this week.
- 1.5. Spoke with s 9(2)(a) this morning who confirmed the 03rd 17th and 19th November deliverables are all on track and the team is feeling confident.
- 1.6. s 9(2)(a) confirmed there were currently no other road blocks or concerns to raise.
- 1.7. MBIE confirmed co-location has not progressed yet, however high level discussion have started with the preference for the NEC Team to be based within an Immigration (INZ) MBIE team location. **AP#39**
- 1.8. s 9(2)(a) is in Wellington next week and is keen to meet the wider team.
- 1.9. s 9(2)(a) confirmed a draft Test plan and draft Migration plan has been received and MBIE are on track to provide the BCU Project schedule to NEC this week.
- 1.10. s 9(2)(a) requested NEC arrange the agreed Design workshop as soon as possible to ensure any misalignment can be worked through. **AP#40**
- 1.11. s 9(2)(a) asked what control mechanisms are in place to ensure quality deliverables when either side are delivering. **AP#41** NEC to provide their quality control process to MBIE.
- 1.12. s 9(2)(a) left the meeting 10.45am

2. Update from Executive Meeting with NEC Thursday

- 2.1. It was agreed; following any ad-hoc executive meetings with NEC, a summary of what was discussed and agreed will be provided to ensure the Group are across items that may be referenced during NECs attendance at a Steering Group Meeting.

- 2.2. NEC are looking into NECAM providing a BETA version for earlier SIT entry. NEC deliver a zero defect product release, we are asking for a preview version from NECAM to allow integration. This requires a dispensation and NECAM Executive approval – this has been requested.
- 2.3. NEC are looking at opportunities to bring the schedule back but it will not be November.
- 2.4. Design Deliverables are now scheduled for November (were 30 Sept).

s 9(2)(b)(ii)



4. Agree Previous Minutes and Actions

- 4.1. Minutes were accepted with no changes.
- 4.2. Action updates available in Sections 7 and 9.

5. Project Update

5.1. NEC

The NEC Schedule has SIT Entry in March and various November dates for the detailed designs. The Data Model, Test plan and detailed designs were all due on 30 September. NEC have acknowledged milestones have slipped.

Have not yet seen a draft detailed design and have requested early visibility of the designs. Working to readjust the schedule to reflect NECs slipped dates. Once we have timelines confirmed we can re-engage with the other vendors. Our timelines will have to move now, indicating a September delivery which will have budget implications.

NEC are focused on our test timelines, however we have stressed these have not changed. NEC have asked to look at our test timelines to see what could reduce test time. We have

reiterated MBIE will be doing our own testing, including performance and security. NEC won't know our integrated systems to be able to test appropriately.

Will be providing the MBIE schedule with test timeframes to NEC this week. s 9(2)(a) has worked through the test plan and strategy in detail with the Project Test Manager and Architect, he confirmed there doesn't feel like there is room to condense testing.

5.2. AMS Early Release;

Early release is in Pre-Prod.

5.3. ADEPT;

Work continues with ADEPT to identify and understand the dependencies. If ADEPT replaces all Sphere forms it will simplify the integration for BCU. However if BCU goes in before or during, there will be regretful spend.

5.4. IPE Work stream

Functional Specs are in final approval stages, expecting to be completed today.

Hardware Requirements about to go out for approval.

The IPE SOW for Establishment and the Service Agreement is progressing with conversations started around SLAs. BCU/IDme Support Arrangement with NEC also needs confirming, but this has not yet commenced.

NEC provided a demo of the Laxton kit. SmartScan does not work on the Laxton device due to screen resolution, the Laxton has now been deemed not fit for purpose. Have asked NEC for a Roadmap to see what other all-in-ones could be a future consideration. Note SmartScan software constraints with operating on Win10 will rule out most tablets.

NEC also presented a smaller/lighter suitcase kit that could house peripherals that plug in. Suitcase weights 5.5kgs, fits as hand luggage. Have asked NEC to continue to explore other options.

Advised NEC an all in one device remains the preference. If this cannot be met the Business may choose status quo.

A Plan B – Stick with the existing kit needs to be explored. Can we do this, what would be required, ie Daon Enrol will still need to be removed. **AP#42**

s 9(2)(a) reiterated;

- BCU is a maintenance project and needs to keep everything upgraded.
- Not looking at changing the thinking on SmartScan.
- Daon being removed is a cost saving benefit that is funding the project.

6. Business Change

6.1. Business Impact Assessment

The Business Impacts 'on a page' document is now complete and was tabled at the meeting. It will be presented to the User Working Group on Friday, feedback welcome.

7. Open Actions

AP#	Date	Action	Owner	Update/Comments
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.	s 9(2)(a)	07/10 - Remain open until Requirements signed off 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#34	23/09/20	Project Business Change Stream to engage with s 9(2)(a)	s 9(2)(a)	22/10 Will follow up with s 9(2)(a) 07/10 New BA for Change Stream - s 9(2)(a) getting up to speed and will engaged with s 9(2)(a) soon.
AP#35	23/09/20	Discuss incorporating BCU Business Change alongside ADEPT Business Change with s 9(2)(a)		22/10 Ongoing 07/10 Met with Sophia to understand technical dependencies, follow up session next week and will be producing summary in next few weeks.
AP#36	23/09/20	Speak with s 9(2)(a) regarding the new Privacy Changes to see if they may case any impacts for BCU		22/10 s 9(2)(a) advised to also speak with s 9(2)(a) Manager Data Sharing allow additional two weeks for sign off process 07/10 – Remains open.
AP#39	21/10/20	Explore Co-location options		30Oct Underway
AP#40	21/10/20	NEC to arrange Design Workshop		
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.		
AP#42	21/10/20	Plan B – Stick with the existing kit needs to be explored.		

8. 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

9. Recently Closed actions

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AP#37	06/10/20	Draft response from Stephen for s 9(2)(a) email received 05Oct		
AP#38	06/10/20	Invite s 9(2)(a) next Steering Group meeting as an Advisor. Update ToR to reflect Advisor role.		



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 05 November 2020, 9.00am-10.00am
Location	Stout Street G.07
Agenda	05 November Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)
Documents	Previous Minutes , IPE Escalation Briefing , 26 October Status Report , BCU Financial Summary , BCU Key Milestones

1. NEC Attendance – s 9(2)(a)

- 1.1. s 9(2)(a) confirmed there has been good progress on NEC deliverables with the Test plan and Migration plan now delivered. s 9(2)(a) noted these documents are still draft and not yet final. The Test plan is looking a lot better with more alignment, the Migration plan has progressed but there is still work required to finalise it.
- 1.2. s 9(2)(a) confirmed NEC are on track to provide the Detail Designs as scheduled on 19 November, s 9(2)(a) clarified this will likely be draft and not the final designs. s 9(2)(a) has requested NEC outline the design artefacts and the content of each. **AP#43**.
- 1.3. It was noted there is not room for Design slippage as it will impact the other partners MBIE is working with.
- 1.4. s 9(2)(a) has a call with NECAM on Friday (NZST) and will stress the importance of BCU/IPE and progress the dispensation request for an early release into SIT.
- 1.5. s 9(2)(a) advised he has decided to agree the SOW with NECAM and sign it off before signing the MBIE IPE SOW, recognising the risk to NEC is low. Getting this agreed will enable dates to be obtained from NECAM for IPE.
- 1.6. NEC have made global alignment changes so NEC NZ is now aligned with NECAM (rather than APEC).
- 1.7. s 9(2)(a) walked s 9(2)(a) (NEC PM) and s 9(2)(a) (NECAM PM) through the MBIE Schedule yesterday. This gave NEC good clarity as there was some confusion around the MBIE dates. At this stage MBIE are working to the NEC SIT dates. MBIE are not able to provide a schedule with the old dates as these are in the past and are no longer achievable.
- 1.8. MBIE confirmed co-location is still preferred and the logistics are being worked through.
- 1.9. s 9(2)(a) reiterated his wish to meet the wider MBIE team in person when in Wellington.
- 1.10. Stephen stressed this month is critical to get documents to a satisfactory level and get the teams together.
- 1.11. NEC left the meeting 9.15am.

2. Agree [Previous Minutes and Actions](#)

- 2.1. Minutes were accepted with no changes.
- 2.2. Action updates available in Sections 7 and 9.

s 9(2)(b)(ii)

- 3.2. The [IPE Escalation Briefing](#) paper was used to update Stephen on Monday. The output from this session was to produce an IPE paper outlining three options;
1. Existing NEC IPE approach – Continue with the NEC IPE As-a-Service SOW currently under negotiation
 2. NEC IPE solution via standard commercial model - Move project implementation to Capex, with IPE software and hardware supported by NEC
 3. NEC IPE solution via standard commercial model – Move project implementation to Capex, with MBIE providing and managing hardware, NEC to provide ongoing IPE software support.
- 3.3. s 9(2)(b)(ii)
- 3.4. s 9(2)(a) confirmed he has this in mind and it is hoping to reuse a lot of what is currently be worked through for IPE.

4. Project Update

- 4.1. **Status Report;**
The Status report was taken as read, with no question raised.
- 4.2. **BCU Budget;**
The [BCU Financial Summary](#) was provided to give clarity around the budget as both the budget in FMIS and Project Server remain incorrect. The project has worked to get both systems updated to align with the funding approved in CR02 and Subsequent Memo however has not been successful to date.
Out of Scope
- Stephen noted that ADEPT were forecasting an under spend so potentially had budget to cover the areas that ADEPT are dependent on BCU. s 9(2)(a) confirmed there are ongoing conversations with s 9(2)(a) and a paper outlining the BCU/ADEPT dependencies and options is underway.
- 4.3. **BCU High level milestones;**
s 9(2)(a) tabled a high level extract of [key BCU milestones](#).
- 4.4. **AMS Early release;**
AMS Early release was successfully deployed to prod.

5. Business Change Board (BCB)

- 5.1. Stephen emphasised the need to get the pitch of this paper right. Include the strategy that has been put in place to manage NEC and that we are now seeing some results.
- 5.2. s 9(2)(a) hopes to get a draft out to the group today, apologising for the tight timeframe as Papers are due on Monday 09th November for the meeting on 18th November.

6. Any other business

- 6.1. Stephen is speaking with s 9(2)(a) today regarding s 9(2)(a) / Solution Architect. s 9(2)(a) is a critical resource, not extending this contract will undermine the project leaving it vulnerable at a critical time, as we are in the middle of confirming the solution design with NEC. If ICT will not extend her contract Stephen is happy to engage s 9(2)(a) directly via his team.
- 6.2. The Group noted that papers being provided to the Steering Committee are of good quality and easy to digest.
- 6.3. s 9(2)(a) asked for the project to ensure the Identity team are engaged before any changes are made to functional specs, current discussions around search facility has caused concern. s 9(2)(a) confirmed there is a meeting at 2pm today as there is some misalignment within the team regarding the search facility for IPE.

7. Open Actions

AP#	Date	Action	Owner	Update/Comments
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.	s 9(2)(a)	05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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#39	21/10/20	Explore Co-location options		05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.		
AP#42	21/10/20	Plan B – Stick with the existing kit needs to be explored.		05//11 Couldn't as it is – Upgrade laptops still required and Daon is being removed. Options paper currently underway
AP#43	05/11/20	NEC to outline the design artefacts and the content of each		

8. 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

9. Recently Closed actions

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AP#35	23/09/20	Discuss incorporating BCU Business Change alongside ADEPT Business Change with s 9(2)(a)		05/11 Closed – s 9(2)(a) is working closely with ADEPT and we will leverage and align where ever possible. 22/10 Ongoing 07/10 Met with s 9(2)(a) to understand technical dependencies, follow up session next week and will be producing summary in next few weeks.
AP#36	23/09/20	Speak with s 9(2)(a) regarding the new Privacy Changes to see if they may case any impacts for BCU		05/11 Closed – Will be captured in the PI process (agreement is to update existing PIA). 22/10 s 9(2)(a) advised to also speak with s 9(2)(a) allow additional two weeks for sign off process 07/10 – Remains open.
AP#40	21/10/20	NEC to arrange Design Workshop		05/11 Closed workshops underway



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 19 November 2020, 9.00am-10.00am
Location	Stout Street G.07
Agenda	19 November Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [REDACTED]
Apologies	s 9(2)(a) [REDACTED]
Documents	Previous Minutes , 09 November Status Report , BCB Memo , IPE Commercial Options

1. Welcome

- 1.1. The meeting start time was delayed until the Chair was available.
- 1.2. It was noted s 9(2)(a) [REDACTED] was attending for s 9(2)(a) [REDACTED], making a quorum in attendance.

2. NEC Attendance s 9(2)(a) [REDACTED]

- 2.1. NEC joined via TEAMS at 9.15am.
- 2.2. s 9(2)(b)(ii) [REDACTED]
- 2.3. s 9(2)(a) expressed his confidence the Design documents being delivered today should be in a good place to gain sign off, but were subject to MBIE review.
- 2.4. s 9(2)(b)(ii) [REDACTED]
- 2.5. s 9(2)(a) gave assurance there had been good collaboration with MBIE in creating the Design documents and he expects only small changes following the MBIE review.
- 2.6. NEC asked how long the MBIE review would take. s 9(2)(a) [REDACTED] will scan the documents when delivered and advise expected review timings tomorrow. **AP#44**
- 2.7. NEC have signed a SOW with NECAM. s 9(2)(a) [REDACTED] is working with the NECAM CEO for the IPE dates, due to hear back on Friday, so likely be in a position to update MBIE on Monday.
- 2.8. IPE SOW progressing, working to get finalised for sign off.
- 2.9. NEC left the meeting 9.25am.

3. Agree Previous Minutes and Actions

- 3.1. [Previous Minutes](#) were accepted with no changes.
- 3.2. Action updates available in Sections 10 and 12.

4. Business Change Board (BCB)

- 4.1. The [update memo](#) submitted to BCU for the 18 November meeting was taken as read.
- 4.2. Stephen advised the update was well received and has provided Greg Patchell with a higher level of confidence.

5. Commercial Update- IPE S 9(2)(a)

- 5.1. Making good progress with the SOW now but it has been hard going.
- 5.2. S 9(2)(a) will circulate a table of the outstanding items to the negotiating team. **AP#45**
- 5.3. Still a handful of nitty gritty commercial items to work through.
- 5.4. Confident that the SOW should be ready to finalise mid-next week if the questions on the business side are resolved this week.
- 5.5. Business implication of the cost quoted reducing from S 9(2)(b)(ii)
 - Reduced cost based on a 'return to base' model rather than sending engineers to site. MBIE returns defect kit while NEC issue a replacement kit in parallel.
 - From a hardware perspective NEC have proposed some kit, we are making it clear the kit has not been seen and agreed by the business so is subject to change. It will be baselined in the SOW and become subject to a change control process.

6. IPE Commercial Options Paper

- 6.1. The [IPE Options memo](#) was taken as read.
- 6.2. The paper provides three options, it was noted keeping the existing kit was not included as an option.
- 6.3. Cost are over 5 years.
- 6.4. Option 1: Continue IPE with NEC as a service model – Status quo, is the recommended option
- 6.5. S 9(2)(a) confirmed an upgrade path is not included but would be if looking at a term longer than 5 years.
- 6.6. Stephen asked for confirmation the cost could still be funded from the cost savings BCU identified in the Business Case and Change Request. S 9(2)(a) will double check and confirm back **AP#46**
- 6.7. The group endorsed Option 1: Continue IPE with NEC as a service model as the option progress with.

7. Resourcing

- 7.1. S 9(2)(a) will not be renewing her contact next month. S 9(2)(a) is a Project Manager for BCU across the IPE and Infrastructure Streams as well working across the BAR Project.
- 7.2. Considering how the work can be cut going forward to ensure a manageable workload, noting S 9(2)(a) is also still working on BAR.
- 7.3. S 9(2)(a) finishes up tomorrow, we do not have anyone to pick up the Architecture work. Have been looking at a Datacom resource with identity experience. Datacom are looking at options but currently the resource identified is on other crucial Datacom Projects. There is long term benefit to Datacom being across the new design so will progress with briefing sessions prior to S 9(2)(a) leaving so some knowledge can be shared. 9(2)
- 7.4. ICT believe a permanent Solution Architect has been identified, awaiting confirmation and availability.
- 7.5. S 9(2)(a) is open to consulting for MBIE. Stephen asked for a 12month contract to be actioned as soon as possible and is happy to do directly with INZ.
- 7.6. The project has identified S 9(2)(a) as a Technical BA, currently S 9(2)(a) is working on Delegations. Engaging S 9(2)(a) would help mitigate the risk the project have in the technical space. S 9(2)(a) contract is only through to January 2021 and is now over the agreed MBIE contractor's tenure, so cannot be extended with ICT. S 9(2)(a) has advised INZ could progress if directed to do so by Stephen.
- 7.7. Stephen requested S 9(2)(a) be secured as the Technical BA for BCU. S 9(2)(a) to follow with S 9(2)(a) to ensure the correct process is follow. **AP#47/D#04**

8. Any other business

- 8.1. **Documentation**

An updated version of the IPE Functional Specs have been reissued. Search Identity details have been removed as it was confirmed as not in scope and had further implications without meeting the business needs.

Updated IPE Hardware Requirements reissue for approval. Both updated IPE documents have been provided to NEC.

Data model progressing and NEC test plan nearing sign off.

Expecting Design documents from NEC today.

8.2. **SIT Entry Dates**

DXC have advised to meet 15 March SIT date they need to start work by 01 December.

There is a risk that if NEC do manage to bring back the SIT date, the other vendors would not be able to meet the new date.

DXC are awaiting NEC Design documents to enable their work to start.

8.3. **IGMS Online Integrations**

BCU and ADEPT require the same AMS resource pool at DXC which may cause contention issues with the projects being delivered in parallel. Working through and options paper with DXC and discussing merging the code in a way that it could be unhooked if either project is delayed.

9. Open Actions

AP#	Date	Action	Owner	Update/Comments
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.	s 9(2)(a)	19/11 Remain open until Hardware confirmed. 05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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#39	21/10/20	Explore Co-location options	s 9(2)(a)	19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	19/11 s 9(2)(a) to follow up

AP#44	19/11/20	Review Design Documentation delivered by NEC and Provide Stephen with a summary of quality and expect timings to complete full review/feedback on Friday morning 20Nov. Stephen will report back to s 9(2)(a)	s 9(2)(a)/Stephen	
AP#45	19/11/20	Circulate a table of the outstanding items for IPE SOW to the negotiating team.	s 9(2)(a)	
AP#46	19/11/20	Confirm IPE as a service cost can be funded from BCU cost savings		
AP#47	19/11/20	Stephen requested s 9(2)(a) be secured as the Technical BA for BCU. s 9(2)(a) to follow with s 9(2)(a) to ensure the correct process is follow		

10. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	

11. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#42	21/10/20	Plan B – Stick with the existing kit needs to be explored.	s 9(2)(a)	19/11 Options paper on todays agenda - CLOSE 05//11 Couldn't as it is – Upgrade laptops still required and Daon is being removed. Options paper currently underway
AP#43	05/11/20	NEC to outline the design artefacts and the content of each		19/11 Provided - Close



BCU Project Steering Group

Meeting Minutes

Date & Time	Wednesday 02 December 2020, 2.00pm-3.00pm
Location	Stout Street G.05
Agenda	02 December Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)
Documents	Previous Minutes , 30 November Status Report , Change Complexity Assessment

1. NEC Attendance

- 1.1. Stephen expressed the issue 'keeping him up at night' is the March SIT entry date and reiterated the need for this to remain on track.
- 1.2. s 9(2)(a) provided an update on the design documentation status from MBIE's perspective;
 - o Reveal Document
Awaiting Core configuration still, NEC advised to expect by end of this week.
 - o Reveal/IBW
Progressing – estimate 50% complete.
 - o Interface design
Estimated 30% complete (last week). Workshops being held with more underway today. Not yet at completion stage.
 - o Migration Plan
80-90% complete. Validating with other vendors.
 - o Test Plan
80/90% complete. Fine tuning before finalising.
- 1.3. s 9(2)(a) have been asked for an assessment from a NEC/NECAM perspective regarding any impact on NEC build dates. s 9(2)(a) has committed to providing assessment by the end of the week. **AP#48**
- 1.4. s 9(2)(a) stressed there was an additional level of complexity working with multiple vendors and assured MBIE the NEC team were focused on completion of the documents.
- 1.5. s 9(2)(a) assured MBIE, NEC were still on track for 15 March SIT Entry and he would continue to work with NECAM to accelerate timeframes.
- 1.6. s 9(2)(a) advised the back and forth on the design documents was always expected given the multiple vendors for interfaces, NEC are doing their best to finalise.
- 1.7. s 9(2)(a) asked what would give s 9(2)(a) a level of comfort;
 - o Determine how to expedite the process so we can get to an agreed Design position faster.
Not going as fast as we need it to s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options. **AP#49**
- 1.8. IPE dates have now been provided in the IPE SoW, dates have been aligned with BCU. NEC are conscious of the March SIT date holding as it is tied to both BCU and IPE.
- 1.9. Aiming to finalise the IPE SOW by Friday.

- 1.10. NEC left the meeting 9.15am.

2. Agree Previous Minutes and Actions

- 2.1. [Previous Minutes](#) were accepted with no changes.
2.2. Action updates available in Sections 6 and 8.

3. Commercial Update

- 3.1. NEC provided IPE dates for SOW this morning.
3.2. Still a couple of things to be worked through;
 - Approach to liability
 - Order of hardware; demo and agreement
 - NEC Sunk costs
3.3. It was agreed that MBIE is willing to recognise some IPE costs for the first milestone and will pay for the NEC Technical resource 'sunk costs' but not NEC Commercial and Sales resource costs.
3.4. Note this is tax payer's money, MBIE needs to be prudent with spending while also being mindful of not setting a precedent.
3.5. MBIE will be happy to finalise SOW without these Commercial and Sales resource costs and happy to take commercial lead from S 9(2)(a)
3.6. S 9(2)(a) will also be working on the wider NEC BCU Support contract between now and the end of the year.
3.7. S 9(2)(b)(ii)

4. Project Update

Status Report

- 4.1. The [Status report](#) was taken as read, no additional questions.

Resourcing

- 4.2. S 9(2)(a) expressed the issue 'keeping her up at night' currently is resourcing.
4.3. In the Solution Architect space, S 9(2)(a) from Datacom is on board S 9(2)(a)
4.4. For the MBIE Permanent Architect role, we believe interviews are complete and a preferred candidate identified however we're not sure if they have yet been provided an offer. (Include in email to Stephen AP#51)
4.5. Looking at bringing in a Technical Lead asap and a Tester in February. Both from Datacom with Identity knowledge.
4.6. From an ICT contract perspective all contracts for contractors have, or are about to expire with intention to extend indicated but not finalised;
 - S 9(2)(a)
 - S 9(2)(a)
 - S 9(2)(a)
 - S 9(2)(a)
4.7. These are continually being chased by S 9(2)(a).
4.8. The group expressed their dismay that this has happened and these contractors have not been secured especially with Christmas approaching. People need security or will look to secure contracts elsewhere.
4.9. ICT are placing this project at significant risk which is unacceptable, INZ would not let this happen and are not happy with the situation.
4.10. Stephen is happy to contract resources directly through INZ unless sorted quickly by ICT.
4.11. Stephen is extremely annoyed with the situation and will raise it with S 9(2)(a). Email to be drafted for Stephen outlining who has expired/expiring contracts. AP#51
BCU – ADEPT Delivery Options
4.12. DXC have highlighted overlapping resource and timing challenges in regards to the AMS code. DXC have proposed merging the code and building in feature switches. Note this creates a new

dependency between the two projects. The feature switches will enable the code to be isolated for each project should one or the other be delayed, reducing the risk of the dependency.

- 4.13. Both projects believe this is the best option to mitigate risk. It will be fully tested with switches on and off.

4.14. **Out of Scope**

- 4.15. Recommendations paper to proceed with this approach currently going through approval process.

Vendor updates

- 4.16. DXC well engaged.
- 4.17. Argonaut working on s 6(a), SOW nearing finalisation and should start sign off process this week.
- 4.18. InTech have been re-engaged for IQ Office.
- 4.19. Meeting with Datacom tomorrow to re-engage. Working through migration, interim IGMS online scenarios and then decommissioning.

Current Focus

- 4.20. Interfaces – with all vendors, migration and progressing outstanding SOWs with other vendors.

Business Change

- 4.21. s 9(2)(a) took the User working group through the [Change Complexity assessment](#) last week.
- 4.22. Next steps is to pull together the comms and stakeholder plans.

5. Any Other Business

Decommissioning

- 5.1. Note Decommissioning is an Opex cost.
- 5.2. While it is in the BCU project scope there is currently no approved BCU Opex budget, but could still be funded from cost savings.
- 5.3. There is currently discussion within INZ around running a separate project to take over the decommissioning from several projects. It would make the decommissioning a lot cleaner.
- 5.4. s 9(2)(a) has highlighted we need to ensure BCU and ADEPT are not claiming the same benefits and cost savings for decommissioning.
- 5.5. DMS; what will happen and how it will be accessed needs to be explored (SharePoint database vs Blob storage)
- 5.6. s 9(2)(a) will meet with Architects and get a view on how to proceed with decommissioning

AP#52

March SIT Date

- 5.7. As we are aligning all the other vendors to the March SIT date, we need absolute confidence with NEC meeting this date.
- 5.8. It was agreed it would be better to focus NEC on meeting this date rather than continuing to look at NEC pulling it back.
- 5.9. The current delay with finalising the design documentation could put the SIT date at risk.
- 5.10. s 9(2)(a) would like to get all Vendors together to go through a high level schedule and get agreement that the March SIT date can be achieved by all. However there is a risk a vendor may say they cannot meet it.
- 5.11. It was agreed s 9(2)(a) would communicate to NEC that given the passage of time we would prefer NEC to focus on finalising the Design Documentation and meeting the March SIT Entry date rather than continuing to look at option to pull SIT back. **AP#53**

6. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	02/12 Will follow up again 19/11 s 9(2)(a) to follow up

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.	s 9(2)(a)	02/12 within SOW a proposed set of hardware has been outlined – this is to get the SOW progressed. Once a demo and agreement on hardware reached will manage changes via change request. s 9(2)(a) to follow up on Hardware. 19/11 Remain open until Hardware confirmed. 05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will be able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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#39	21/10/20	Explore Co-location options		02/12 Desk secured (L5 Featherston) s 9(2)(a) will follow up with NEC to join team in the New Year. 19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#46	19/11/20	Confirm IPE as a service cost can be funded from BCU cost savings		02/12 Awaiting confirmation from s 9(2)(a) follow up
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates		
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.		

AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	
AP#51	02/12/20	Email to be drafted for Stephen outlining who has expired/expiring Contracts. Also include outline of Perm Architect role status		
AP#52	02/12/20	View on how to proceed with Decommissioning to be determined		
AP#53	02/12/20	Communicate to NEC March SIT Entry date is what we are now planning for, focus on design docs and meeting SIT rather than pulling date back now.		

7. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	

8. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#44	19/11/20	Review Design Documentation delivered by NEC and Provide Stephen with a summary of quality and expect timings to complete full review/feedback on Friday morning 20Nov. Stephen will report back to s 9(2)(a)	s 9(2)(a) Stephen	02/12 Agreed on critical path so can be closed here
AP#45	19/11/20	Circulate a table of the outstanding items for IPE SOW to the negotiating team.	s 9(2)(a)	02/12 Complete/Close
AP#47	19/11/20	Stephen requested s 9(2)(a) be secured as the Technical BA for BCU. s 9(2)(a) to follow with s 9(2)(a) to ensure the correct process is follow		02/12 Can be closed here as underway



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 15 December 2020, 9.00am-10.00am
Location	Stout Street G.14
Agenda	15 December Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]
Documents	Previous Minutes , PIA Memo , BCU-ADEPT Deliver Options – Approved Memo

1. NEC Attendance

- 1.1. Working through design documents; Reveal and workflows are the main focus, an issue with early registration has been identified. Working closely with s 9(2)(a) and NECAM have made good progress. Looking to present back to MBIE Thursday/Friday this week.
- 1.2. Detailed Design is the main focus to get finalised before the Christmas break.
- 1.3. NEC are still tracking to the March SIT date with a caveat this is based on getting the Design Documents finalised by 22 December.
- 1.4. The key NECAM Design resource has Covid so this may impact design work.
- 1.5. NECAM are working over the NEC Christmas break (22Dec-10-Jan).
- 1.6. Action updates: AP#41 s 9(2)(a) to follow up with s 9(2)(a) AP#48 Dependant on getting workflow agreed before Christmas, AP#49 s 9(2)(a) to follow up with s 9(2)(a)
- 1.7. Initial BCU Support Agreement catch up scheduled for Thursday.
- 1.8. IPE SOW back with MBIE for sign off.
- 1.9. NEC left the meeting 9.15am.

2. Agree Previous Minutes and Actions

- 2.1. [Previous Minutes](#) were accepted with no changes.
- 2.2. Action updates available in Sections 6 and 8.

3. Commercial Update

- 3.1. NEC IPE SOW working through the MBIE sign off process, hoping to have finalised by Friday.
- 3.2. s 9(2)(b)(ii) [Redacted]
- 3.3. The final IPE SOW gives a good framework to building the BCU support agreement with NEC.
- 3.4. s 9(2)(a) [Redacted] has been well involved with the IPE SOW including implementation and support as it covers the next five years.
- 3.5. s 9(2)(a) [Redacted] will be finishing up at MBIE on Friday 18th December, but will remain available should MBIE require any additional information.
- 3.6. A replacement Commercial resource has not yet been allocated to the project.
- 3.7. Argonaut SOW is going through MBIE sign off process.

- 3.8. DXC Change Request is under final review, will also include the ADEPT code merge (this has been agreed to be charged to ADEPT and will be coded accordingly when raising the PO).
- 3.9. InTech Migration SOW still needs some work to clarify scope and migration.
- 3.10. Datacom body-shopped resources need to be formalised in a SOW. Reviewing what work had been started by Datacom, and what is required going forward.

4. Project Update

- 4.1. A lot of work is underway but a lot of work is still required to solidify our base. Loss of key resource IP has meant the requirements status needs to be fully reviewed. Looking to bring on another Technical BA to focus on this area. Having S 9(2)(a) with the team has helped with his initial focus on trying to decouple the vendors from the NEC design delays so they can keep moving.
- 4.2. MBIE are going to be the 'integrator' (rather than a lead vendor doing this). Need to ensure we have the right people and the right skills within the MBIE team to enable this.
- 4.3. The integrator role will become really important with so many vendors. Some (DXC/Argonaut) are working in a more flexible and collaborative manner than others (NEC).
- 4.4. S 9(2)(a) has instigated daily stand-ups with the PMs at NEC & NECAM to get them working more collaboratively.

Requirements

- 4.5. Have directed the BAs do a sweep across the requirements; what they are, where they are. Are they complete/agreed, any gaps? Etc.
- 4.6. Biggest query is ensuring our base requirements for the base solution are clear and not just with the issues or changes based on the current solution.
- 4.7. S 9(2)(a) is keen for identity Services to be kept across this. S 9(2)(a) is meeting with S 9(2)(a) tomorrow to touch base and will be setting up a regular catch up with him going forward.
- 4.8. S 9(2)(a) suggested getting S 9(2)(a) back if needed to clarify the requirements.

Resourcing

- 4.9. Immediate project resourcing issues have been resolved but will remain an ongoing issue for some time.
- 4.10. Need a commercial replacement identified.
- 4.11. Need another Technical BA for Requirements.
- 4.12. Need a PM to replace S 9(2)(a)
- 4.13. Permanent Solution architect appointed starting 11 January.
- 4.14. Stephen reiterated he is happy to employ directly through INZ while ICT are going through change.
- 4.15. Escalate any resourcing issues to Stephen.

Privacy Impact Assessment (PIA) Memo

- 4.16. Previous advice was to update the existing PIA Report.
- 4.17. Following further analysis and discussion with the Privacy team [the memo](#) outlines two options, with the recommended approach being for the project to use the framework tools to produce a BCU specific report that can be included in the wider PIA documentation.
- 4.18. It was agreed the BCU project needed to complete a PIA report but updating the overall PIA was not within the project's scope. {memo approved}
- 4.19. The group advised there is a lot of interest in biometrics currently with regular Official Information Act (OIA) requests being received.
- 4.20. There may be separate PIAs available on the website while the overall PIA is brought up to date.
- 4.21. Stephen confirmed updating the overall PIA sits with INZ. S 9(2)(a) to set up an initial meeting to agree what is required, who will update the overall PIA and what inputs BCU will provide. **AP#54**
- 4.22. Stephen advised to reach out to S 9(2)(a) who is doing the ADEPT PIA for advice.

Health Check

- 4.23. S 9(2)(a) has been undertaking a Project Health Check.
- 4.24. Draft report is due to be with Project this week. The finalised report will be submitted for the next meeting.

IDme Workstream

- 4.25. Finalising the Reveal/Workflow documents is top priority, concern as the key NECAM resource is unwell.

- 4.26. Migration - working through to understand all the interactions.
- 4.27. Arranging sessions with vendors in the New Year to discuss migration approach, and how we all see it working.
- 4.28. All vendors have now seen the schedule and agree its tight but only one has indicated they cannot not meet the dates, but this can be accommodated in the plan.
- 4.29. The group asked what the likelihood of getting the workflows finalised as s 9(2)(a) indicated the SIT date dependency - s 9(2)(a) indicated it was unlikely they'll be finalised but could be complete enough to allow the build to start. **AP#55** Escalate quickly if the SIT date is at risk of being delayed.

5. Any other Business

- 5.1. The [BCU-ADEPT Delivery Options approved memo](#) was taken as read.
- 5.2. It was noted:
 - The next status report will be 01 February 2021
 - The next Steering Group meeting will be 28 January 2021
 - User working group meetings with the Business will resume 27 January.

6. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	15/12 s 9(2)(a) to follow up with s 9(2)(a) 02/12 s 9(2)(a) follow up again 19/11 s 9(2)(a) to follow up
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.	s 9(2)(a)	15/02 Remains open 02/12 within SOW a proposed set of hardware has been outlined – this is to get the SOW progressed. Once a demo and agreement on hardware reached will manage changes via change request. s 9(2)(a) to follow up on Hardware. 19/11 Remain open until Hardware confirmed. 05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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#39	21/10/20	Explore Co-location options	s 9(2)(a)	02/12 Desk secured (L5 Featherston) s 9(2)(a) will follow up with NEC to join team in the New Year. 19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates		15/12 Dependant on getting workflows agreed before Christmas.
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.		15/12 s 9(2)(a) to follow up with s 9(2)(a)
AP#50	02/12/20	s 9(2)(b)(ii)		15/12 still need to progress
AP#52	02/12/20	View on how to proceed with Decommissioning to be determined		15/12 decommissioning of IGMS to be a separate project (Stephen)
AP#54	15/12/20	Set up an initial meeting to agree what is required and who will update the overall PIA.		
AP#55	15/12/20	Escalate quickly if the SIT date is at risk of being delayed.		

7. 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

D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	
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8. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#46	19/11/20	Confirm IPE as a service cost can be funded from BCU cost savings	s 9(2)(a)	15/02 Closed – Confirmed & Signed 02/12 Awaiting confirmation from Jared – Will follow up
AP#51	02/12/20	Email to be drafted for Stephen outlining who has expired/expiring Contracts. Also include outline of Perm Architect role status		15/02 Closed
AP#53	02/12/20	Communicate to NEC March SIT Entry date is what we are now planning for, focus on design docs and meeting SIT rather than pulling date back now.		15/02 Closed



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 28 January 2021, 2.00pm-3.00pm
Location	Stout Street G.17
Agenda	28 January Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)
Documents	Previous Minutes , Status Report , Health Check

1. Briefing ahead of NEC participation

- 1.1. Project update session held with Stephen yesterday.
 - 1.2. NEC Design Status;
 - Reveal workflows; pushing for NEC to articulate the detail behind Visio diagrams.
 - IBW (fingerprints); asked for solution demo. NECs view is 'out of the box' will give MBIE what we need.
- s 9(2)(a) advised she has located the original proposal document NEC submitted for what they could deliver so will pass on to the project, also keen to be involved in the demo.

2. NEC Attendance 2.15pm

- 2.1. There was a push pre-xmas to review workflows and see what could be agreed in principle. Unfortunately there were clarifications required that would have an impact on configuration and with back and forth discussions, progress is not as good as had been anticipated at this time.
- 2.2. The Border workflow with updated edits are back with the MBIE team, a number of items need clarifications.
- 2.3. s 9(2)(a) asked if the high level workflows were agreed.
s 9(2)(a) confirmed they were not and there was a risk if configuration starts it will end up with rework required.
- 2.4. When will the workflows be locked down/finalised?
s 9(2)(a) clarified there were some queries on the one Border workflow however there are also other workflows plus other NEC design artefacts not yet fully documented. The workflows are still only in a pictorial form without the words behind them. This layer of detail is required in order ensure understanding and finalise the workflows portion of the designs. Yes there are queries with MBIE but there is a huge amount of design work still outstanding and should be happening in parallel.
s 9(2)(a) has an outstanding question with NEC & NECAM around their advice on dates for full completion of the design documentation.
- 2.5. s 9(2)(a) reiterated write ups can be done once workflow are agreed. s 9(2)(b)(ii)

s 9(2)(b)(ii)

- 2.6. Working on the first work flow 'Border', MBIE noted this is the most complex workflow. There are seven workflows in total. The 'Non-border' workflow has been reviewed with MBIE providing initial feedback to NEC & NECAM.
- 2.7. s 9(2)(a) confirmed workshops are helpful but it is a very slow process. The workflows are progressing, however there is still ambiguity with a level of detail not understood.
- 2.8. s 9(2)(a) advised once the workflows are finalised the configuration will be quite fast.
- 2.9. **Way forward**
If the Border workflow is at a level broadly seen as representative of what MBIE needs, instruct NEC to progress with detailed description in order to get agreement and finalise that workflow. Note; not looking for 100% perfection that will come with the detail. **AP#56**
NEC to release all pictorial workflows to MBIE immediately. **AP#57**
Set goals on how many work flows will be worked through in each period **AP#58**
- 2.10. IBW Demo; the project have requested a demo. s 9(2)(a) asked if they could s 6(c)
We are expecting an out of the box capability so need to understand what capability MBIE can leverage. s 9(2)(a) understands Police did not have a lot of configurations but will confirm this. **AP#59** s 9(2)(a) will then advise if suitable.
- 2.11. NEC left the meeting 2.45pm.

3. MBIE discussion continued

- 3.1. Stephen reiterated there should be no customisation at all, only configuration. If required business processes will have to change.
- 3.2. Stephen left the meeting 2.50pm.

4. Privacy Impact Assessment (PIA)

- 4.1. s 9(2)(a) advised discussions are underway to progress updating the PIA and that s 9(2)(a) will co-own this process. Privacy and Legal have been engaged to understand what is required to complete an update.
- 4.2. Next steps will be determine what resources are required and the timeframes.
- 4.3. The assigned resource will engage with projects and business areas.
- 4.4. BCU will need to add the PIA work as a dependency. **AP#60**

5. Resourcing

- 5.1. Recruiting for a Change manager. No internal capability available, going to market.
- 5.2. s 9(2)(a) has been doing a great job but does not have the capacity for what is required in the workstream.

6. IPE

- 6.1. NEC have appointed a separate project manager for IPE – s 9(2)(a)
- 6.2. s 9(2)(a) has indicated a hardware demo for mid-February. Requested confirmation of date asap to ensure we can get the correct people available to attend.

7. Taken as read

- 7.1. Previous minutes.
- 7.2. Project status report.
- 7.3. Project health check.

8. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	28/01 s 9(2)(a) advised this was included in the testing documentation, however the group believe this action was wider than testing. s 9(2)(a) to check minutes from 21/10. 15/12 s 9(2)(a) to follow up with s 9(2)(a) 02/12 s 9(2)(a) follow up again 19/11 s 9(2)(a) to follow up
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.	s 9(2)(a)	15/12 Remains open 02/12 within SOW a proposed set of hardware has been outlined – this is to get the SOW progressed. Once a demo and agreement on hardware reached will manage changes via change request. s 9(2)(a) to follow up on Hardware. 19/11 Remain open until Hardware confirmed. 05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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#39	21/10/20	Explore Co-location options	s 9(2)(a)	28/01 NEC advised desks available – awaiting NEC to move down. 02/12 Desk secured (L5 Featherston) s 9(2)(a) will follow up with NEC to join team in the New Year. 19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates		28/01 remains open 15/12 Dependant on getting workflows agreed before Christmas.
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.		28/01 remains open 15/12 s 9(2)(a) to follow up with s 9(2)(a)
AP#50	02/12/20	s 9(2)(ba)(ii)		15/12 still need to progress
AP#52	02/12/20	View on how to proceed with Decommissioning to be determined		15/12 decommissioning of IGMS to be a separate project (Stephen)
AP#55	15/12/20	Escalate quickly if the SIT date is at risk of being delayed.		28/01 Risk recorded to reflect concern
AP#56	28/01/20	Instruct NEC to progress with detailed description for Workflows once broadly representative of MBIE needs		Email instruction sent 29Jan regarding Border workflow, NEC responded due Wed 03Feb.
AP#57	28/01/20	NEC to release all pictorial workflows to MBIE		
AP#58	28/01/20	Set goals on how many workflows can be worked through in each period		

AP#59	28/01/20	s 6(c)	s 9(2)(a)	
AP#60	28/01/20	Add PIA as a dependency for BCU.		

9. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	

10. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#54	15/12/20	Set up an initial meeting to agree what is required and who will update the overall PIA.	s 9(2)(a)	29/01 Closed. s 9(2)(a) has engaged with Legal and Privacy to understand what is required, assign resource and agreed timeframes. BCU dependency will be noted



BCU Project Steering Group

Meeting Minutes

Date & Time	Monday 15 February 2021, 10.30am-11.30am
Location	TEAMS
Agenda	15 February Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a)
Documents	Previous Minutes , Status Report

1. Briefing ahead of NEC participation

- 1.1. Still working through design documents, focusing on Reveal workflows. s 9(2)(b)(ii)
[Redacted]
- 1.2. Still waiting on answer and timelines for open NEC actions.

2. NEC Attendance 10.45am s 9(2)(a)

- 2.1. Apologies from s 9(2)(a)
- 2.2. NEC have provided wording for the Border workflow to MBIE, awaiting feedback.
- 2.3. Non Border workflow review complete and changes made. Under internal review and expecting to have back to MBIE later this week.
- 2.4. Concern that the requirements are changing and deviating from original requirements, adding complexity to the system that NEC did not envisage. This will incur additional cost for future upgrades.
- 2.5. NEC are highlighting concern now s 9(2)(a) has gone and there is a new architecture team, that they are moving away from a commercial off the shelf product making it complex. NEC encourage MBIE to look at the current direction and go back to original design.
 - s 9(2)(a) noted we are getting down to a level of detail which is perhaps why the complexity is being discovered. MBIE are looking at the business process supported by IGMS today that need to be delivered in new system – agreed not necessarily in the same way.
- 2.6. NEC has concern the new MBIE Architects are replicating what they did before as they worked on the old system.
 - s 9(2)(a) confirmed the team are looking for how it happens today, against how does it happen in the new system. We are not looking at replicating current complexities.
 - Stephen confirmed his expectation for as much out-of-the-box as possible, preference for business processes to change if required. Raise any push back with Stephen.
 - As long as NEC understand the intent of the required process, they can assess and advise how to manage via an out-of-the-box option.
 - MBIE need to clearly understand what is out-of-the-box and what is a departure from. NEC to provide clarity to s 9(2)(a) on any items that are not provided out-of-the-box. **AP#62** [update: a register has been created to record these items and NEC have started to populate]

- 2.7. Actions updated in section 7.
- 2.8. Some progress has been made and some good principles are agreed;
 - Out-of-the-box as much as possible
 - Business process to change where possible
 - Please escalate quickly so MBIE can keep on top on things.
- 2.9. NEC left the meeting 11.05am.

3. MBIE discussion continued

- 3.1. Follow what ADEPT are doing, go back to the principles and business outcomes to ensure a new complex system is not delivered.
- 3.2. Suggest looking at the ADEPT Business Gaps process and document what it might look like for BCU. Any exceptions to out-of-the-box need to be agreed and signed off by Stephen. **AP#63**
- 3.3. s 9(2)(b)(ii) [REDACTED]
- 3.4. Stephen reiterated MBIE are not wanting to introduce more complexity and he is not going to sponsor a highly customised product. If the team insist on customisation we will need to look at how it is being done and consider delivering in different ways, the business will need to be engaged and work with us on this.
- 3.5. s 9(2)(a) does not believe it is a desire of the architects to customise but will remind the team of the out-of-the-box with minimal customisation principles.
- 3.6. A gap analysis across all vendors has been completed. There are clear high level requirements for NEC but no detail below that. The approach is to compare to the IGMS current state so we are clear on what has been asked for and NEC are clear on the details.
- 3.7. The high level requirements do not give significant information to determine what is required from the process. If NEC just use the high level requirements we will have gaps in the processes.
- 3.8. It was asked if there was a need to revisit resource on the team from Business – possibly yes.
- 3.9. s 9(2)(a) expressed concern with mention of changing requirements and new requirements. s 9(2)(a) believes the majority are clarifications but there may be some instances of new requirements.
 - Apply discipline, like for like replacement
 - Adding in anything for the future will add in scope
 - Anything new is not on the agenda (anything not costed or set out to deliver)
 - Put items on a backlog for future pipeline work
 - Any new project scope needs to go to the Steering Group before it goes to the vendor
- 3.10. Good discussion with strong principle agreed; Out-of-the-box for NEC unless explicitly agreed as in scope, with business process to change where possible.

4. Commercial

- 4.1. NEC ongoing support agreement
 - Workshops just commenced with NEC, more detail needed around non-functional requirements (NFR). s 9(2)(a) disagreed and advised the NFR are fine as they are. Will clarified the NFR are being split across multiple vendors, need to ascertain who is responsible for each NFR.
 - First draft agreement has been supplied, next meeting with NEC on Friday to keep progressing.
 - The SOM is required and will need to be done in parallel.
- 4.2. DXC CR
 - Baselining requirements to show traceability.
 - s 9(2)(h) [REDACTED]
 - Being finalised for sign off.
- 4.3. InTech SOW
 - Draft SOW received for review.
 - Working through the scope of the existing SOW in order to clarify scope for next SOW.
- 4.4. Datacom
 - Resourcing SOW – Commercial working through hourly rate query with Datacom to ensure alignment with overarching agreement.

- IGMS SOW - working through scope and implications.
- 4.5. ITMS Variation
- Current variation through to SIT with a start to UAT. Further variation required to cover UAT, Prod and DR.

5. Project update

- 5.1. It was noted Stephen had dropped off the TEAMS call.
- 5.2. Status Report taken as read.
- 5.3. The current budget was enquired after and when we need to go to BCB.
- s 9(2)(a) advised she has requested a view of the BCB dates. Project re-planning is underway taking into account the design status and requirements. The budget reforecast then will follow.
 - Original dates were SIT entry in March and Go-live late September. The Designs were due to be completed by November, three months has been lost so far so expecting dates to move quite a bit.
 - Arrange a meeting with s 9(2)(a) Stephen to review the current fiscal situation and view of when the current budget will run out. Although not ideal there may be a need to request a top-up until they fully understand the full cost. **AP#64**
- 5.4. IPE Hardware demo scheduled for tomorrow, however with the move back to Covid level 2 this may have to be rescheduled. s 9(2) requested she or s 9(2)(a) be invited from a support view. **AP#65**
- 5.5. s 9(2)(a) highlighted the MBI Business Architects are re-litigating discussions and are pushing for ADEPT rather than AMS to be the Master of identity. s 9(2)(a) has asked to be included in further discussions. s 9(2)(a) noted she thought this was resolved pre-xmas. It would be a major change and affect the BCU approach, and a change request would be required. AED functionality is part of the project approach and DXC have already done this work. **AP#66** Follow up with Architects and ADEPT.
- 5.6. Design work as mentioned is behind schedule and there is still a significant amount of work with NEC required.
- 5.7. DXC are the only vendor in the build phase, including AMS BCU code merged with ADEPT.
- 5.8. Argonaut are looking to finalise integrations before build can commence.
- 5.9. InTech; we need to clarify Tuning scope
- 5.10. IGMS Online scope; some work was underway earlier in the project. May change with ADEPT and the project delays.

6. Other Business

- 6.1. Previous minutes taken as read.
- 6.2. Actions reviewed and updated in section 7 & 8
- 6.3. AP#55 SIT Dates:
- Re-planning dates are very indicative and not yet confirmed, further planning and validating required.
 - Initial look indicates SIT moving to September, impacting Go-live moving to potentially May 2022 noting no complete designs yet, and build not started so this is still optimistic.
- 6.4. The group asked s 9(2)(a) to consider how to structure the project to ensure from a management perspective the required support. **AP#67**

7. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	16/02 s 9(2)(a) receive from NECAM but not what was expecting so has gone back to clarify. 28/01 s 9(2)(a) advised this was included in the testing documentation, however the group believe this action was wider than testing. Malcom to check minutes from 21/10. 15/12 s 9(2)(a) to follow up with s 9(2)(a) 02/12 s 9(2)(a) follow up again 19/11 s 9(2)(a) to follow up
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.	s 9(2)(a)	15/12 Remains open 02/12 within SOW a proposed set of hardware has been outlined – this is to get the SOW progressed. Once a demo and agreement on hardware reached will manage changes via change request. s 9(2)(a) to follow up on Hardware. 19/11 Remain open until Hardware confirmed. 05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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#39	21/10/20	Explore Co-location options	s 9(2)(a)	15/02 Set up for NEC to come down but delayed as not the right time currently with the requirements elaboration underway. 28/01 NEC advised desks available – awaiting NEC to move down. 02/12 Desk secured (L5 Featherston, s 9(2)(a) will follow up with NEC to join team in the New Year. 19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates		16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box 28/01 remains open 15/12 Dependant on getting workflows agreed before Christmas.
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.		16/02 NEC believe moving as fast as it can 28/01 remains open 15/12 s 9(2)(a) to follow up with s 9(2)(a)
AP#50	02/12/20	s 9(2)(b)(ii)		15/02 Agreed to request CR to SOW to amend dates based on today's position. s 9(2)(a) to draft and circulate for review. Process is to give NEC a heads up it will be coming before formally sending. 15/12 still need to progress
AP#52	02/12/20	View on how to proceed with Decommissioning to be determined		15/02 Have requested Architects to set up a session with Datacom 15/12 decommissioning of IGMS to be a separate project (Stephen)

AP#58	28/01/20	Set goals on how many workflows can be worked through in each period	s 9(2)(a)	15/02 Working through as fast as we can. Have not set goals around workflows at this stage. Stephen reiterated it would be good to come up with indicative timeframes to track how it is going.
AP#59	28/01/20	Confirm what configurations are in the Police system so MBIE can determine if suitable for demo		12/02 s 9(2)(a) has spoken with s 9(2)(a) and s 6(c)
AP#62	15/02/21	Provide clarity on any items that are a departure from the Out-of-the-box solution		16/02 a register has been created to record these – NEC has started to populate
AP#63	15/02/21	Look at the ADEPT Business Gaps process and document what it might look like for BCU		
AP#64	15/02/21	Arrange a meeting with s 9(2)(a) and Stephen to review the current fiscal situation		17Feb Meeting held
AP#65	15/02/21	Include s 9(2)(a) in IPE hardware demo		
AP#66	15/02/21	Follow up with MBIE Architects and ADEPT on the Master of identity		
AP#67	15/02/21	Consider how to structure the project to ensure from a management perspective the required support.		

8. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	

9. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
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AP#56	28/01/20	Instruct NEC to progress with detailed description for Workflows once broadly representative of MBIE needs	s 9(2)(a)	15Feb Closed Email instruction sent 29Jan regarding Border workflow, NEC responded due Wed 03Feb.
AP#60	28/01/20	Add PIA as a dependency for BCU.		15Feb Closed
AP#57	28/01/20	NEC to release all pictorial workflows to MBIE		15/02 Closed all sent to MBIE
AP#55	15/12/20	Escalate quickly if the SIT date is at risk of being delayed.		15/02 Escalated and re-planning underway to reflect changing dates – close here. 28/01 Risk recorded to reflect concern



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 25 February 2021, 2.00pm-3.00pm
Location	Stout G.16
Agenda	25 February Agenda
Attendees	Stephen Dunstan (Chair) s 9(2)(a) [Redacted]
Apologies	s 9(2)(a)
Documents	Previous Minutes , Status Report

1. Briefing ahead of NEC participation

- 1.1. Previous Minutes accepted and Actions reviewed, updates in Section 5 & 7.
- 1.2. AP#30 was closed but raised a query regarding Refugee mission volumes reducing with Covid and whether we need as many IPE kits AP#68 s 9(2)(a) to follow up with s 9(2)(a) and Will to check the IPE Service SOW to see options should we downsize kits required.

2. NEC Attendance 2.15pm s 9(2)(a)

- 2.1. Apologies from s 9(2)(a)
- 2.2. Actions updated in Section 5.
- 2.3. Workflows were provided back to MBIE on 16 Feb. Reviews are taking longer than hoped, but working through them. Awaiting MBIE's feedback. Clarified these now include the associated descriptive detail. The group reiterated the need to consider opportunities to speed up the process whether it be workshops or other solutions.
- 2.4. A register has been created to record what cannot be met out-of-the-box by NEC, currently holds eight items.
- 2.5. IBW Demo is being arranged by NEC, will advise of date early next week.
- 2.6. s 9(2)(b)(ii)
[Redacted]
- 2.7. In response to a query, NEC noted that the design delivery dates are driven primarily by the workflow definition. They advised that once these are agreed the design documents can be finalised quite quickly.
- 2.8. NEC left the meeting 2.35am.

3. Commercial

- 3.1. NEC IDme
 - Reluctant to send commercial letter as drafted until after we have provided NEC with a further level of detail to inform their designs.

- NEC state all workflows are back with MBIE, this is not necessarily all workflows that are needed. There may be others they have not realised are required.
- We are having to specify to NEC what designs we are expecting as many areas have not been received.
- s 9(2)(a) will provide a matrix of the design documentation and the key areas of coverage expected from NEC. Send to NEC to outline what we are expecting **AP#69**,

3.2. NEC Ongoing support agreement

- Paused for one month while design work progresses.
- Agreed it was too early to get into the detail. The design needs to be finalised before support can be wrapped around it. Also removes a distraction for the team, given their primary focus needs to be production of the additional requirements detail for NEC.

3.3. DXC CR

- Requirements out for final review.

3.4. InTech SOW

- Draft SOW received, no progress on reviewing. Current focus is on the tuning SOW and scope.

3.5. Datacom

- Resourcing SOW – Rate conversations on-going.
- SOW for Datacom scope and migration – clarifying what's needed.

3.6. Vodafone

- Infrastructure stream – working through cost implication (included in forecast budget).

4. Project update

- 4.1. Stephen asked s 9(2)(a) to explore further opportunities for MBIE ICT to assist the project and its delivery, and to reduce the cost of delivery. s 9(2)(a) to let Stephen know if there is anything he can do to support that.
- 4.2. Looking to engage s 9(2)(a) to join the Project Team in a Project Director capacity.
 - s 9(2)(a) has worked with MBIE and Immigration before, so brings a wealth of knowledge and existing relationships.
 - Stephen requested s 9(2)(a) be engaged via INZ rather than ICT. **AP#70** s 9(2)(a) to work with s 9(2)(a)
- 4.3. Timelines – Working with an estimated date for design completion by end of April, Go Live has moved to early next year.
 - It was noted we do not want to lose NECAM resource with the delays.
- 4.4. Requirements – This has been the biggest area of focus in recent weeks.
 - Review across all vendors but most of the work is with the NEC Requirements. Still a few weeks work in this area.
 - A lot of the requirements will be coming s 9(2)(a) for review/approval.
- 4.5. End-to-End Design – sweeping across what we know and socialising to gain alignment.
 - Having a session with s 9(2)(a) next week to better understand some of the history of the architecture, and key decisions/drivers/constraints.
 - Starting to populate the Application Part B (high level) to socialise soon.
- 4.6. DIA also used NEC's biographic system, they may have information we can leverage.
 - s 9(2)(a) may be able to share some insight onto NEC out-of-the-box capability through his experience implementing for DIA.
 - Would be useful to go and view the NEC identity system implemented by NEC at DIA. There will be a lot of similarities in the design given they will have similar needs including manual resolution. Would also be helpful in confirming the capabilities of the product.
- 4.7. DXC - AMS build is well progressed, there is a risk of change as the other vendors have not started.
- 4.8. s 6(a) Will be put on pause for the moment given design uncertainties.
- 4.9. Project Change Request (CR)
 - Project CR will be for timelines and costs.
 - Working to finalise schedule and updated forecast budget for the CR.
 - Looking to submit to BRG 08 April and BCB 21 April.

4.10. Architecture:

- Project decision to move IPE document storage to AMS has been revisited with a need to understand why it was made. MBIE Architects have made a decision to stay with DMS unless it will cause a huge problem for BCU, will touch base with s 9(2)(a) on this history.
- s 9(2)(a) raised it might be an issue as passport scans cannot be seen in DMS. **AP#71** s 9(2)(a) to forward on email thread in relation to earlier conversations on this.
- Highlighting to architects to stay within project scope and pushing back on anything additional.

5. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#39	21/10/20	Explore Co-location options	s 9(2)(a)	15/02 Set up for NEC to come down but delayed as not the right time currently with the team needing to be focused on defining the extra level of requirements detail to assist NEC design process. 28/01 NEC advised desks available – awaiting NEC to move down. 02/12 Desk secured (L5 Featherston) s 9(2)(a) will follow up with NEC to join team in the New Year. 19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway

AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	25/02 NECAM documents held to ISO standards as NEC NZ are owners this needs to be from NEC NZ – expecting to send through next week. 16/02 s 9(2)(a) receive from NECAM but not what was expecting so has gone back to clarify. 28/01 s 9(2)(a) advised this was included in the testing documentation, however the group believe this action was wider than testing. s 9(2)(a) to check minutes from 21/10. 15/12 s 9(2)(a) to follow up with s 9(2)(a) 02/12 s 9(2)(a) follow up again 19/11 s 9(2)(a) to follow up
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates		26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box 28/01 remains open 15/12 Dependant on getting workflows agreed before Christmas.
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.		25/02 MBIE suggest providing more detail to NEC to assist with their understanding of what is needed, this will be done in parallel with ongoing work. 16/02 NEC believe moving as fast as it can 28/01 remains open 15/12 s 9(2)(a) to follow up with s 9(2)(a)
AP#50	02/12/20	s 9(2)(b)(ii)		25/02 Drafted – Hold off sending until MBIE have provided NEC the lower level of detail to support NEC design completion. 15/02 Agreed to request CR to SOW to amend dates based on today's position. s 9(2)(a) to draft and circulate for review. Process is to give NEC a heads up it will be coming before formally sending. 15/12 still need to progress

AP#52	02/12/20	View on how to proceed with Decommissioning to be determined	s 9(2)(a)	25/02 s 9(2)(a) has reminded the business architects that the approach needs to be scoped out. Will follow up. 15/02 Have requested Architects to set up a session with Datacom 15/12 decommissioning of IGMS to be a separate project (Stephen)
AP#58	28/01/20	Set goals on how many workflows can be worked through in each period		25/02 Latest workflow updates now back with MBIE. No dates provided. 15/02 Working through as fast as we can. Have not set goals around workflows at this stage. Stephen reiterated it would be good to come up with indicative timeframes to track how it is going.
AP#59	28/01/20	Confirm what configurations are in the Police system so MBIE can determine if suitable for demo		25/02 Demo to be set up NEC to provide date early next week. 12/02 s 9(2)(a) has spoken with s 9(2)(a) and s 6(a)
AP#62	15/02/21	Provide clarity on any items that are a departure from the Out-of-the-box solution		25/02 8 items currently recorded 16/02 a register has been created to record these – NEC has started to populate
AP#63	15/02/21	Look at the ADEPT Solution “Gaps” governance process and document what it might look like for BCU.		
AP#64	15/02/21	Arrange a meeting with s 9(2)(a) and Stephen to review the current fiscal situation		17Feb Meeting held
AP#65	15/02/21	Include s 9(2)(a) in IPE hardware demo		
AP#66	15/02/21	Follow up with MBIE Architects and ADEPT on the Master of identity		
AP#67	15/02/21	Consider how to structure the project to ensure from a management perspective the required support.		02Mar A Project Director is being engaged and project will be restructured around that role once they are in place.

AP#68	25/02/21	Follow up with s 9(2)(a) Query around online registrations, if this goes ahead how many IPE mobile kits would Refugee need. Check the IPE Service SOW to see options should we downsize kits required.	s 9(2)(a)	Update 09Mar – Meeting with RMS arrange for next week
AP#69	25/02/21	Provide matrix of the design documentation expected from NEC. Send to NEC to outline what we are expecting.		02Mar This has been sent, awaiting response from NEC
AP#70	25/02/21	Work with s 9(2)(a) to engage s 9(2)(a) via INZ rather than ICT.		
AP#71	25/02/21	Forward on email thread to s 9(2)(a) in relation to earlier conversations on passport scans re: cannot be seen in DMS.		

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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20	Decommissioning of IGMS IDme to be a separate project.	

7. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#30	11/09/20	Ensure all business stakeholders are engaged with re: IPE hardware requirements including Refugee and Compliance.	s 9(2)(a)	26/02 Closed 15/12 Remains open 02/12 within SOW a proposed set of hardware has been outlined – this is to get the SOW progressed. Once a demo and agreement on hardware reached

		Provide IPE hardware options incl. costs to business stakeholders for consideration.	will manage changes via change request. § 9(2)(a) to follow up on Hardware. 19/11 Remain open until Hardware confirmed. 05/11 Current approach is for NEC to put forward a kit in the SOW to enable the SOW to proceed (kit will be able to be agreed later). User working group updated re: Laxtons no longer an option and other options being investigated. 07/10 -Remain open until Requirements signed off 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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BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 11 March 2021, 2.00pm-3.00pm
Location	Stout L2.11
Agenda	11 March Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a)
Documents	Previous Minutes , Status Report , ToR

1. Briefing ahead of NEC participation

- 1.1. s 9(2)(a) met with s 9(2)(a) (NEC) on Wednesday. NEC have engaged an external company to conduct an internal review on how the project is running. Stephen suggested we ask this to include how NEC are interacting with MBIE. **AP#72**
- 1.2. Unfortunately s 9(2)(a) will not be able to take up role as Project Director. The Group are keen to get a Project Manager to support s 9(2)(a) as soon as possible. Stephen expressed his desire for this person to have an INZ background. s 9(2)(a) will work to identify a suitable Project Manager. **AP#73**
- 1.3. A Technical IQA of the project was discussed however it was agreed the requirements need to be firmed up first. A follow up Technical IQA should also be scheduled prior to Go Live. s 9(2)(a) noted this should be part of the assurance plan. There are several external companies MBIE use for technical reviews.
- 1.4. Costs for the IQA will need to be factored into the project budget or funded elsewhere from Opex.
- 1.5. Previous minutes accepted and actions reviewed, updates in Section 8 & 10.

2. NEC Attendance 2.15pm s 9(2)(a)

- 2.1. Apologies from s 9(2)(a)
- 2.2. Actions updated in Section 8.
- 2.3. Discussion from AP#48 Design documentation;
s 9(2)(a) ask for clarity on build dates; if all the feedback is provided by the end of the month could NEC meet timelines proposed in s 9(2)(a) email? NEC advised with a clear roadmap for final requirements and if, out-of-the-box was adopted they believe delivery in Q1 next year would be possible. s 9(2)(a) noted that was great, but NEC would need to advise the key milestone dates on the critical path for achieving that.
- 2.4. s 9(2)(a) expressed concern discussions are still ongoing to accommodate MBIEs business process, an example is the multi-image templating. s 9(2)(a) noted that a meeting was scheduled to progress the multi-image templating but this was cancelled at NECs request. s 9(2)(a) agreed to reschedule the meeting in order to progress. **AP#74**

- 2.5. s 9(2)(a) advised that MBIE had received all the draft design documents more than two weeks ago but had received no feedback. s 9(2)(a) noted he would follow up and ascertain the status of these with s 9(2)(a) on her return. **AP#75**
- 2.6. s 9(2)(a) advised all eight items on the non out-of-the-box register are still with MBIE, NEC need MBIE to move to resolve quickly. Stephen advised he and s 9(2)(a) are decision makers, s 9(2)(a) will follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out. **AP#76**
- 2.7. NEC propose s 9(2)(a) be made available to MBIE as a Technical SME. s 9(2)(a) is now working NZ hours from the US for NEC. MBIE agree this was a good solution, the first focus would be the eight non-out-of-the-box items. MBIE will set up mechanisms to work with s 9(2)(a) as part of the MBIE team **AP#77**
- 2.8. NEC proposed delivering out-of-the-box functionality first to meet the timelines and change functionality later if required.
- 2.9. s 9(2)(a) (NEC) meet with s 9(2)(a) this week. s 9(2)(a) advised NEC were engaging an external company to complete a retrospective review on how the project is tracking and how the process can be accelerated.
- 2.10. MBIE suggested s 9(2)(a) join NEC attendance at future Steering Group meetings.
- 2.11. IBW Demo dates are still being worked through.
- 2.12. s 6(a) were worked through last week, looking to get an update back to MBIE next week.
- 2.13. Any new risks and issues to raise?
 - MBIE do not appear to have a lead architect now s 9(2)(a) has gone. NEC need someone to contact to get questions answered. **AP#78** s 9(2)(a) will follow up with s 9(2)(a) and confirm.
- 2.14. s 9(2)(a) is arranging a meeting to catch up with Stephen next week.
- 2.15. NEC left the meeting 2.30pm.

3. Discussion Continued

- 3.1. s 9(2)(a) asked some clarifying questions regarding out-of-the-box functionality. It was clarified the project was looking at a like-for-like functional replacement approach in terms of outcomes, with some enhancement that might be included.
- 3.2. Principles;
 - focus is on outcomes;
 - If requirements cannot be met out of the box, then we are looking at the risk profile and changing business processes in preference to bespoke development.
- 3.3. It was noted there is an open action to look at the process ADEPT is using for gaps.

4. Terms of Reference

- 4.1. The Steering Group approved the terms of reference at the 06 October meeting and committed to reviewing every three months.
- 4.2. It was noted meetings often only have the quorum of four voting members in attendance.
- 4.3. s 9(2)(a) has asked to be removed as a member, due to other commitments he is unable to provide the time and commitment necessary.
- 4.4. It was noted s 9(2)(a) is often unable to attend due to high priority commitments.
- 4.5. It was noted further discussion was required to ensure the Business were comfortable with the current representation at the Steering Group for the Senior User role. s 9(2)(a) will follow up with the Business to confirm. **AP#79**
- 4.6. s 9(2)(a) he was happy to be added as a member, but ICT as the Supplier only required one vote.
- 4.7. It was noted Section 6 - individual roles and responsibilities would require updating once a new project structure was agreed and in place.

5. Commercial Update

- 5.1. DXC CR
 - Working with legal to finalise.

- Work to update the requirements for the CR is under final review.
- CR and supporting memos looking to come through the review/approval process next week, to be progressed under urgency.

5.2. The following commercial risks were raised;

*“If there are delays to the overall duration of the project **then** the suppliers who have interdependencies across the contracts for their deliverables may raise variations to their contracts resulting in an increase in the costs to the project.”*

Mitigations: Hold suppliers accountable for providing their deliverables in particular those that form the interdependencies, Ensure that MBIE provides it's dependencies to the Suppliers in line with the project plan, Document any examples of customer-caused delay including the actual duration to avoid a conflation of customer and supplier delay.

s 9(2)(a) to review the risk with s 9(2)(a) and add to the project risk register. **AP#80**

6. Project Update

- 6.1. Project Status report taken as read.
- 6.2. It was agreed the project should reflect the move from AMBER to RED in the next reporting round, ensuring the report details mitigations in place to return to AMBER and then GREEN.
- 6.3. It was noted the re-forecasted costs for the Project Change Request are \$3.9 million Capex.

7. Risks and Issues

- 7.1. It was noted that remediation of the following current issues were top priority;
 - Project Director/Manager to support s 9(2)(a) required asap. Action underway.
 - Requirements need to be solidified asap. Remain on track for end of March delivery currently.

8. Open Actions

AP#	Date	Action	Owner	Update/Comments
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box 28/01 remains open 15/12 Dependant on getting workflows agreed before Christmas.

AP#63	15/02/21	Look at the ADEPT Solution "Gaps" governance process and document what it might look like for BCU.	s 9(2)(a)	11/03 Not yet progressed
AP#66	15/02/21	Follow up with MBIE Architects and ADEPT on the Master of identity.		11/03 Agreed DMS better option to store identify, not yet a complete resolution yet.
AP#67	15/02/21	Consider how to structure the project to ensure from a management perspective the required support.		11/03 To be readdressed as s 9(2)(a) cannot join Team as Project Director. 02Mar A Project Director is being engaged and project will be restructured around that role once they are in place.
AP#68	25/02/21	Follow up with s 9(2)(a) Query around online registrations, if this goes ahead how many IPE mobile kits would Refugee need. Check the IPE Service SOW to see options should we downsize kits required.		Update 09Mar – Meeting with RMS arrange for next week IPE SOW: Can scale up (not down) during term of contract. Min number 10 Fixed, 19 Mobile – however Milestone4 – purchase hardware has not been achieved so potential for negotiated outcome.
AP#70	25/02/21	Work with s 9(2)(a) to engage s 9(2)(a) via INZ rather than ICT.		
AP#71	25/02/21	Forward on email thread to s 9(2)(a) in relation to earlier conversations on passport scans re: cannot be seen in DMS.		
AP#72	11/03/21	Ask NEC to include how they are working with MBIE to be included in external project review.		
AP#73	11/03/21	Identify a suitable Project Manager with INZ background.		
AP#74	11/03/21	Reschedule meeting to discuss the multi-image probe.		
AP#75		Follow up with s 9(2)(a) on her return and ascertain the status of the draft design documents NEC provided two weeks ago.		

AP#76	11/03/21	Follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out.	s 9(2)(a)	
AP#77	11/03/21	MBIE will set up mechanisms to work with s 9(2)(a) as part of the MBIE team.		
AP#78	11/03/21	Follow up and confirm lead architect contact for NEC.		
AP#79	11/03/21	Follow up with the Business to confirm if they are comfortable with the current representation for the Senior User role on the Steering Group.		
AP#80		Review commercial risk with s 9(2)(a), and add to the project risk register		

9. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20	Decommissioning of IGMS IDme to be a separate project.	

10. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#39	21/10/20	Explore Co-location options	s 9(2)(a)	12/03 Close here – set up for NEC to co-locate 15/02 Set up for NEC to come down but delayed as not the right time currently with the team needing to be focused on defining the extra level of requirements detail to assist NEC design process.

				28/01 NEC advised desks available – awaiting NEC to move down. 02/12 Desk secured (L5 Featherston) s 9(2)(a) will follow up with NEC to join team in the New Year. 19/11 Remain open, not progressed at yet. s 9(2)(a) will follow up to confirm L5 desk are not being assigned elsewhere. 05/11 With delegations and Citizenship finishing there would be space on L5 Featherston, however the logistics need to be worked through. NEC have indicated 2 desks for 5 people to hot desk however this doesn't feel like the right approach for what we are trying to achieve with co-location. 30Oct Underway
AP#41	21/10/20	NEC to provide their quality control process to MBIE by 13 November.	s 9(2)(a)	12/-3 Provided 03March - Closed 25/02 NECAM documents held to ISO standards as NEC NZ are owners this needs to be from NEC NZ – expecting to send through next week. 16/02 s 9(2)(a) receive from NECAM but not what was expecting so has gone back to clarify. 28/01 s 9(2)(a) advised this was included in the testing documentation, however the group believe this action was wider than testing. s 9(2)(a) check minutes from 21/10. 15/12 s 9(2)(a) to follow up with s 9(2)(a) 02/12 s 9(2)(a) follow up again 19/11 s 9(2)(a) to follow up
AP#52	02/12/20	View on how to proceed with Decommissioning to be determined		11/03 BAU not project specific now - agreed to close here 25/02 s 9(2)(a) has reminded the business architects that the approach needs to be scoped out. Will follow up. 15/02 Have requested Architects to set up a session with Datacom Out of Scope

AP#64	15/02/21	Arrange a meeting with s 9(2)(a) and Stephen to review the current fiscal situation	s 9(2)(a)	11/03 Action closed 17Feb Meeting held
AP#65	15/02/21	Include s 9(2)(a) in IPE hardware demo		11/03 NEC advised demo approx. 4-5wks away – Names noted to include – close here
AP#69	25/02/21	Provide matrix of the design documentation expected from NEC. Send to NEC to outline what we are expecting.		11/03 NEC sent response today. With team to review. Close here 02/03 This has been sent, awaiting response from NEC



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 25 March 2021, 2.00pm-3.00pm
Location	Stout L2.11
Agenda	25 March Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a)
Documents	Previous Minutes , Status Report .

1. Briefing ahead of NEC participation

- 1.1. First cut of IDme requirements elaboration sent to NEC, final version on track to issue on 31 March.
- 1.2. s 6(a)
- 1.3. Session set up next week with NEC to discuss design documentation, how it is coming together and presented (documents rather than solution).
- 1.4. s 9(2)(b)(ii)
- 1.5. s 9(2)(a) spoken to s 9(2)(a) regarding s 9(2)(a) involvement within the MBIE team under s 9(2)(a) direction. Not yet finalised or in place. The Steering Group is keen to s 9(2)(a) focused on the non-out-of-the-box items asap.
- 1.6. NEC IPE Design and test plan coming through, first cuts are looking good, more comfortable with this work stream.
- 1.7. Met with IPE PM, s 9(2)(a). Outlined hardware expectations were not pre-agreed and MBIE's role to agree options asserted.
- 1.8. s 9(2)(a) has made contact, will be completing the independent NEC retrospective review. Will conduct 30min sessions with key project team resources including s 9(2)(a) Interview with s 9(2)(a) already complete and s 9(2)(a) scheduled.
- 1.9. Stephen keen to get NEC co-location underway and advised s 9(2)(a) had confirmed his team were keen to start.
- 1.10. Project CR underway; Finances still need confirming. Increased capital and depreciation costs.
- 1.11. Benefits also still being confirmed and agreed with the Benefits team – discussions underway, removal of decommissioning generating conversations, however noted that the benefits are substantively delivered by the BCU project and therefore should be attributable to it. Agreed that the benefits remain with INZ - delivering against INZ benefit profile.

2. NEC Attendance 2.15pm s 9(2)(a)

- 2.1. s 9(2)(a) agreed out of session with Stephen he will not attend this meeting going forward, unless further need arises.
- 2.2. Discussion from AP#48

- s 9(2)(a) advised they need MBIE requirements by 31 March to allow time to sort and resolve queries and allow NEC design to be completed, and build commenced on 09 April.
- 2.3. s 9(2)(a) commented the design document reviews were causing a road block with new functionality and new requirements. s 9(2)(a) clarified these should not be new requirements, but rather a further level of detail is being provided to speed up the design elaboration work. NEC to call out any of items in the detail that NEC believe are new asap.
- 2.4. s 9(2)(ba)(i) [REDACTED]
- 2.6. MBIE though s 9(2)(a) role had been agreed following last meeting and the call with s 9(2)(a) s 9(2)(a) however this is not yet in place. s 9(2)(a) spoke on Friday and also agreed it was a good approach. MBIE are looking at having s 9(2)(a) embedded in the MBIE team asap, and envisioned s 9(2)(a) sitting with s 9(2)(a) team, gaining more business context from MBIE but also short-circuiting design discussions, as well as answering questions and clarifications as they arise. This is seen as a win/win approach for both NEC and MBIE. NEC has not realised this was the level of engagement AP#81 s 9(2)(a) to follow up NEC side to get in place as soon as possible. Will come back in 24-48 hours with proposal.
- 2.7. Feedback from s 9(2)(a) following Friday's call with Stephen was very positive, s 9(2)(a) communicated the MBIE requirements would be finalised by 31 March.
- 2.8. s 9(2)(a) introduced s 9(2)(a), who is joining the BCU project team (Monday 29 March) in a Project Director capacity with a view to support s 9(2)(a) and allow her to focus on the delivery. This is another measure MBIE are putting in place to assist with progressing the project.
- 2.9. Action updates available in Section 4 & 7.
- 2.10. Summary
- Get s 9(2)(a) embedded role sorted in the next day.
 - All further requirement elaboration confirmed by 31 March.
 - Clarifications – raised and resolved as quickly as possible.
 - Build could start in three weeks!
- 2.11. NEC left the meeting 2.30pm.

3. MBIE Discussion Continued

- 3.1. s 9(2)(h) [REDACTED]
- 3.2. NECAM cannot provide dates until requirements are received (due 31 March, draft already provided).
- 3.3. s 9(2)(ba)(i) [REDACTED]
- 3.4. Ensure we meet dates i.e.: Further requirements elaboration delivered on 31 March, so MBIE does not miss the windows NECAM resourcing is currently scheduled for.
- 3.5. Stephen and s 9(2)(a) had a good call on Friday, s 9(2)(a) advised the CE in Japan always asks about this project and it is on all NEC Management meeting agendas. Agreement we are in this together, if this project fails will both fail.
- 3.6. With s 9(2)(a) starting Monday it will allow s 9(2)(a) time to focus on the designs and delivery and to more closely manage, and work with, NEC.
- 3.7. DXC CR is currently with CIO s 9(2)(a) for endorsement, then to Stephen for approval and sign off. Note this needs to be signed asap.
- 3.8. s 9(2)(a) queried why the Project CR was being progressed now. Noted that this was due to:
- ensure we do not breach MBIEs project and fiscal policies.
 - delays to NEC/NECAM timeframes, which are on the critical path for the project.
- 3.9. Project CR; Need to get this right, so we should take the time to do that. Need confirmation from s 9(2)(a) that it is affordable and the benefits review needs to be confirmed.

- 3.10. Out of Scope [REDACTED]
- 3.11. Out-of-the-box requirements – Stephen reiterated that the view is the solution functionality should be out of the box and should only entertain bespoke development or customisation if there was no other option – we’re interested in the outcome, not the detailed functional requirement for achieving that. If the functionality is still required how else can it be met, or can the business process change to align with the out-of-the-box functionality?
- 3.12. s 9(2)(ba)(ii) [REDACTED]
- 3.13. Shelley, while agreeing in principle, raised concerns:
- The system is law enforcement focused rather than immigration focussed, and there are key differences.
 - If changing business processes cost additional FTEs, then it may not be cost effective.
- 3.14. Stephen confirmed any issues to be worked through as they arise. However the system needs to be able to be adaptable, easily upgraded and fiscally sustainable in the future, so keeping to the core product as much as possible is paramount. Add the ADEPT Gaps governance process to the next meeting pack. This should be modelled on the current ADEPT gaps governance process. **AP#63.**
- 3.15. IBW is an old product not new. Asked to fast track to design, potential issues with design. Still waiting on IBW demo.
- 3.16. Previous minutes taken as read. Actions were not reviewed but updates have been since included below with several MBIE actions closed out (Section 8 & 10) Note actions for NEC are now in a separate table to the actions on for MBIE.

4. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box 28/01 remains open 15/12 Dependant on getting workflows agreed before Christmas.

AP#62	15/02/21	Provide clarity on any items that are a departure from the out-of-the-box solution.	s 9(2)(a)	25/03 Good session over past week, a number of outcomes documented in the register. Work still needed on the remainder. 11/03 MBIE to follow up to ensure decision reached on these items urgently 25/02 8 items currently recorded 16/02 a register has been created to record these – NEC has started to populate
AP#81	25/03/21	Follow up on s 9(2)(a) role with MBIE to get in place as soon as possible. Confirm back to MBIE in 24-48 hours.		

5. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii) 15/12 still need to progress
AP#63	15/02/21	Look at the ADEPT Solution “Gaps” governance process and document what it might look like for BCU.		25/05 Add ADEPT Gaps governance process to the next meeting pack 11/03 Not yet progressed
AP#68	25/02/21	Follow up with s 9(2)(a) Query around online registrations, if this goes ahead how many IPE mobile kits would Refugee need. Check the IPE Service SOW to see options should we downsize kits required.		Update 09Mar – Meeting with RMS arrange for next week IPE SOW: Can scale up (not down) during term of contract. Min number 10 Fixed, 19 Mobile – however Milestone4 – purchase hardware has not been achieved so potential for negotiated outcome.
AP#71	25/02/21	Forward on email thread to s 9(2)(a) in relation to earlier conversations on passport scans re: cannot be seen in DMS.		

AP#76	11/03/21	Follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out.	s 9(2)(a)	25/03 Initial discussion completed. Further work required s 9(2)(a) to progress.
AP#77	11/03/21	MBIE will set up mechanisms to work with s 9(2)(a) as part of the MBIE team.		25/03 Underway – Action on NEC AP#81
AP#79	11/03/21	Follow up with the Business to confirm if they are comfortable with the current representation for the Senior User role on the Steering Group.		
AP#81	25/03/21	s 9(2)(a) to follow up with s 9(2)(a) the write off of IGMS \$25m this financial year may free up depreciation in out years.		

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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope)	D00441

7. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#74	11/03/21	Reschedule meeting to discuss the multi-image probe.	s 9(2)(a)	25/03 Closed Meeting held
AP#80	11/03/21	Review commercial risk with s 9(2)(a) and add to the project risk register		06/04 Closed on register
AP#73	11/03/21	Identify a suitable Project Manager with INZ background.		06/04 Closed s 9(2)(a) appointed

AP#67	15/02/21	Consider how to structure the project to ensure from a management perspective the required support.	s 9(2)(a)	06/04 Closed s 9(2)(a) appointed 11/03 To be readdressed as s 9(2)(a) cannot join Team as Project Director. 02Mar A Project Director is being engaged and project will be restructured around that role once they are in place.
AP#78	11/03/21	Follow up and confirm lead architect contact for NEC.		06/04 Closed s 9(2)(a) is the Lead Architect – this has been communicated to NEC
AP#70	25/02/21	Work with s 9(2)(a) to engage s 9(2)(a) via INZ rather than ICT.		04/04 Closed – s 9(2)(a) appointed via INZ
AP#66	15/02/21	Follow up with MBIE Architects and ADEPT on the Master of identity.		25/03 Part of ongoing architectural discussions. Close. 11/03 Agreed DMS better option to store identify, not yet a complete resolution yet.
AP#72	11/03/21	Ask NEC to include how they are working with MBIE to be included in external project review.		25/03 Done. Can be closed.
AP#75	11/03/21	Follow up with s 9(2)(a) on her return and ascertain the status of the draft design documents NEC provided two weeks ago.		25/03 Done. Can be closed.



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 08 April 2021, 2.00pm-3.00pm
Location	Stout L2.11
Agenda	08 April Agenda
Attendees	s 9(2)(a)
Apologies	Stephen Dunstan, s 9(2)(a)
Documents	Previous Minutes, Status Report,

1. Briefing ahead of NEC participation

- 1.1. It was noted with apologies received for today's meeting, a quorum has not been reached. The meeting will continue with s 9(2)(a) as Chair, any decisions will be held over for the next meeting (or out of cycle, if urgent).
- 1.2. s 9(2)(a) noted that s 9(2)(a) proposed a 45 minute demo to today's meeting however this has been placed on hold as the project needs to look at what NEC are proposing to ensure alignment. Meeting scheduled for tomorrow 3.30pm.
- 1.3. s 9(2)(a) advised that s 9(2)(a) indicated the requirements were based around old products, thus creating restrictions. NEC feel they can reach the outcome required in a different way.
- 1.4. s 9(2)(ba)(ii)
- 1.5. MBIE delivered the NEC requirements as scheduled on 31 March 2021.
- 1.6. Stephen Dunstan is keen to get delivery dates and out-of-the-box options to meet our requirements from NEC asap.
- 1.7. Expecting an update on NEC design completion. The current timeline is 'agreed design completion' by the end of April.
- 1.8. NEC queries on requirements are being evaluated, s 9(2)(a) not seeing any show stoppers or items holding up the NEC design.
- 1.9. Need to understand the extent to which the NEC solution as currently pitched is going to work. Suggest going through requirements with NEC to validate out-of-the-box yes/no asap, but also need to validate and work through options for current list of eight out of the box gaps.
- 1.10. s 9(2)(b)(ii)

2. NEC Attendance 2.15pm s 9(2)(a)

- 2.1. Apologies MBIE & NEC.
- 2.2. Actions reviewed and updated (Section 8)
- 2.3. Discussion from AP#48
Elaborated business requirements delivered to NEC 31 Mar. s 9(2)(b)(ii)

s 9(2)(b)(ii)

- s 9(2)(a) noted that they are close to finalisation noting DMS will take longer. **AP#84** s 9(2)(a) follow up with teams.
- 2.5. NEC advised a new experienced resource has been hired and which will add more capacity and allow NEC to move faster.
- 2.6. NEC Retrospective Review:
- Final interviews today.
 - Report early next week.
 - Sit down, collaborate on how we engage better and how we can better assist NEC. Set up meeting to discuss output of review end of next week. **AP#85**
 - Confirm and agree on findings and actions required.
- 2.7. s 9(2)(a) technical conversation have been going well. s 9(2)(a) is confident we can get there and;
- Can stream line a number of things.
 - Can meet all the MBIE business requirements out of the box, but NEC also want to enhance business processes based on a five year horizon view.
 - Have a good path forward that doesn't stop work already done, but enhances it.
 - Have very good recommendations for the business with opportunities for gains.
- 2.8. MBIE noted s 9(2)(a) confirmation that the requirements can be meet was positive and confirmed MBIE are open to NEC suggestions on delivery, noting it must remain within the agreed cost envelop and any process changes must be acceptable.
- 2.9. s 9(2)(a) reiterated Stephens's directive for utilising out-of-the-box functionality by default, and changing business processes as much as possible and noted that 'enhancing business processes' was very positive.
- 2.10. MBIE asked what is feasible with the design completion as at the last meeting, 09 April was noted completion date, and pressed for NEC to provide a delivery milestone along with key intermediate delivery milestones to allow for monitoring and planning.
- NEC advised the workflow element is dependent on the APIs. NEC don't want to disrupt work already done just want to shift it, however most of the work is still dependent on APIs for workflow. Design decisions on the MBIE side can limit what NEC can do. s 9(2)(a) reiterated MBIE's position that the business requirements should be viewed as outcome statements and that any decisions or requirements that constrain NEC should be highlighted for discussion as soon as possible.
- It was noted the "way forward approach" session tomorrow afternoon will cover this off and agree a way forward.
- 2.11. NEC left the meeting 2.40pm

3. MBIE Discussion Continued

- 3.1. The Steering Group asked if NEC had articulated the priority of the APIs previously. s 9(2)(a) confirmed it has been raised at a project level. NEC have highlighted a dependency on the APIs but in her opinion is should not be a blocker, and they are close to being completed but DMS will take longer.
- 3.2. When we talk about out-of-the-box functionality, the assumption is the APIs are integrated into back end and the data requirement to service out of the box functionality should be the key concern from an NEC design perspective .
- 3.3. s 9(2)(a) asked if NEC were aligned with what out-of-the-box means to MBIE. The NEC Product is a layer in a project set (core algorithms) which has a configurable component on top. We believe there is alignment. NEC are using the out-of-the-box register to advise what requirements they do not believe can be achieved out-of-the-box.

- 3.4. There has been one session on the eight out-of-the-box gap items, some have been resolved. Cannot yet say if those remaining are show stoppers or not. s 9(2)(a) noted that we need to put focus on getting those resolved asap as they are core considerations in determining the viability of the solution.
- 3.5. s 9(2)(a) has a better understanding of the NEC system and our requirements. Complete exercise to map requirements back to out-of-the-box. **AP#86**
- 3.6. Where is the co-location with the NEC team at? s 9(2)(a) is working with the team virtually and has been working closely with s 9(2)(a) emailed s 9(2)(a) again re physical co-location of the Wellington NEC team s 9(2)(a) awaiting to hear back.

4. Commercial

- 4.1. DXC CR, updated and resubmitted following conversation between s 9(2)(a). Back with s 9(2)(a) 07 April, not received back as yet. Remains urgent to get resolved asap.

5. Project Updates

- 5.1. Project Status report taken as read. Note the project is reporting as red.
- 5.2. Project CR is still being worked through:
- Contention with the Benefits team around the decommissioning scope and the benefits delivery attached, looking to leave it in scope for now but will need co-ordination with ADEPT for delivery.
 - The whole of life project costs have now reached the Treasury threshold requiring their oversight. A Treasury risk assessment needs to be completed and a new business case is likely required.
 - NVP has shifted from positive to negative. Working to understand the reasons why. Potential areas being looked at are calculations errors in previous workbooks and depreciation added as a saving.
 - It was noted it appears that no IPE budget came across into BCU with the merge of the IPE project into BCU. This was due to the financial planning decisions at the time. This should be mentioned in the Change Request as was approx., \$2m, but further investigation required.
- 5.3. Minutes were taken as read. Action updates are available in Section 9. Please provide any additional updates to s 9(2)(a) to include in the minutes.

6. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.	s 9(2)(a)	08/04 Session tomorrow & API info required then can get timeline from NECAM.
	11/03/21	MBIE to set up Mechanisms to work with s 9(2)(a) first focus; 8 OOTB items		25/03 Underway. AP#81 s 9(2)(a) to follow up. Expects the retrospective review will provide key input. 11/03 Proposing s 9(2)(a) who is now working NEC NZ Hours (from the US) is made available to MBIE to assist as a Technical SME. 25/02 MBIE suggest providing more detail to NEC to assist with their understanding of what is needed, this will be done in parallel with ongoing work. 16/02 NEC believe moving as fast as it can. 28/01 remains open. 15/12 s 9(2)(a) to follow up with s 9(2)(a).

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#62	15/02/21	Provide clarity on any items that are a departure from the out-of-the-box solution.		08/04 One session held, still several outstanding – go through at Friday's session. Need to get these resolved soon. 25/03 Good session over past week, a number of outcomes documented in the register. Work still needed on the remainder. 11/03 MBIE to follow up to ensure decision reached on these items urgently 25/02 8 items currently recorded 16/02 a register has been created to record these – NEC has started to populate
AP#83	08/04/21	Follow up with s 9(2)(a) on the feedback he has on MBIE Requirements.		
AP#84	08/04/21	Follow up on what NEC needs for APIs to finalise the designs.		
AP#85	08/04/21	Set up a meeting to discuss retrospective review recommendation late next week.		

7. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
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AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#63	15/02/21	Look at the ADEPT Solution "Gaps" governance process and document what it might look like for BCU.		08/04 Received from ADEPT. Review and include in next meeting pack. 25/05 Add ADEPT Gaps governance process to the next meeting pack. 11/03 Not yet progressed
AP#71	25/02/21	Forward on email thread to s 9(2)(a) in relation to earlier conversations on passport scans re: cannot be seen in DMS.		12/04 Followed up with s 9(2)(a)
AP#76	11/03/21	Follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out.		25/03 Initial discussion completed. Further work required. s 9(2)(a) progress.
AP#79	11/03/21	Follow up with the Business to confirm if they are comfortable with the current representation for the Senior User role on the Steering Group.		12/04 Followed up with s 9(2)(a)
AP#82	25/03/21	s 9(2)(a) to follow up with s 9(2)(a) the write off of IGMS \$25m this financial year may free up depreciation in out years.		Post meeting update: s 9(2)(a) discussed with s 9(2)(a) and while the write off will free up funding in out-years it is allocated already effectively so unlikely any would be available for BCU purposes. Closed.
AP#83	08/04/21	Review s 9(2)(a) feedback on requirements and arrange face-to-face workshop to discuss.		
AP#84	08/04/21	Follow up on API designs for NEC require for design completion		
AP#86	08/04/21	Complete exercise with NEC to map requirements back to out-of-the-box		

8. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope)	D00441

9. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#58	28/01/20	Set goals on how many workflows can be worked through in each period.	s 9(2)(a)	08/04 Closed 25/03 Documents need to be of sufficient quality to review. 11/03 Collaborative exercise, documents have been with MBIE two weeks. 25/02 Latest workflow updates now back with MBIE. No dates provided. 15/02 Working through as fast as we can. Have not set goals around workflows at this stage. Stephen reiterated it would be good to come up with indicative timeframes to track how it is going.
AP#81	25/03/21	Follow up on s 9(2)(a) role with MBIE to get in place as soon as possible. Confirm back to MBIE in 24-48 hours.	s 9(2)(a)	08/04 Closed
AP#68	25/02/21	Follow up with s 9(2)(a) Query around online registrations, if this goes ahead how many IPE mobile kits would Refugee need. Check the IPE Service SOW to see options should we downsize kits required.	s 9(2)(a)	08/04 Confirmed still a requirement as still need kits to send off shore. Closed Update 09Mar – Meeting with RMS arrange for next week IPE SOW: Can scale up (not down) during term of contract. Min number 10 Fixed, 19 Mobile – however Milestone4 – purchase hardware has not been

			s 9(2)(a)	achieved so potential for negotiated outcome.
AP#77	11/03/21	MBIE will set up mechanisms to work with s 9(2)(a) as part of the MBIE team.		08/04 Closed s 9(2)(a) working closely together 25/03 Underway – Action on NEC AP#81
AP#59	28/01/20 11/03/21	Confirm what configurations are in the Police system so MBIE can determine if suitable for demo Provide date for IBW Demo.		08/04 Scheduled for 20 April. Can close. 25/03 Will have date soon – getting right environment and data set up for demo, before a data can be confirmed. 11/03 An MBIE specific IBW demo is being arranged dates tbc - Action updated. 25/02 Demo to be set up NEC to provide date early next week. 12/02 s 6(a) [REDACTED] [REDACTED] [REDACTED] [REDACTED]



BCU Project Steering Group

Meeting Minutes

Date & Time	Thursday 22 April 2021, 2.00pm-3.00pm
Location	Stout L2.11
Agenda	22 April Agenda
Attendees	s 9(2)(a)
Apologies	Stephen Dunstan, s 9(2)(a)
Documents	Previous Minutes, Status Report,

1. Briefing ahead of NEC participation

- 1.1. It was noted, with apologies received for today's meeting a quorum has not been reached. The meeting will continue with s 9(2)(a) as Chair, any decisions will be held over for the next meeting (or out of cycle, if urgent).
- 1.2. NEC were sent the elaborated requirements on 31 March, in parallel to the formal MBIE approval process. A formally approved version of the NEC Business Requirements (Functional) was provided to NEC on 16 April. Caveats for the NEC NFRs approval are being worked through.
- 1.3. s 9(2)(ba)(ii)
- 1.4. Still in Design phase, progressing with workshop sessions, the MBIE Lead Architect is working closely with his counterparts at NEC.
- 1.5. An updated integrated schedule was provided to vendors this week (based on the dates for CR03). NEC advised 'due to change in and additional requirements they are unable to meet these dates' (ie SIT August 2020). The project has responded to NEC advising the need to provide dates for Design completion.

s 9(2)(ba)(ii)

2. NEC Attendance 2.15pm s 9(2)(a)

- 2.1. MBIE Apologies.
- 2.2. NEC actions reviewed and updated (Section 5).
- 2.3. Discussion from AP#48
- 2.4. s 9(2)(b)(ii)

s 9(2)(b)(ii)

Awaiting NEC to provide requirements to design traceability back to

MBIE. **AP#86**

2.5. Discussion from AP#62

s 9(2)(a) are working closely with s 9(2)(a) feeling confident moving in right direction. s 9(2)(a) referred to messaging from Stephen s 9(2)(a) regarding out-of-the-box as much as possible and commented he felt, while s 9(2)(a) was looking at it from a Business point of view he did not seem to be supporting Business change with feedback opinion based, not requirement based. It may mean compromise is needed. s 9(2)(a) confirmed her team were open to change in process however not at the cost of quality or an outcome adding FTE to meet the change. s 9(2)(a) will discuss with s 9(2)(a) to understand NEC concerns in more detail. **AP#87** s 9(2)(a) reiterated out-of-the-box required but it cannot double the FTE, customisation is costly and needs to be avoided.

2.6. s 9(2)(a) asked for clarity on who the MBIE decision maker is and the process for making decisions. It was noted items requiring decision need to go through the MBIE Project Manager to be taken through the relevant MBIE stakeholders.

2.7. Discussion from AP#84

The DMS API is still outstanding, it is a whole new API with no real timeframes from MBIE as yet. If NEC coders/developers don't have information to build and test, it will require rework when the API is finalised. s 9(2)(a) clarified the DMS is not new to MBIE but rather a pre-existing capability. There has been a decision within MBIE to change the approach and to continue using the existing DMS. **AP#88** s 9(2)(a) to follow up to confirm DMS API dates to NEC.

2.8. NEC elaborated requirements under review in workshops to understand detail and how it will affect workflows.

2.9. Design Document status: Once requirements are fully finalised and APIs finalised, NEC can then finalise design documents. s 9(2)(a) noted the requirements have been finalised and provided to NEC. MBIE need to understand if NEC can deliver these.

2.10. Focus for the next week or two is to finalise the milestone deliverables for payment.

2.11. s 9(2)(a) thanked NEC for the IBW demo held last week. It was an excellent demo and it was really good to see how IBW worked.

2.12. NEC left the meeting 2.35pm.

3. MBIE Discussion Continued

3.1. IBW – Integrated Biometric Workstation (fingerprints).

Purpose of the demo was to get a look at what the out-of-the-box IBW system was to enable the design to progress. Workshops were underway in December however they were not progressing well due to the team not having visibility of the system and the design could not be understood.

4. Project Updates

4.1. Project Status report taken as read. Note the project remains red.

4.2. It was noted things are not as back and forth with NEC, we are progressing. s 9(2)(g)(i) At the project level we are working closely together.

4.3. NEC Designs: s 9(2)(a) is working closely with s 9(2)(a) to work through the 'blocker issues' s 9(2)(a). A revised workflow has been sent through that could potentially replace the border and non-border workflows, however not 100% sure if this approach will work yet either.

4.4. ADEPT/BCU AMS went into SIT today with the BCU feature flags. We were not aware some items were not disabled, working through any implications.

4.5. InTech clarifications underway between BAU Scope and Project scope, working through if the project facilitates the delivery of the BAU scope.

4.6. Decommissioning: Defining what is needed - current state IGMS IDme vs future state.

- 4.7. Resourcing: s 9(2)(a) is leaving the team on 07May. Looking at what the project will do in the BA space.
- 4.8. DXC CR is now with the DCE for approval.
- 4.9. Working through the financial aspects of Project CR03, it will be out for another review soon.
- 4.10. s 9(2)(a) meet with Treasury who were very pragmatic. They have been sent the existing business case, a new full business case will not be required with Project CR03.
- 4.11. The Treasury risks assessment has been completed and resulted in a medium complexity rating.
- 4.12. IQANZ have been engaged to complete an Independent Quality Assessment (IQA) of the project. Interviews will be arranged for early June.
- 4.13. It was noted; the project burn rate is affected while the design work lingers.
- 4.14. s 9(2)(g)(i)
- 4.15. It was noted we will need to take MBIE process for decisions and escalations to the NEC Retrospective, rather than NEC trying to facilitate this process for MBIE at the retrospective meeting.
AP#89
- 4.16. s 9(2)(a) asked the business and project if we can settle on something like MVP rather than platinum up front. Subsequent would meant more business process change. Agreed open to this, but it needs to be in a practical manner with business process to suit INZ needs.
- 4.17. Minutes were taken as read. MBIE action updates are available in Section 6.

5. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.	s 9(2)(a)	22/04 Retro review complete. 30 people interviewed. Interactive session to discuss and finalise to be set up AP#85
	11/03/21	MBIE to set up Mechanisms to work with s 9(2)(a) – first focus; 8 OOTB items		08/04 Session tomorrow & API info required then can get timeline from NECAM. 25/03 Underway. AP#81 s 9(2)(a) to follow up. Expects the retrospective review will provide key input. 11/03 Proposing s 9(2)(a) who is now working NEC NZ Hours (from the US) is made available to MBIE to assist as a Technical SME. 25/02 MBIE suggest providing more detail to NEC to assist with their understanding of what is needed, this will be done in parallel with ongoing work. 16/02 NEC believe moving as fast as it can. 28/01 remains open. 15/12 s 9(2)(a) to follow up with s 9(2)(a)

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a). 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
	22/04/21	Action on NEC to provide requirements traceability to MBIE		
AP#62	15/02/21	Provide clarity on any items that are a departure from the out-of-the-box solution.		08/04 One session held, still several outstanding – go through at Friday's session. Need to get these resolved soon. 25/03 Good session over past week, a number of outcomes documented in the register. Work still needed on the remainder. 11/03 MBIE to follow up to ensure decision reached on these items urgently 25/02 8 items currently recorded 16/02 a register has been created to record these – NEC has started to populate
AP#83	08/04/21	Follow up with s 9(2)(a) on the feedback he has on MBIE Requirements.		22/04 In progress
AP#84	08/04/21	Follow up on what NEC needs for APIs to finalise the designs.		22/04 DMS still outstanding.
AP#85	08/04/21	Set up a meeting to discuss retrospective review recommendation late next week.		22/04 Reassigned to s 9(2)(a) at MBIE
AP#86	22/04/21	Provide requirement traceability to MBIE		

6. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#63	15/02/21	Look at the ADEPT Solution "Gaps" governance process and document what it might look like for BCU.		22/04 Under review, not a simple lift and shift 08/04 Received from ADEPT. Review and include in next meeting pack. 25/05 Add ADEPT Gaps governance process to the next meeting pack. 11/03 Not yet progressed
AP#76	11/03/21	Follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out.		22/04 Progressing, majority back with NEC. Another sessions tomorrow on the big issues. 25/03 Initial discussion completed. Further work required. s 9(2)(a) to progress.
AP#79	11/03/21	Follow up with the Business to confirm if they are comfortable with the current representation for the Senior User role on the Steering Group.		22/04 s 9(2)(a) follow up with s 9(2)(a) 12/04 Followed up s 9(2)(a)
AP#83	08/04/21	Review s 9(2)(a) feedback on requirements and arrange face-to-face workshop to discuss.		22/04 In progress
AP#84	08/04/21	Follow up on API designs for NEC require for design completion		22/04 In Progress. NEC said APIs still outstanding however most are done – the DMS however remains outstanding.
AP#86	08/04/21	Complete exercise with NEC to map requirements back to out-of-the-box		22/04 Most of these are back with NEC at present
AP#87	22/04/21	Discuss Business Process changes with s 9(2)(a) (following NEC expressing their concerns)		
AP#88	22/04/21	Confirm DMS API date to NEC.		
AP#89	22/04/21	Take MBIE process for decisions and escalations to the NEC Retrospective, rather than NEC trying to facilitate this process for MBIE at the retrospective meeting.		

7. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope)	D00441

8. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#71	25/02/21	Forward on email thread to s 9(2)(a) and s 9(2)(a) in relation to earlier conversations on passport scans re: cannot be seen in DMS.	s 9(2)(a)	22/04 Will forward on – Note not yet resolved where test passport scans sits but the project is looking at this- close here 12/04 Followed up with s 9(2)(a)
AP#82	25/03/21	s 9(2)(a) to follow up with s 9(2)(a): the write off of IGMS \$25m this financial year may free up depreciation in out years.	s 9(2)(a)	Post 08/04 meeting update: s 9(2)(a) has discussed with s 9(2)(a) and while the write off will free up funding in out-years it is allocated already effectively so unlikely any would be available for BCU purposes. Closed.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 04 May 2021, 9.00am-10.00am
Location	Stout L2.11
Agenda	04 May Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]
Documents	Previous Minutes, Status Report

1. Project update and briefing ahead of NEC participation

- 1.1. Business Requirement elaboration is signed off but we are continuing to work through clarifications and queries with NEC, with five hours of workshops with NEC held so far. A summary was provided yesterday of where requirements discussions and agreement with NEC are at. A full day workshop is scheduled tomorrow, including the key stakeholder representatives, to go through issues and clarifications raised by NEC to close out discussions on these requirements.
- 1.2. Non-Functional Requirements sent to NEC at the end of March, approved but with caveats that are currently being worked through by MBIE.
- 1.3. The aim is; following the workshop tomorrow, NEC will provide a date for when they will provide design and build dates, and also longer term key delivery milestones.
- 1.4. In parallel we are chasing the wider set of design documentation NEC need to provide.

s 9(2)(b)(ii)



- 1.7. Requirements traceability from NEC (NEC AP#37) not yet received.
- 1.8. Need NEC designs clarified to MBIE. Design pieces have so far been in a particular area, a lot of the design has still not been provided.
- 1.9. As far as we are concerned, tomorrow's workshop will be the final on requirements. The aim of that session is to ensure that NEC have everything they need to provide MBIE with dates and to now finalise the design.

2. NEC Attendance 2.15pm s 9(2)(a)

- 2.1. NEC actions reviewed and updated (Section 6 & 9).
- 2.2. Discussion from AP#84
The DMS API remains outstanding and will be discussed at tomorrow's workshop.
MBIE asked if it will impact completion of NEC designs. NEC clarified they do not want to do re-work.
May have to agree to park DMS while MBIE work through it.

- 2.3. NEC are working through the elaborated requirements MBIE provided, full day workshop tomorrow to close these out.
- 2.4. NECs focus is on getting to a position to say all done and ready to go, with intent for the parking lot to be empty by the end of the workshop tomorrow. S 9(2)(a) to confirm workshop agenda. **AP#90**
- 2.5. NEC left the meeting 2.30pm.

3. MBIE Discussion Continued

Workshop tomorrow;

- 3.1. Be clear on who the facilitator is, drive through to completion. By the end of the day NEC need to be comfortable and not have any questions remaining. If it's going in a parking lot – does it affect design?
- 3.2. Whether the requirement is new or existing is not the point, whether it can be met out of the box is the question. Customisation would be an issue, creating unnecessary complexity and cost.
- 3.3. When not out-of-the-box and a process needs to change - what is the escalation process? Agreed as a Business decision, S 9(2)(a) in the first instance, who will be at workshop along with S 9(2)(a).
- 3.4. The project's view is there are only six or seven key open questions regarding requirements where NEC have queries for MBIE that will substantively affect design.
- 3.5. Stephen S 9(2)(a) will be available should any issues arise at workshop that need to be escalated to them. S 9(2)(a) will also be available for escalations and clarifications, and will give Police a heads up in case any question for them.
- 3.6. The Project still has no visibility of the NEC design in key areas. MBIE have never seen the full set of design artefacts for the NEC IDme solution design.
- 3.7. DMS API; DMS decision made by Business Owner in consultation with wider MBIE Architect team and the project team, but hasn't been fully landed. At the time of the decision, ADEPT were using DMS on-prem, however ADEPT will now be migrating DMS to Cloud storage instead. Previously there was no planned migration of the DMS, so the landscape is changing. Try and get a position on the BCU DMS API for tomorrow. S 9(2)(a) to follow up with MBIE Architects re DMS decision, what ADEPT are doing and impact for BCU DMS API. **AP#91**

4. Change Request 03

- 4.1. CR03 has undergone further updates;
 - Addition of a risk contingency and wording to reflect the ongoing risk profile of the project. This has been included as the schedule that CR03 is based on has the Design being finalised by the end of April, and we are already past that point.
 - Decommissioning now remains in scope as it was impacting the perception of benefits realisation and what could be claimed by BCU. It was noted a joint second phase with ADEPT could be considered at later date for decommissioning albeit overseen by the project.
 - Current document includes all financials, but the NPV is still strongly negative and further work is required.
 - Tight review and endorsement turn around as it must be approved by Friday to make BRG (out of cycle) in order to get to BCB meeting on 19 May, but need to ensure that we have it right before sending it through.

5. AOB

- 5.1. Stephen summarised; this is a critical week. Everything needs to be locked down and back with NEC by the end of the week. Need to nail requirements and design aspects with NEC.
- 5.2. Stephen will email S 9(2)(a) (NEC) today advising S 9(2)(b)(ii) Workshop tomorrow, both sides seem to be confident requirements can get finalised tomorrow. Dates from NEC are now needed. **AP#92**
- 5.3. Minutes and status report taken as read.
- 5.4. MBIE action updates available in Section 7 & 9.

6. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#49	02/12/20	Determine how to expedite the process so we can get to an agreed Design position faster. s 9(2)(a) will follow up with the NEC team and come back to s 9(2)(a) with options.	s 9(2)(a)	04/05 Retro session next week. Joint requirements workshop tomorrow and joint retrospective review discussion being scheduled. Co-location being discussed internally, but agreed shouldn't need to wait on the retrospective review discussion to implement this
	11/03/21	MBIE to set up Mechanisms to work with S – first focus; 8 OOTB items		22/04 Retro review complete. 30 people interviewed. Interactive session to discuss and finalise to be set up AP#85. 08/04 Session tomorrow & API info required then can get timeline from NECAM. 25/03 Underway. AP#81 s 9(2)(a) to follow up. Expects the retrospective review will provide key input. 11/03 Proposing s 9(2)(a) who is now working NEC NZ Hours (from the US) is made available to MBIE to assist as a Technical SME. 25/02 MBIE suggest providing more detail to NEC to assist with their understanding of what is needed, this will be done in parallel with ongoing work. 16/02 NEC believe moving as fast as it can. 28/01 remains open. 15/12 s 9(2)(a) to follow up with s 9(2)(a)

AP#48	02/12/20 22/04/21	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates. Action on NEC to provide requirements traceability to MBIE	s 9(2)(a) 04/04 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#62	15/02/21	Provide clarity on any items that are a departure from the out-of-the-box solution.	04/05 On-going, elaboration of requirements workshop will help with these, and if there's time, they will also be discussed at the workshop. 08/04 One session held, still several outstanding – go through at Friday's session. Need to get these resolved soon. 25/03 Good session over past week, a number of outcomes documented in the register. Work still needed on the remainder. 11/03 MBIE to follow up to ensure decision reached on these items urgently. 25/02 8 items currently recorded. 16/02 a register has been created to record these – NEC has started to populate
AP#84	08/04/21	Follow up on what NEC needs for APIs to finalise the designs.	04/05 Will discuss in workshop tomorrow. DMs API will impact completion of designs – NEC do not want to do re-work. From a design perspective, should be a data focussed discussion rather than too in-depth. 22/04 DMS still outstanding.

AP#85	08/04/21	Set up a meeting to discuss retrospective review recommendation late next week.	s 9(2)(a)	04/05 Booked for 11am 12May 22/04 Reassigned to s 9(2)(a) at MBIE
AP#86	22/04/21	Provide requirement traceability to MBIE		04/05 Will send out today [Correction 13/05 s 9(2)(a); it wasn't stated by me that the traceability would be sent out on the 04/05, I stated once the requirements had been finalised and updated then traceability would be provided by NEC.]
AP#90	04/05/21	Confirm agenda for requirements workshop		

7. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#63	15/02/21	Look at the ADEPT Solution "Gaps" governance process and document what it might look like for BCU.		04/05 Still to be done. 22/04 Under review, not a simple lift and shift. 08/04 Received from ADEPT. Review and include in next meeting pack. 25/05 Add ADEPT Gaps governance process to the next meeting pack. 11/03 Not yet progressed
AP#76	11/03/21	Follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out.		04/05 on-going, concurrency options to be resolved etc. Last proposal from NEC was not viable. 22/04 Progressing, majority back with NEC. Another sessions tomorrow on the big issues. 25/03 Initial discussion completed. Further work required. s 9(2)(a) to progress.
AP#86	08/04/21	Complete exercise with NEC to map requirements back to out-of-the-box		22/04 Most of these are back with NEC at present
AP#88	22/04/21	Confirm DMS API date to NEC.		04/05 ongoing

AP#89	22/04/21	Take MBIE process for decisions and escalations to the NEC Retrospective, rather than NEC trying to facilitate this process for MBIE at the retrospective meeting.	s 9(2)(a)	
AP#91	04/05/21	Follow up with MBIE Architects re DMS decision, what ADEPT are doing and impact for BCU DMS API		
AP#92	04/05/21	Email s 9(2)(a) (NEC) Re: s 9(2)(b)(ii) [Redacted] [Redacted] [Redacted]		

8. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

9. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#83	08/04/21	Follow up with s 9(2)(a) on the feedback he has on MBIE Requirements.	s 9(2)(a)	04/05 Closed 22/04 In progress
AP#79	11/03/21	Follow up with the Business to confirm if they are comfortable with the current representation for the Senior User role on the Steering Group.		04/05 s 9(2)(a) agreed happy with business representation – Close and update TOR 22/04 Will follow up with s 9(2)(a) 12/04 Followed up with s 9(2)(a)

AP#83	08/04/21	Review s 9(2)(a) feedback on requirements and arrange face-to-face workshop to discuss.	s 9(2)(a)	22/04 In progress
AP#84	08/04/21	Follow up on API designs for NEC require for design completion		04/05 Only DMS outstanding – Close here as open in AP#88 22/04 In Progress. NEC said APIs still outstanding however most are done – the DMS however remains outstanding.
AP#87	22/04/21	Discuss Business Process changes with s 9(2)(a) (following NEC expressing their concerns)		04/05 discussed – saw no issues - close



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 18 May 2021, 9.00am-10.00am
Location	Stout G.04
Agenda	18 May Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]
Documents	Previous Minutes , Status Report

1. Project update and briefing ahead of NEC participation

- 1.1. It was noted, with apologies received for today's meeting a quorum has not been reached. Should a quorum urgently be required, s 9(2)(a) can be available to join the meeting from 9.30am.
- 1.2. Awaiting the NEC full schedule that was committed at the Retrospective meeting to be delivered by the end of this week (Friday 21 May).
- 1.3. s 9(2)(ba)(ii) [Redacted]
- 1.4. s 9(2)(a) and two technical resources began co-location at MBIE yesterday. MBIE have requested two full days rather than the three small time slots s 9(2)(a) suggested.
- 1.5. Requirements workshop with NEC went really well and outstanding requirements queries and clarifications have all been resolved.
- 1.6. Going forward need to set expectation with NEC and escalate quickly to ensure momentum is maintained.
- 1.7. s 9(2)(a) suggested briefing s 9(2)(a) and Steve Findlay to ensure they are communicating the correct messages with NEC. Ensure boundaries are known (not room for boundary pushing) to avoid any confusion for NEC.

2. NEC Attendance 2.15pm s 9(2)(a) [Redacted]

- 2.1. NEC actions reviewed and updated (Section 8 & 11).
- 2.2. Good progress made in past two weeks.
- 2.3. MBIE asked after the design and SIT dates and updated schedule. NEC confirmed the updated project schedule will include finalised design and SIT dates and will be provided on Friday 21 May.
- 2.4. s 9(2)(a) asked after the action plan from the retrospective. NEC and MBIE confirmed they will follow up on the outstanding actions from the retrospective.
AP#93
- 2.5. MBIE is keen to understand s 9(2)(a) involvement going forward and the coverage with s 9(2)(a) leaving.

NEC confirmed S 9(2)(a) (Technical Deliver Manager) will be acting PM supported by S 9(2)(a) (Project Coordinator). Instead of rushing a replacement for S 9(2)(a), NEC are looking for the right person. Also looking to involve S 9(2)(a) in the process as NEC acknowledge the importance of this role.

- 2.6. MBIE asked for clarity on S 9(2)(a) role, as he is a good technical resource. NEC confirmed S 9(2)(a) remains with the project remotely, with time available to NECNZ all spent on the BCU project. He is a NECNZ resource now.
- 2.7. MBIE asked how the Project Management works between NEC and NECAM. NEC confirmed NECAM have their own PMO and practices. S 9(2)(a) is the NECAM Project Manager for the BAU Project. S 9(2)(b)(ii)
- 2.8. NEC have a session with the NECAM Development team on the concurrency issue this week along with a session with the MBIE Project Team on Wednesday.
- 2.9. Co-location started this week, S 9(2)(a) spoke with S 9(2)(a) about having this as two full days a week and is working with the NEC team to confirm suitable days. **AP#94**
- 2.10. MBIE asked for NEC to provide availability for IQA interviews urgently so these can be booked in. **AP#95**
- 2.11. NEC left the meeting 9.30am.

3. MBIE Discussion Continued

- 3.1. S 9(2)(ba)(ii)
[Redacted]
- 3.2. CR03 has gone through further reviews and updates. Looking to get the updated draft to S 9(2)(a) today. Need to separate costings to show two views: including and excluding the risk cost (aka contingency). Add in note that we have been conservative with FTE savings and need to be clear they are now cost avoidance given border closure and lower application volumes leading to downsizing of the manual resolutions teams.
- 3.3. Minutes were taken as read and accepted with no changes.
- 3.4. MBIE action updates available in Section 9 & 11.
- 3.5. Action #63 was closed noting the agreement for a process to be followed for any non-out-of-the-box items. A design document will be provided for approval before progressing. This will first go to ARG and then to S 9(2)(a) for final approval.

4. Terms of Reference (ToR)

- 4.1. The ToR has been updated, key updates include: removal of S 9(2)(a) from the membership, the addition of the Project Director role, updating the Project Manager role and subsequent updates to the organisation chart.
- 4.2. It was agreed the ToR could be finalised and will no longer require three monthly reviews. It will only be updated again should there be any substantial changes to the Steering Group or Project.

5. Commercial

- 5.1. Datacom Squad SoW has been finalised and approved.
- 5.2. Vodafone CR has been finalised for approval.
- 5.3. ITMS Variation is back with Datacom for updates based on MBIE feedback.
- 5.4. NEC support agreement, agreed to wait a further four to six weeks before picking this back up to ensure NEC focus is maintained on the design and schedule delivery.

6. Project Update

- 6.1. Project remains red, primarily due to budget and schedule. Will not return to green until CR03 is approved.
- 6.2. Making progress on the NEC side. S 9(2)(g)(i)
[Redacted]

- 6.3. Co-location started yesterday, currently only a few hours a week, will see how this goes. Note the project team are all working from home next week due to the Featherston building re-fit.
- 6.4. Session tomorrow to review risk register ahead of providing documentation for IQA (by 27th May).
- 6.5. Concurrency remains to be the biggest solution issue. Two types of concurrency management are being worked through:
 - External concurrency: The architecture team are undertaking a two week time-boxed exercise to review and develop options to handle concurrency of transactions from AMS to NEC. An update paper on concurrency has been provided to s 9(2)(a) outlining the data exchange process and progress in analysing issues with potential options.
 - Internal concurrency within the NEC solution: NEC have come up with some possible solutions and our architects are looking through a range of options – however still needs further work. s 9(2)(g)(i)
- 6.6. AMS requirements are with the business for approval.
- 6.7. InTech requirements will be out for business approval today.
- 6.8. Draft Datacom IGMS requirements are drafted and under review (have requested the interim IGMS requirements and decommission requirements also be included at this stage).
- 6.9. Theta (Azure) Requirements are drafted and under review.
- 6.10. Planning underway with s 9(2)(a) to demo the proposed IPE kits to wider business groups.
- 6.11. IPE design is progressing well with another review session tomorrow.
- 6.12. DXC completed most of SIT testing for merged release (with ADEPT). Some items appear to have been enabled (rather than switched off), these are low impact, working on comms to inform the business.
- 6.13. Datacom IQ Office staging environment implementation to support tuning underway.

7. AOB

Summary from Stephen:

- 7.1. Overall everything is sounding a lot more positive. A lot clearer and more structured. Continue to apply so it gets better.
- 7.2. CR03 – Getting the story right in the change request is very important, but need to get it across the line soon.
- 7.3. Friday is the key date for provision of NEC milestones and if they don't deliver we need to escalate.

8. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
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AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a). 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#86	22/04/21	Provide requirement traceability to MBIE		18/05 When the design documents are updated they will include the traceability. 04/05 Will send out today [Correction via email 13/05 s 9(2)(a); it wasn't stated by me that the traceability would be sent out on the 04/05, I stated once the requirements had been finalised and updated then traceability would be provided by NEC.]
AP#93	18/05/21	Follow up on action plan from retrospective		
AP#94	18/05/21	Confirm which two days NEC will co-locate at the MBIE office		Update 20/05 NEC on-site at MBIE, Tuesdays and Thursdays from 01 June
AP#95	18/05/21	Provide availability for interviews for MBIE IQA		Update 18/05 Times provided and interviews booked – closed

9. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
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AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
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10. Decisions

D#	Date	Decision	Project Server Ref
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11. Recently Closed actions

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				25/03 Underway. AP#81 s 9(2)(a) to follow up. Expects the retrospective review will provide key input. 11/03 Proposing s 9(2)(a) who is now working NEC NZ Hours (from the US) is made available to MBIE to assist as a Technical SME. 25/02 MBIE suggest providing more detail to NEC to assist with their understanding of what is needed, this will be done in parallel with ongoing work. 16/02 NEC believe moving as fast as it can. 28/01 remains open. 15/12 s 9(2)(a) to follow up with s 9(2)(a)
AP#62	15/02/21	Provide clarity on any items that are a departure from the out-of-the-box solution.	s 9(2)(a)	18/05 Closed – Comfortable what will be delivered will not be a departure from standard out of the box product. 04/05 On-going, elaboration of requirements workshop will help with these, and if there's time, they will also be discussed at the workshop. 08/04 One session held, still several outstanding – go through at Friday's session. Need to get these resolved soon. 25/03 Good session over past week, a number of outcomes documented in the register. Work still needed on the remainder. 11/03 MBIE to follow up to ensure decision reached on these items urgently. 25/02 8 items currently recorded. 16/02 a register has been created to record these – NEC has started to populate
AP#84	08/04/21	Follow up on what NEC needs for APIs to finalise the designs.		18/05 Comfortable what has been delivered not a departure from standard product – Closed. 04/05 Will discuss in workshop tomorrow. DMs API will impact completion of designs – NEC do not want to do re-work. From a design perspective, should be a data focussed discussion rather than too in-depth. 22/04 DMS still outstanding.
AP#85	08/04/21	Set up a meeting to discuss retrospective review recommendation late next week.		18/05 Complete 04/05 Booked for 11am 12May 22/04 Reassigned to s 9(2)(a) at MBIE
AP#90	04/05/21	Confirm agenda for requirements workshop		18/05 Complete

AP#63	15/02/21	Look at the ADEPT Solution “Gaps” governance process and document what it might look like for BCU.	s 9(2)(a)	18/05 Closed – Agreed a process will be followed with ARG and Stephen approving, as per ADEPT gaps governance process. 04/05 Still to be done. 22/04 Under review, not a simple lift and shift. 08/04 Received from ADEPT. Review and include in next meeting pack. 25/05 Add ADEPT Gaps governance process to the next meeting pack. 11/03 Not yet progressed
AP#76	11/03/21	Follow up with the project to ensure decisions on the non out-of-the-box items are progressing to get these closed out.		18/05 Closed 04/05 on-going, concurrency options to be resolved etc. Last proposal from NEC was not viable. 22/04 Progressing, majority back with NEC. Another sessions tomorrow on the big issues. 25/03 Initial discussion completed. Further work required. s 9(2)(a) to progress.
AP#86	08/04/21	Complete exercise with NEC to map requirements back to out-of-the-box.		18/05 Closed (covered in action AP#86) 22/04 Most of these are back with NEC at present
AP#88	22/04/21	Confirm DMS API date to NEC.		18/05 Closed – All APIs provided 04/05 ongoing
AP#89	22/04/21	Take MBIE process for decisions and escalations to the NEC Retrospective, rather than NEC trying to facilitate this process for MBIE at the retrospective meeting.		18/05 Closed
AP#91	04/05/21	Follow up with MBIE Architects re DMS decision, what ADEPT are doing and impact for BCU DMS API		18/05 Closed – Under discussion but DMS still looks like the best option
AP#92	04/05/21	s 9(2)(b)(ii) [REDACTED] [REDACTED] [REDACTED] [REDACTED]		18/05 Closed



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 01 June 2021, 11.30am-12.30pm
Location	Stout G.04
Agenda	01 June Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a)
Documents	Previous Minutes , Status Report

1. Project update and briefing ahead of NEC participation

- 1.1. NEC schedule received (Monday 24 May), looking to work through dates in the schedule with NEC as they have Designs Delivered end of July and SIT Entry in November, which is too late - would push out deployment of the solution from April 2022 to July 2022.
- 1.2. Discussions underway to pull the NEC dates back, Stephen has spoken about the need to support this with s 9(2)(a) who is covering s 9(2)(a)
- 1.3. Response email from s 9(2)(a) and Stephen regarding NEC advising they would miss the new due date to deliver the schedule on 21 May was escalated through to Japan, resulting in the schedule then being delivered on Monday 24 May. Key Japanese trouble-shooter has been working with NECAM and NEC NZ to make this happen.
- 1.4. S has advised the NEC Schedule dates are not acceptable to MBIE and we would like to work together to see how they can be pulled back. This was reiterated at yesterday's Design meeting with s 9(2)(a)
- 1.5. Internal concurrency; NEC have identified some new solution capability, identified in discussions with the NECAM CTO that they are confident will address all MBIE's needs and which is now being verified... There is a Design workshop on Thursday to work through the details. This is a different approach to what was proposed last week but the new approach should now be out-of-the-box. This is based on work they've done with another organisation which had similar needs to ours.
- 1.6. Some of this is unique to MBIE as our source of identity is across two different systems and the NEC solution is primarily based on it being the single source.
- 1.7. For BCU they will not be, as AMS is the MBIE source of record for biographic and NEC will be for biometric and these need to be in sync.
- 1.8. As the bulk of application processing in AMS will be migrated to ADEPT by the end of 2022, Stephen has asked for clarity from the Architects on the rationale for this BCU design decision to continue using AMS in this context. AP#96 s 9(2)(a) to follow up with Architects.

2. NEC Attendance 11.45am S 9(2)(a)

- 2.1. NEC actions reviewed and updated (Section 6 & 9).
- 2.2. Discussion from Action #48

Design Documents discussed at yesterday's meeting. Schedule provided with Design and SIT Entry dates, MBIE advised the dates were not acceptable and these need to be pulled back. Outstanding issues like concurrency need to be resolved before this can be assessed. s 9(2)(a) reiterated there is a list of other Design things that need to be worked on in parallel, NEC confirmed these will be covered in Thursday's Design session.

- 2.3. NEC Project manager recruitment underway, potential candidate identified. Will arrange to meet with s 9(2)(a) (maybe tomorrow).

- 2.4. s 9(2)(a)

- 2.5. Sessions over past week has given s 9(2)(a) a higher level of confidence.

- 2.6. s 9(2)(a) reinforced the need to bring timeframes back and MBIEs desire to work closely with NEC to help this happen.

- 2.7. NEC left the call 12.00pm

3. MBIE Discussion Continued

- 3.1. s 9(2)(b)(ii) the last workshop NEC were confident there would be no issues in satisfying requirements outside the current core focus areas.

- 3.2. s 9(2)(ba)(ii)

- 3.3. It was noted it would be good to retain s 9(2)(a), at least through until the end of the design phase. AP#97 s 9(2)(a) to discuss with s 9(2)(a).

- 3.4. Minutes were accepted with no changes, it was noted the one open action remains on hold.

4. Commercial

- 4.1. Vodafone CR for SIT/UAT Approved. SoW for Pre-prod/Prod on hold.
- 4.2. ITMS; agreed to a variation to complete remainder of SIT environment infrastructure set up, with a new SoW to be drafted for pre-Prod/Prod. Awaiting ITMS (Datacom) to provide updated draft.
- 4.3. Argonaut will raise a CR to cover the transfer of scope from NEC to Argonaut (which is a more logical fit). Requirements for both vendors are being updated to reflect the agreed change.
- 4.4. Datacom IGMS; IQOffice tuning set up and build SOW for supporting IGMS work has been drafted by Datacom and is under s 6(a)
- 4.5. InTech; draft SoW for IQ Office tuning is under review.
- 4.6. Theta; will be engaged soon for a small piece of work for API changes to ETA interaction.
- 4.7. NEC ongoing support agreement remains on hold, to ensure NEC remains exclusively focussed on solution delivery

5. Project Update

- 5.1. Overall status remains red, due to the budget and schedule. A key part of the go to green plan remains to submit and gain approval of CR03.
- 5.2. Stephen asked for confirmation on the sequencing for the CR going to Treasury, s 9(2)(a) has spoken with the new PMO Manager s 9(2)(a) who also asked after the process, she has been put in touch with s 9(2)(a). AP#98 s 9(2)(a) to follow up with s 9(2)(a).
- 5.3. Have received and incorporated feedback into CR03. Needs to be submitted to the PMO for BRG today. Following up on outstanding endorsements from s 9(2)(a) (Benefits).

- 5.4. s 9(2)(a) spoke s 9(2)(a) regarding the benefits yesterday. s 9(2)(a) was to follow up with s 9(2)(a) today; decommissioning remains in project, cashable benefits and cost avoidance and how these are represented needs to be worked through and agreed. **AP#99** s 9(2)(a) to follow up with s 9(2)(a) and escalate if need to, to get resolved.
- 5.5. Schedule; CR03 is based on the schedule which is heavily reliant on the NEC schedule. Dates NEC provided on 24 May do not align with the Project Schedule which presents a risk to the project. Focus remains on working with NEC to bring those dates forward. **AP#100** s 9(2)(a) to raise a new risk specific to the NEC schedule and alignment of dates.
- 5.6. During the Design meeting yesterday, NEC were asked 'if the key issues around concurrency are closed out, could the smaller issues be resolved for build to begin'. The takeaway was yes, however it would depend on MBIE's confidence to progress to build and what/how much risk MBIE are willing to take.
- 5.7. There will be implications for other vendors, who may need to catch up as team spending bulk of time on NEC issues.
- 5.8. It was agreed ahead of the Thursday Design session the team needed to get an understating of what the minimum design requirements are and what the risk level would be.
- 5.9. Session with MBIE architects this week to ensure understanding of BCU Project and where we are at.
- 5.10. Part B and the MBIE governance process is still required, we cannot give build go ahead until approval is granted. The Part B is not ready to go out, s 9(2)(a) has asked for key design points to be highlighted as we won't have the full design for some time yet. Need to align dates to ensure MBIE governance process does not cause delays. **AP#101**. An iterative approach for the Part B was discussed and agreed with s 9(2)(a) (who has since left MBIE). Re-validate agreement with MBIE Architecture that the iterative Part B approach is still valid. **AP#102**
- 5.11. IQA interviews start today.
IPE Stream
- 5.12. IPE Design documentation reviews continue.
- 5.13. NEC are undertaking IPE hardware prototype training for s 9(2)(a) next week. s 9(2)(a) will then start user demos from 14 June (Border/Refugee/Compliance etc).
IDME Stream
- 5.14. AMS release is in SIT with ADEPT. All Testing that can be done is complete for BCU with all defects closed out. Working with s 9(2)(a) on acceptance and payment milestones as the BCU turned off functionality cannot be tested yet.
- 5.15. InTech/IQ Office Tuning exercise is scheduled to start soon.
- 5.16. Datacom IGMS SoW is dependent on the requirements that are currently under review.
- 5.17. Stephen is working on assumption that NEC SIT Entry can be pulled back and asked if there are any other things that could cause hold ups; s 9(2)(a) confirmed
- Migration is still a big piece that needs to be done. Currently a few queries that are under analysis. Migrating data to all environments, testing in SIT and also using data for populating NEC.
 - SIT Infrastructure design is out with NEC for review. NEC advised yesterday new approach may have potential to change SIT Design.
 - NECs sequential approach to design completion is still an issue that impacts us.
 - We still do not fully understand NEC application/infrastructure ie; if changing one, how it affects the other.
- 5.18. s 9(2)(a) noted focused workshops seem to be productive and a good way to get NEC and MBIE focussed on outcomes and streamlining decision-making.

6. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
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AP#86	22/04/21	Provide requirement traceability to MBIE	s 9(2)(a)	01/06 NEC confirmed that if anything is not out-of-the-box, MBIE will be made aware. Currently no remaining items on the gaps register. 18/05 When the design documents are updated they will include the traceability. 04/05 Will send out today [Correction via email 13/05 s 9(2)(a)] it wasn't stated by me that the traceability would be sent out on the 04/05, I stated once the requirements had been finalised and updated then traceability would be provided by NEC.]
AP#93	18/05/21	Follow up on action plan from retrospective		01/06 Actions all on track
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.		01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date s 9(2)(a) to confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.

7. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#96	01/06/21	Follow up with architects to provide clarity/rational on the design decision to continue to use AMS, as AMS will only be in play through to the end of 2022 from an application processing perspective.		10/06 Discussed with BCU architects who are not aware if removal of AMS was considered as part of Project Change Request CR02 (which expanded BCU scope). AMS build for additional BCU requirements was well in-flight (60-70% complete) by Sept-20.
AP#97	01/06/21	Discuss retaining s 9(2)(a) through to the end of the Design Phase with s 9(2)(a)		
AP#98	01/06/21	Follow up with s 9(2)(a) on Treasury process/sequencing.		
AP#99	01/06/21	Follow up with s 9(2)(a) on the Benefits for CR03 and escalate if need to, to get resolved.		
AP#100	01/06/21	s 9(2)(a) to raise a new risk specific to the NEC schedule and alignment of dates.		
AP#101	01/06/21	Align dates to ensure MBIE governance process (ie Part B approval) does not cause delays.		
AP#102	01/06/21	Re-validate agreement on iterative Part B approach with MBIE Architects.		10/06 BCU Part A to be updated in the first instance for re-review/approval by ARG/ARB. Part A will include appendix with key Part B level decisions for early visibility and endorsement. Part B iterative approach to be agreed in parallel with Part A socialisation

8. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

9. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#94	18/05/21	Confirm which two days NEC will co-locate at the MBIE office	s 9(2)(a)	Update 20/05 NEC on-site at MBIE, Tuesdays and Thursdays from 01 June - Closed
AP#95	18/05/21	Provide availability for interviews for MBIE IQA	s 9(2)(a)	Update 18/05 Times provided and interviews booked – closed



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 15 June 2021, 11.00am-12.00pm
Location	Stout G.04
Agenda	15 June Agenda
Attendees	Stephen Dunstan (Chair) s 9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]
Documents	Previous Minutes , Status Report

1. Project update and briefing ahead of NEC participation

- 1.1. It was agreed we need to now formally vary the NEC SoW for delivery. NEC dates are to now deliver design documents at the end of July and SIT entry is November. We s 9(2)(g)(i) [Redacted].
- 1.2. NEC will be asked to provide a one page status report for the Steering Group meetings going forward. Stephen would like to see the effort NEC are making to pull back the dates covered in their report, along with how they are progressing against schedule.
- 1.3. CR03 is costed against an April Go-live, we will now update CR03 to request the full amount (previously included as a contingency) as we are now looking at a further three month delay with the dates NEC have provided in the schedule.
- 1.4. Concurrency Issues:
 1. NEC internal concurrency approach is now agreed.
 2. External concurrency: s 9(2)(a) advised it is highly likely we will reuse IMB, without using record locking in AMS. Working on getting Architectural Board (ARG/ARB) approval. Have asked to engage with s 9(2)(a) to ensure no concerns ahead of ARG next week. s 9(2)(a) asked NEC to confirm it is a 'non-functional fit' with ease of update and ability to change easily and quickly key. **AP#103**
- 1.5. API Security is close to resolution and not as big of a design change as expected, resulting in less impact for project. Awaiting Security Team to confirm (expected this week).

s 9(2)(ba)(ii)

[Redacted]

- 1.8. s 9(2)(a) asked for confirmation on the cost of the IPE Kits and when the confirmed pricing will be known. s 9(2)(a) has provided the IPE SoW to s 9(2)(a) who has the prototype kits from NEC. This may need follow up via Commercial once a Business decision has been made on the hardware.

2. NEC Attendance 11.15am S 9(2)(a)

- 2.1. Stephen advised we will need to update the commercials with key dates, NEC to prepare a variation to the SoW to change dates once these are clear and agreed. **AP#104**
- 2.2. NEC advised revised dates for design completion and SIT Entry are target dates and may move. MBIE requested the dates be set as hard dates to be tracked against, any change then needs to go through a formal process..
- 2.3. Stephen asked NEC to provide a written report for the meeting going forward, include how tracking against milestones including percentage complete, any issues/risks, and any impacts issues could have on achieving dates.
- 2.4. Stephen reiterated MBIE are not expecting dates to move out and all effort should be made to bring them forward. S 9(2)(g)(i) but moving dates out adds significant cost to MBIE and NEC. NEC noted this is a situation they are working hard to avoid.
- 2.5. MBIE would like to invite S 9(2)(a) to attend meetings in person going forward, this invite extends to all NEC attendees. NEC accepted and will all attend in person for the next meeting.
- 2.6. NEC actions reviewed and updated (Section 5 & 8).
- 2.7. S 9(2)(a) tabled a [high level diagram \(highlighting out-of-the box components\)](#) of the solution in response to the request by MBIE S 9(2)(a) for NEC to confirm their ability to meet key business case drivers in addition to non-functional capability – primarily the requirements are being met by configuration rather than customisation or bespoke development The diagram was developed during a session between the NEC and MBIE Teams last week. A high percentage of the solution is being achieved through configuration and once the workflows, which are the key customisation area, are developed they will be able to easily and cost effectively be reconfigured to accommodate change. Scalability to accommodate higher transaction volumes is also straightforward. The diagram also provided a useful high level view of system components and S 9(2)(a) walked through the function of each. Both the explanations and assurances provided by NEC during a walkthrough of the diagram provided the level of confidence the Steering Group were seeking in relation to these key aspects. The Steering Group noted this diagram and explanation was extremely helpful.
- 2.8. Discussion from Action #43
S 9(2)(g)(i)
- 2.9. Stephen asked NEC for any risks or major challenges to timelines, S 9(2)(a) outlined three;
 1. Internal concurrency (approach agreed this morning)
 2. Awaiting answer on external concurrency eg. IMB. Could be a new requirement around interfacing that will affect the design.
 3. API Security is still outstanding.

MBIE advised the current approach (not using Azure) for API Security is likely. Decisions on these items are very close and expected this week.
- 2.10. S 9(2)(a) advised NEC are working in parallel now with design and build work starting soon.
Note: MBIE has given no approval at this point for NEC to start their build.
- 2.11. S 9(2)(a) has committed some time to NEC with the details being work through as he is keen to see the project through. It was however noted his availability and turn around may be impacted.
- 2.12. NEC left the call 11.45am.

3. MBIE Discussion Continued

- 3.1. S 9(2)(b)(ii)
- 3.2. The group asked why we are not using Azure in relation to API Security noting Greg Patchell has published the Future State Strategy that is Cloud focused. The project needs to ensure decisions now are not going to catch us out later. Decision making should align to the strategy and needs to be well

documented and clear if not meeting, everything we do should be future focused. The project is receiving advice from MBIE Architects and Security Team on this.

- 3.3. One option was an Azure API, while the process has some benefits it created a security risk exposing internal data to the wider world. **AP#105** Ensure decision around this is detailed and documented by Architects and Security. Project will be taking this to ARG.
- 3.4. What happens when IGMS is decommissioned, does this affect the APIs? It was noted NEC is on-prem, as is the current IGMS (via DCSG). MBIE will also be in the same position when AMS/IGMS is decommissioned.

4. Commercials

- 4.1. NEC Variation
CR03 should be updated to align dates to the NEC schedule.
The NEC Schedule is only through to SIT Entry. NEC maintain they cannot provide any detail beyond SIT until designs are complete.
Milestones in SoW need to be reviewed. A list of deliverable for milestones is needed.
The variation needs to indicate dates through to conclusion of project.

5. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
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AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	15/06 Remains open – no further updates 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date s 9(2)(a) to confirm status with s 9(2)(a). 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates		

6. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)

AP#98	01/06/21	Follow up with s 9(2)(a) on Treasury process/sequencing.	s 9(2)(a)	15/06 Discussions underway, need to formally map out.
AP#101	01/06/21	Align dates to ensure MBIE governance process (ie Part B approval) does not cause delays.		15/06 Book a session with s 9(2)(a) to walk through iterative approach process to meet timeframes
AP#103	15/06/21	Confirm External concurrency IMB option is a 'non-functional fit' with ease of update and change.		
AP#105	15/06/21	Ensure decision around API Security not using Azure and any misalignment with the Future State Cloud strategy is detailed and documented by Architects and Security and taken to ARG		

7. Decisions

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D#01	14/07/20	Merge the BCU and IPE Projects and submit one change request.	D00357
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8. Recently Closed actions

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			s 9(2)(a)	18/05 When the design documents are updated they will include the traceability. 04/05 Will send out today [Correction via email 13/05 s 9(2)(a); it wasn't stated by me that the traceability would be sent out on the 04/05, I stated once the requirements had been finalised and updated then traceability would be provided by NEC.]
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AP#96	01/06/21	Follow up with architects to provide clarity/rational on the design decision to continue to use AMS, as AMS will only be in play through to the end of 2022 from an application processing perspective.		15/05 Closed 10/06 Discussed with BCU architects who are not aware if removal of AMS was considered as part of Project Change Request CR02 (which expanded BCU scope). AMS build for additional BCU requirements was well in-flight (60-70% complete) by Sept-20.
AP#97	01/06/21	Discuss retaining s 9(2)(a) through to the end of the Design Phase with s 9(2)(a).		15/06 NEC confirmed s 9(2)(a) will still have some availability for the project. Closed
AP#99	01/06/21	Follow up with s 9(2)(a) on the Benefits for CR03 and escalate if need to, to get resolved.		15/06 Closed
AP#100	01/06/21	s 9(2)(a) to raise a new risk specific to the NEC schedule and alignment of dates.		15/06 Raised as a new risk – though it is now an issues – Action closed
AP#102	01/06/21	Re-validate agreement on iterative Part B approach with MBIE Architects.		15/06 Closed 10/06 BCU Part A to be updated in the first instance for re-review/approval by ARG/ARB. Part A will include appendix with key Part B level decisions for early visibility and endorsement. Part B iterative approach to be agreed in parallel with Part A socialisation

Business Owner:	s 9(2)(a)	Customer:	MBIE
Project Manager:			

Biometric Capability Upgrade (CPSO189)

Project overview: Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary

RAG Status

- Internal Concurrency agreed
- Held 3 of 4 meetings to finalise workflows, a core component of NEC solution design. Next meeting scheduled for 29 June.
- During workflow meetings, additional solution requirements have been identified relating to IQ Office and data capture/publish requirements.
- MBIE security requirements still outstanding.
- MBIE external concurrency resolution still outstanding.
- NEC have agreed that build will not start until approval has been given formally from MBIE. The NEC team is ready to start build as soon as approved, and will update design documentation in parallel. This is to deliver as quickly as possible and keep dates as close to previously published as is reasonable.
- NEC has received the MBIE request to publish a variance to the SoW, changing milestone dates to align with the project schedule. In Progress.

RAG Status												Key dates			
Time			Budget			Quality			Overall			Start	Finish	Next milestone	Date
-2	-1	C	-2	-1	C	-2	-1	C	-2	-1	C				
												Aug-20	TBC	Entry to SIT	TBC

Planned Achievements Last Month

- Gain approval from MBIE regarding internal concurrency methodology
- Receive MBIE security requirements
- Receive MBIE proposed external concurrency solution
- Finalise review of MBIE System Requirements
- Finalise NEC Data Dictionary
- Finalise NEC Workflow Diagrams

Key Activities Next Month

- Finalise workflows and Reveal wireframes
- Receive MBIE security requirements
- Receive MBIE external concurrency design
- Finalise NEC design documentation (dependencies on MBIE not withstanding)
- Begin build phase once approved by MBIE

Actual Achievements Last Month

- Received approval for internal concurrency methodology
- Held 3 of 4 meetings to finalise workflow diagrams.
- NEC have started the build of a demo system. In Progress.
- NEC on site 2 days a week for collaboration.
- Attended MBIE Steering Committee in person, will continue moving forward.
- NEC published an Out of the Box solution diagram to give confidence to MBIE stakeholders about what the solution delivers.

Changes made

- None

Risks & Issues

	Severity	Likelihood
Risk: Timeline continues to be at risk with additional detail around requirements still being discovered.	H	H

Decisions Required/Escalations

- Decision: MBIE security requirements
- Decision: MBIE external concurrency solution
- Escalations: None

RAG Status - definitions

Status	Financials	Time	Quality	Overall
Red	- A significant forecast over spend against the budget of say more than 10%. - Currently tracking or forecasted to be below the target GP figure - Revenue forecasted to fall within this financial year will now fall outside this financial year and that will impact NECNZ's ability to meet its commitments. - There are commercial terms or factors that have identified, and the mitigation strategy or resolution strategy is still to be decided.	- Delays against critical milestones more than 4 weeks. - Current or forecasted unavailability of resource or expertise that will impact the project - The scope of deliverables is in question and this will likely cause a delay.	- The number of risks identified with a high impact is greater than five. - One or more risk has been identified with an extreme impact. - Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed, all the benefits not achieved.	Any instance of Red
Amber	- A significant forecast over spend against the budget of 5-10%. Ways of reconciling the cost has been identified - There are commercial terms or factors that may be of concern which have been identified and the mitigation or resolution strategy has been identified and agreed with the client	- Delays against critical milestones of 2-4 weeks. - The scope of deliverables is in question and this will cause a delay in the schedule of less than four weeks. - Potential current or forecasted unavailability of resource or expertise that may impact the project but can be resolved by PM	- The number of risks with impact of high is fewer than five - No risks have an impact of extreme. - Dissatisfaction or resistance from stakeholders which is being mitigated and there is confidence resolution to be reached.	Any instance of Amber
Green	On-track to deliver agreed margin, no foreseen issues	- Project on track to complete on time - Project adhering to agreed scope, approved CRs in place as required - Resources fully engaged and committed to project for the duration	- Risks have been identified although none have a high or extreme impact all of which have mitigations. - Deliverables are satisfying the clients acceptance criteria.	All status are Green

	Low (L)	Medium (M)	High (H)
Likelihood	Events like this are not expected to occur, or are only expected to occur in exceptional circumstances.	Events like this could be expected to occur during the project.	Events like this are expected to occur during the project.
Severity	Little to no effect on event.	Effects are felt, but not critical to outcome.	Serious impact to the course of action and outcome. Could be critical.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 29 June 2021, 11.30am-12.30pm
Location	Stout 8.08
Agenda	29 June Agenda
Attendees	Stephen Dunstan (Chair), s 9(2)(a) [Redacted]
Apologies	s 9(2)(a) [Redacted]
Documents	Previous Minutes , Status Report

1. Project update and briefing ahead of NEC participation

- 1.1. CR03; Risk contingency allocation has been removed and added to the total Capex amount requested. Once s 9(2)(a) has endorsed, Stephen will endorse so it can be submitted for BRG (due COB today).
- 1.2. Architectural decisions are needed urgently, a handful remain outstanding creating project risk that NEC will likely raise today.
 1. External (to NEC) systems concurrence
API Management and Security; There have been "11th hour" re-litigations of options from the MBIE ICT Architecture team. While they appear to be good options, they need to be brought to a close soon. On the API Management security assessment front, it could be the Security Team's position regarding the API Management Cloud option was misunderstood. Clarification has been requested.
- 1.3. Stephen expressed his frustration that the Architects seem to be going around in circles with no focus to resolve, causing unnecessary delay and risk to the project. s 9(2)(a) follow up and facilitate getting these decisions finalised. Stephen advised if not resolved urgently this will need to be escalated to DDI DCE Greg Patchell. s 9(2)(a) will provide update on resolution progress to Stephen by COB today. **AP#106**
- 1.4. s 9(2)(b)(ii)
[Redacted]
- 1.5. Email sent to NEC to confirm Governance approval to start some limited build work. NEC may raise this today as it called out this would be at their risk and they advised they would respond later in the week.
- 1.6. Noted that NEC receive have not raised any concerns with previous meeting

2. NEC Attendance 11.15am s 9(2)(a)

- 2.1. NEC confirmed they received of the minutes of their update and action items from the previous meeting and are accepted with no amendment.
- 2.2. Actions updates (Section 5)

Discussion from AP#104

s 9(2)(a) advised NEC were still waiting on three items to be confirmed before progressing the variation, which won't take long to draft. MBIE clarified the expectation was for the variation to be raised against the milestone dates in the schedule that NEC have already provided. Any further changes will be managed through the project and contract change management processes as required. This will ensure the appropriate governance is applied.

- 2.3. NEC provided their fortnightly [Status Report 25 June](#).
- 2.4. NEC NZ have meet with the Senior Executive team in America, who have visibility of this project, and requested an update from them.
- 2.5. Solution workflow design workshops continue with the fourth in the recent series completed this morning. Looking to publish all updated workflows by tomorrow morning.
- 2.6. s 9(2)(a) has provided an approval to build with conditions, NEC will respond this week.
- 2.7. The interaction with IQ Office has been identified as new work by NEC with unknown impact at this stage. A gap has been identified in the workflow system when IQ Office store/view data, this is a function of the solution that has not yet been considered with potential impacts/dependencies. s 9(2)(a) clarified this has always been a requirement so it is not new, however it needs to be worked through, s 9(2)(b)(ii)
- 2.8. s 9(2)(ba)(ii) NEC confirmed integration with IQ Office was part of the maintenance workflow, and with concurrency and automation the recent focus, it was put to the side until now. Clarified that it won't be a problem - the NEC out of the box solution can easily handle the requirement, it's only data storage. NEC not sure they have all the information required for a high level concept, s 9(2)(a) will follow up and confirm this week. **AP#107**
- 2.9. NEC feel it would be very helpful to start having discussion directly with the other solution vendor partners. s 9(2)(a) noted it is now an appropriate time to start doing that and is currently taking action to get other partner interactions underway. MBIE team members to be present at all cross-vendor meetings.
- 2.10. NEC feel significant progress has been achieved in the past two weeks.
- 2.11. s 9(2)(a) asked NEC to confirm what the important information is that they need to know from MBIE in relation to the outstanding External concurrency and API decisions so that can be prioritised for delivery to them. Knowing specifically what NEC needs will assist in providing the required information. **AP#108** s 9(2)(a) to get specific rundown from s 9(2)(a) and advise MBIE. If required MBIE can arrange a session with the Architects.
- 2.12. s 9(2)(a) advised he has emailed s 9(2)(a) regarding a demonstration of NEC's new internal Service Support Framework (underpinned by the ServiceNow solution) available, happy to take MBIE through it, to show the benefits before working on the ongoing BCU support SoW. s 9(2)(a) advised that it will need to integrate with MBIE's existing service desk and incident management system supplied by Datacom.. **AP#109** s 9(2)(a) will get back to s 9(2)(a) on whether there is interest in a presentation on the NEC framework and tool.
- 2.13. NEC left the call 12.15pm.

3. MBIE Discussion Continued

- 3.1. s 9(2)(a) asked for clarity on how the project is aligning to ICT strategies as stated in CR03, when we are not yet clear on some key design decisions. s 9(2)(a) advised that at the enterprise level there is alignment to the ICT strategies, whereas these items are at a very detailed level.
- 3.2. Stephen noted some of these design issues have been raised in the past and have not been resolved. Decisions between groups needs to be faster and more collaborative. Resolving these issues is critical as they are impacting the design phase and moving into build. s 9(2)(a) noted there is a need to streamline the path through ARG/ARB. He has discussed with the INZ business architects the option of taking a similar approach to ADEPT where key decisions are taken through as required ahead of the final design (part B) being presented, to allow work to be progressed in the meantime. As per action **AP#106** s 9(2)(a) will raise with s 9(2)(a) today and report back to Stephen.

4. Project Update

- 4.1. Revising the schedule is underway, timelines continue to be at risk. There remains a focus on exploring opportunities to bring timeframes forward where possible.
- 4.2. As we are in the design phase there is potential for further design queries to pop up.
- 4.3. Making very good progress, we are now at a stage where cross-vender detailed conversations are happening. This may surface other design alignment problems, and where these arise we will be looking to expedite resolution. . Stephen noted that if anything is likely to become an obstacle it should be escalated quickly as he doesn't want anything to hold NEC up. We are mindful of MBIE's role and are involved in all cross-vendor discussions to ensure they are productive and continue to align with the other approach and outcomes.
- 4.4. Demonstrations of proposed IPE kits are underway, provided by s 9(2)(a) to key stakeholder and user groups. Hardware decision will follow feedback from demos. The portable tablet is getting a lot of good feedback and appears to be the first choice for the majority of groups to date.
- 4.5. s 9(2)(a) asked for a demo for the BAU testers, it was confirmed this will take place at a later date once the hardware is confirmed.
- 4.6. Draft project IQA report has been reviewed and its recommendations are being updated with management comment and proposed actions to address them, before presenting through to Stephen for approval and subsequent distribution.

5. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
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AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	15/06 Remains open – no further updates 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates		29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.
AP#107	29/06/21	Confirm NEC has the information required this week to complete a high level concept for IQ Office integration.		
AP#108	29/06/21	s 9(2)(a) to get rundown from s 9(2)(a) on what specific External Concurrency and API solution information NEC are dependent on to finalise their solution design, and to advise MBIE.		

6. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#98	01/06/21	Follow up with s 9(2)(a) on Treasury process/sequencing.		25/02 Post-meeting update: Just need a simple presentation for Treasury review, and use that plus covering memo with existing business case document and CR's as attachments for joint Minister sign off. Treasury review can be progressed in parallel. 15/06 Discussions underway, need to formally map out.
AP#101	01/06/21	Align dates to ensure MBIE governance process (ie Part B approval) does not cause delays.		15/06 Book a session with s 9(2)(a) to walk through iterative approach process to meet timeframes
AP#103	15/06/21	Confirm External concurrency IMB option is a 'non-functional fit' with ease of update and change.		
AP#105	15/06/21	Ensure decision around API Security not using Azure and any misalignment with the Future State Cloud strategy is detailed and documented by Architects and Security and taken to ARG		
AP#106	29/06/21	Facilitate Architecture Team to get outstanding decisions made. Provide update to s 9(2)(a) on progress by COB today.		
AP#109		Respond to NEC s 9(2)(a) on the new NEC Service Support Model and if session to go through this prior to developing the ongoing BCU support SoW is needed.		

7. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

8. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments

Business Owner:	s 9(2)(a)	Customer:	MBIE
Project Manager:			

Biometric Capability Upgrade (CPSO189)

Project overview: Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary

RAG Status

- Held final (4 of 4) workflows acceptance workshop.
- Published Automated, Maintenance, s 6(a) . Currently under review. Final session scheduled for July 23rd.
- MBIE published high level API security methodology/requirements. Under review.
- MBIE published external concurrency design.
- NEC met with InTech and MBIE, session resulted in resolution to IQ Office.

RAG Status												Key dates			
Time			Budget			Quality			Overall			Start	Finish	Next milestone	Date
-2	-1	C	-2	-1	C	-2	-1	C	-2	-1	C				
												Aug-20	TBC	Entry to SIT	TBC

Planned Achievements Last Period

Key Activities Next Period

- Gain MBIE approval on NEC workflows.
- MBIE publish API security requirements.
- MBIE publish external concurrency design.
- Resolve IQ Office requirements/design.

- MBIE approve NEC workflows.
- NEC provide feedback on API security.
- NEC provide feedback on external concurrency.
- Start wireframe design.

Actual Achievements Last Period

Changes made

- Published updated NEC workflows, under review.
- MBIE published API security requirements. Under review.
- MBIE published external concurrency solution. Under review.
- MBIE published updated overall project schedule. Under review.

- None

Risks & Issues

Decisions Required/Escalations

	Severity	Likelihood	• None
Risk: Project schedule is at risk due to design details (workflows, wireframes, interfaces, data model) still being iterated upon. Mitigation: NEC is designing remainder of project to run concurrent streams to keep SIT date.	H	H	
Issue: MBIE Steering Committee requested an update to project milestones. Currently under review.	L	H	

What’s working well

What we need to improve

- Greater vendor collaboration – Argonaut, Datacom & DXC

RAG Status - definitions

Status	Financials	Time	Quality	Overall
Red	- A significant forecast over spend against the budget of say more than 10%. - Currently tracking or forecasted to be below the target GP figure - Revenue forecasted to fall within this financial year will now fall outside this financial year and that will impact NECNZ's ability to meet its commitments. - There are commercial terms or factors that have identified, and the mitigation strategy or resolution strategy is still to be decided.	- Delays against critical milestones more than 4 weeks. - Current or forecasted unavailability of resource or expertise that will impact the project - The scope of deliverables is in question and this will likely cause a delay.	- The number of risks identified with a high impact is greater than five. - One or more risk has been identified with an extreme impact. - Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed, all the benefits not achieved.	Any instance of Red
Amber	- A significant forecast over spend against the budget of 5-10%. Ways of reconciling the cost has been identified - There are commercial terms or factors that may be of concern which have been identified and the mitigation or resolution strategy has been identified and agreed with the client	- Delays against critical milestones of 2-4 weeks. - The scope of deliverables is in question and this will cause a delay in the schedule of less than four weeks. - Potential current or forecasted unavailability of resource or expertise that may impact the project but can be resolved by PM	- The number of risks with impact of high is fewer than five - No risks have an impact of extreme. - Dissatisfaction or resistance from stakeholders which is being mitigated and there is confidence resolution to be reached.	Any instance of Amber
Green	On-track to deliver agreed margin, no foreseen issues	- Project on track to complete on time - Project adhering to agreed scope, approved CRs in place as required - Resources fully engaged and committed to project for the duration	- Risks have been identified although none have a high or extreme impact all of which have mitigations. - Deliverables are satisfying the clients acceptance criteria.	All status are Green

	Low (L)	Medium (M)	High (H)
Likelihood	Events like this are not expected to occur, or are only expected to occur in exceptional circumstances.	Events like this could be expected to occur during the project.	Events like this are expected to occur during the project.
Severity	Little to no effect on event.	Effects are felt, but not critical to outcome.	Serious impact to the course of action and outcome. Could be critical.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 13 July 2021, 11.30am-12.30pm
Location	Stout G.14
Agenda	13 July Agenda
Attendees	s 9(2)(a)
Apologies	Stephen Dunstan, s 9(2)(a)
Documents	Previous Minutes , IQA Report , NEC Report

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from Stephen, s 9(2)(a) will chair today's meeting.
- 1.2. Minutes were accepted with no changes. Actions reviewed in Section 8 & 10.
- 1.3. s 9(2)(b)(ii)
- 1.4. NEC workflows have been received and are under review. A session with NEC has been arranged for when s 9(2)(a)
- 1.5. Co-location went on hold when we shifted to Covid L2 however it did not resume as anticipated when we returned to L1.
- 1.6. IQA Report
It was noted the project was trending in the right direction.
Acknowledged the work underway for the design requirements and the need to finalise these.
Overall the report feedback about the project and the actions taken to date was positive, which was reassuring to the PSG members.
It was agreed the actions would be added to a table in a project report-back to the PSG so they can be easily tracked, and the report would be added to the agenda in two months to ensure actions are closed out. **AP#110**
- 1.7. CR#03a: This has been presented to the BRG. Generally went well with useful feedback on presentation approach for the BCB and ICDC. On track for BCB meeting on 21 July.

2. NEC Attendance 11.15am s 9(2)(a)

- 2.1. NEC actions were reviewed, updates in section 7 & 10.
- 2.2. NEC provided their fortnightly [Status Report 09 July](#).
- 2.3. s 9(2)(a) referred to the workflow session booked on 23 July when s 9(2)(a) advised an email request was sent this morning asking for MBIE feedback ahead of this session, so s 9(2)(a) can make any changes.
- 2.4. Having more direct communication with other Vendors that s 9(2)(a) facilitated is working well and allowing good progress to be made.
- 2.5. It was noted the item related to updating of milestones dates listed as an issue on the report was not an issue but rather an action to be undertaken by NEC (see AP#104).

- 2.6. Discussion around the risk on the report around project timelines resulted in agreement the severity could be reduced to Amber.
- 2.7. It was noted NEC Schedule provided 25 May has the wireframes sign off for end of June, these are not yet started. Designs are due 30 July. s 9(2)(a) explained this date will not be met however NEC are undertaking work in parallel so still plan to achieve the 30 November SIT entry date.
- 2.8. MBIE are keen for co-location to resume, following the pause when the COVID level for Wellington was raised. NEC agreed they plan to return to the two days per week.
- 2.9. The NEC status report for the Steering Group is due 10 am Fridays. MBIE would appreciate NEC meeting this deadline so papers can be issued to the group by the scheduled deadline. Noted that it was late last week due to sickness at NEC.
- 2.10. s 9(2)(a) spoke to the design/build. NEC are not comfortable accepting the risk to progress to build without MBIE approval. Waiting for design documents to be confirmed is normal practice but development ready once wireframes and workflows are approved. By the end of the sprints the document side should catch up to the dates in the schedule. For the NEC build to start in August the workflows and wireframes need to be agreed.
- 2.11. NEC confirmed they received an extract of the previous meeting minutes and actions, these were accepted with no changes.
- 2.12. NEC left the call 12.00pm.

3. MBIE Discussion Continued

- 3.1. An updated Part A is scheduled to go to ARB in the first week of August.
- 3.2. It was noted NEC want MBIE to endorse build to start but not at NEC risk.
- 3.3. s 9(2)(ba)(ii)
- 3.4. If NEC can complete designs by the end of August we can remain on track.
- 3.5. Development of code can start as soon as workflows are finalised.
- 3.6. It was noted NEC are still confident they can meet the November SIT Entry date.
- 3.7. The Theta (Azure) and Datacom (IGMS), requirements are still in progress, all other requirements have been finalised and are moving into design.

4. Commercial

- 4.1. InTech (IQ Office): has had a long standing commercial agreement however this has been revised with the additional scope for BCU, they have agreed to sign the MBIE MSA Lite. Noted that InTech has been very flexible and worked well with Commercial to get this across the line. s 9(2)(a) is progressing the sign off of this and review of the draft SoW.
- 4.2. Argonaut s 6(a) Questions are being worked through and new scope (removed from NEC) has been added to the change request.
- 4.3. NEC Variation: Remains with NEC to update milestones dates to align to their advised schedule.
- 4.4. NEC On-going Support: Licensing requirements are being worked through – may be questions coming for those involved. Wanting to get clarity before negotiations get underway. Next step is understanding volume numbers.

5. Project Update

- 5.1. Status reports are now provided to PMO monthly rather than fortnightly. We will provide the formal monthly status report for the first meeting of the month and provide verbal project updates at alternate meetings.
- 5.2. Revised schedule has been provided to all vendors, with individual review session underway with each vendor this week. An integrated schedule review with all vendors is scheduled following the individual reviews.
- 5.3. The schedule has been aligned to the dates in CR#03a.
- 5.4. Early socialisation of the schedule has been provided to identify any gaps or concerns early.
- 5.5. Security activities have been scheduled and provided to s 9(2)(a) (security architects) who have indicated there may be a few impacts. Arranging meeting to work through.

- 5.6. CR#03a; The memo to Ministers and presentation to Treasury should be drafted immediately as it will need to go through several reviews and likely to take longer than anticipated **AP#111**. Noted that the presentation has been drafted and reviewed with ^{s 9(2)(a)}, and will shortly be forwarded for wider review. ^{s 9(2)(a)} to forward on one from Future Footprint & ADEPT that can be used as a memo template. **AP#112**.
- 5.7. It was noted that the schedule date for July 2022 remains tight.
- 5.8. IPE demos are nearly complete. General view (but awaiting formal feedback) is that the fixed kit is agreed and the mobile kit with Panasonic tablet is preferred. Good feedback received on these options, especially the Panasonic kit.
- 5.9. Datacom are completing the set up activities for IQ Office tuning, looking to start later this week.
- 5.10. ^{s 9(2)(a)} noted there is possible contention around environments for early migration, and that this needs to be monitored as a key risk moving forward. This situation is also being monitored through the Change Pipeline Management Group. We are setting up a session with all parties to work through later this week that will involve the BAU team too.

6. Risks & Issues

- 6.1. Budget and Schedule: remains at risk until CR#03a approved.
- 6.2. Resources: New architect, to replace ^{s 9(2)(a)}, starting next week, believe he is strong in the infrastructure space. Also looking at the budget to perhaps bring in an additional resource to manage the data stream.
- 6.3. Schedule: timings remain tight and dependant on NEC delivery.

7. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
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AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	13/07 Taken steps to ensure will be part of the design documentation. 15/06 Remains open – no further updates. 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21 May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a) 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates		13/07 Reviewing Project plan received from MBIE – under action. 29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.
AP#108	29/06/21	s 9(2)(a) to get rundown from s 9(2)(a) on what specific External Concurrency and API solution information NEC are dependent on to finalise their solution design, and to advise MBIE.		13/07 Outstanding – In Progress.

8. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#98	01/06/21	Follow up with s 9(2)(a) on Treasury process/sequencing.		13/07 Working on presentation. 25/02 Post-meeting update: Just need a simple presentation for Treasury review, and use that plus covering memo with existing business case document and CR's as attachments for joint Minister sign off. Treasury review can be progressed in parallel. 15/06 Discussions underway, need to formally map out.
AP#109	29/06/21	Respond to NEC s 9(2)(a) on the new NEC Service Support Model and if session to go through this prior to developing the ongoing BCU support SoW is needed.		10/07 Remains open. Post-meeting update – has been responded to, and can be closed.
AP#110	13/07/21	Add IQA Actions to report and make diary note to add IQA report on to agenda in 2 months.		
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.		
AP#112	13/07/21	Send Minister memos for Future Footprint & ADEPT to s 9(2)(a) to use template.		

9. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

10. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#107	29/06/21	Confirm NEC has the information required this week to complete a high level concept for IQ Office integration.	s 9(2)(a)	13/07 Met with InTech, issues resolved and updated in workflows
AP#101	01/06/21	Align dates to ensure MBIE governance process (ie Part B approval) does not cause delays.	s 9(2)(a)	15/06 Book a session with s 9(2)(a) and s 9(2)(a) to walk through iterative approach process to meet timeframes
AP#103	15/06/21	Confirm External concurrency IMB option is a 'non-functional fit' with ease of update and change.	s 9(2)(a)	13/07 Not using IMB, using a DXC solution now – ARG Endorsed
AP#105	15/06/21	Ensure decision around API Security not using Azure and any misalignment with the Future State Cloud strategy is detailed and documented by Architects and Security and taken to ARG	s 9(2)(a)	13/07 Will be using Azure APIM now
AP#106	29/06/21	Facilitate Architecture Team to get outstanding decisions made. Provide update to Stephen on progress by COB today.	s 9(2)(a)	13/07 Closed linked to AP103/105

Business Owner:	s 9(2)(a)	Customer:	MBIE
Project Manager:			

Biometric Capability Upgrade (CPSO189)

Project overview:

Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary

- Published Automated, Maintenance, s 6(a). Currently under review. Final session scheduled for July 23rd.
- MBIE published high level API security methodology/requirements. Under review. NEC and DXC have been working together to ensure API design is aligned.
- NEC is currently creating the variation to BCU SoW as requested by MBIE. In progress.

RAG Status

RAG Status												Key dates			
Time			Budget			Quality			Overall			Start	Finish	Next milestone	Date
-2	-1	C	-2	-1	C	-2	-1	C	-2	-1	C	Aug-20	TBC	Entry to SIT	TBC

Planned Achievements Last Period

- Gain MBIE approval on NEC workflows.
- NEC to gather specific dependencies of API design on detailed design.
- NEC to create variation to SoW.

Key Activities Next Period

- MBIE approve NEC workflows.
- NEC provide feedback on API security.
- Start wireframe design.
- NEC deliver draft variation to SoW

Actual Achievements Last Period

- Published updated NEC workflows, under review.
- MBIE published API security requirements. Under review.
- NEC and DXC working together on API design.

Changes made

- None

Risks & Issues

	Severity	Likelihood
Risk: Project schedule is at risk due to design details (workflows, wireframes, interfaces, data model) still being iterated upon. Mitigation: NEC is designing remainder of project to run concurrent streams to keep SIT date.	L	L

Decisions Required/Escalations

- None

What’s working well

- Excellent engagement between NEC and DXC regarding detailed design and integration.

What we need to improve

RAG Status - definitions

Status	Financials	Time	Quality	Overall
Red	- A significant forecast over spend against the budget of say more than 10%. - Currently tracking or forecasted to be below the target GP figure - Revenue forecasted to fall within this financial year will now fall outside this financial year and that will impact NECNZ's ability to meet its commitments. - There are commercial terms or factors that have identified, and the mitigation strategy or resolution strategy is still to be decided.	- Delays against critical milestones more than 4 weeks. - Current or forecasted unavailability of resource or expertise that will impact the project - The scope of deliverables is in question and this will likely cause a delay.	- The number of risks identified with a high impact is greater than five. - One or more risk has been identified with an extreme impact. - Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed, all the benefits not achieved.	Any instance of Red
Amber	- A significant forecast over spend against the budget of 5-10%. Ways of reconciling the cost has been identified - There are commercial terms or factors that may be of concern which have been identified and the mitigation or resolution strategy has been identified and agreed with the client	- Delays against critical milestones of 2-4 weeks. - The scope of deliverables is in question and this will cause a delay in the schedule of less than four weeks. - Potential current or forecasted unavailability of resource or expertise that may impact the project but can be resolved by PM	- The number of risks with impact of high is fewer than five - No risks have an impact of extreme. - Dissatisfaction or resistance from stakeholders which is being mitigated and there is confidence resolution to be reached.	Any instance of Amber
Green	On-track to deliver agreed margin, no foreseen issues	- Project on track to complete on time - Project adhering to agreed scope, approved CRs in place as required - Resources fully engaged and committed to project for the duration	- Risks have been identified although none have a high or extreme impact all of which have mitigations. - Deliverables are satisfying the clients acceptance criteria.	All status are Green

	Low (L)	Medium (M)	High (H)
Likelihood	Events like this are not expected to occur, or are only expected to occur in exceptional circumstances.	Events like this could be expected to occur during the project.	Events like this are expected to occur during the project.
Severity	Little to no effect on event.	Effects are felt, but not critical to outcome.	Serious impact to the course of action and outcome. Could be critical.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 27 July 2021, 11.30am-12.30pm
Location	Stout 2.11
Agenda	27 July Agenda
Attendees	Stephen Dunstan (Chair) s 9(2)(a) [Redacted]
Apologies	s 9(2)(a)
Documents	Previous Minutes , NEC Report

1. Project update and briefing ahead of NEC participation

- 1.1. It was noted for the minutes that today's meeting did not have a quorum present.
- 1.2. Part A was on the agenda for the ARG meeting today however the meeting has been cancelled and rescheduled to next week (will also delay going to ARB).
- 1.3. s 9(2)(a) asked if the Business would be happy to endorse NEC to go ahead with the workflow build without ARG approval;
 - Get in writing from s 9(2)(a)
 - The project to also document.
- 1.4. NEC expectation if/when issues arise. Risk needs to be accepted as part of decision to allow NEC to progress.
- 1.5. No recent updates on NEC recruiting a new PM. Have held interviews but on one appointed as yet.
- 1.6. s 9(2)(a) queried a comment from s 9(2)(a) around Data Integration and a data resource from previous meeting. It was noted this was internal to MBIE not related to NEC. Project team can discuss further with s 9(2)(a). **AP#113**
- 1.7. It was noted the NEC report is missing the SIT Entry date they are working towards. Request 30Novemver recorded on report.

2. NEC Attendance 11.15am s 9(2)(a)

- 2.1. NEC actions were reviewed, updates in section 8 & 11.
- 2.2. NEC provided their fortnightly [Status Report 23 July](#).
- 2.3. There have been two extra meetings on workflows, two question remain open but now looking for formal approval of workflows from MBIE. s 9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence. **AP#114** MBIE to send formal endorsement of workflows to NEC. **AP#115**
- 2.4. SIT Entry date 30Nov to be recorded on report.
- 2.5. s 9(2)(a) noted it's been helpful working directly with DXC.
- 2.6. Started discussion on migration. NEC to provide guidance to migration, formal feedback on how NEC have handled migration in the past will be provided in next two weeks. **AP#116**

- 2.7. NEC are meeting with NECAM twice a week, both parties are aligned with the revised project schedule. s 9(2)(a) confirmed NEC are working toward SIT entry 30Nov and they are on track to meet this milestone.
- 2.8. Stephen noted good progress is being made – well done!
- 2.9. NEC left the call 12.00pm.

3. MBIE Discussion Continued

- 3.1. NEC confirming the schedule is not moving is great news.
- 3.2. s 9(2)(g)(i)
- 3.3. Migration space is ramping up, Security Team are engaged a lot of things happening now.
- 3.4. Arrange a catch up for Stephen s 9(2)(a) ahead of ICDC on 18 August. **AP#117**
- 3.5. s 9(2)(a) asked if we were clear on what the sign off process for the Treasury memo is. Stephen confirmed he approves it.
- 3.6. Minutes were accepted with no changes. Actions were reviewed, updates in section 9 & 11.

4. Commercial

- 4.1. Datacom Squad and Argonaut CRs with Stephen for Approval
- 4.2. InTech; Dates required to be added into the SoW and send back to InTech. Procurement exemption approved and MSA Lite accepted by InTech.
- 4.3. NEC Variation: Due from NEC on Friday.

5. Project Update

- 5.1. Project is gaining momentum, starting to feel like a busy project.
- 5.2. Design space is nearing completion.
- 5.3. High Level design Part A to ARG this week delayed due to the group availability. A draft had been agreed to go up however with this extra week we will look to submit a final version if possible.
- 5.4. Part B: the focus has been on bring Part A up to spec, Part B will be picked up following Part A approval. Part B was only for SIT infrastructure, not the application layer. A bit more work is still require in this space following designs from all vendors being finalised.

Security

- 5.5. Challenge with infrastructure software deployment has highlighted some security concerns. Security has been engaged early.
- 5.6. A Security Risk Assessment (SRA) was completed some time ago, have suggested this is reviewed as the design has moved along since then.
- 5.7. Security has reviewed the schedule and will be increasing their resource allocation now they have more of an understanding of the project size.
- 5.8. The new model of assigning a resource to the Immigration space s 9(2)(a) will be an asset.

Migration

- 5.9. Draft approach for Data Migration is under project team review, before going to the business the vendors for a high level review.
- 5.10. The Group queried if it was a straight migration or transformation. The project confirmed it will be transformation in some instances.
- 5.11. Detailed migration planning not yet complete, assumptions have been built into the schedule which break the migration into three core blocks;
 - Early Data Migration
 - Transfer pre SIT
 - Between Deployments
 - Migration
 - Cut Over Change
 - Transform migration
- 5.12. Looking to replicate process from SIT to apply learnings through environments to PRD. Next step is to work through the approach with vendors.

Infrastructure Stream

- 5.13. SIT build quite advanced. Dependency on NEC reviewing build - still open.

- 5.14. Standard MBIE server build is hardened (secure), possible issue for NEC to deploy, working through with Security.

Resourcing

- 5.15. Additional resources identified, ICT resource requests have been submitted for the following roles;
- Migration Lead
 - Deployment/Release Lead
 - ORR/Support Model Lead
 - BA
- 5.16. s 9(2)(a) noted a lot of work has been done on the schedule and getting vendors across it. Great progress has been made however the schedule remains very tight.
- 5.17. IPE Hardware; formal feedback from s 9(2)(a) received.
- 5.18. Fixed kit and Mobile 3 Kit (Panasonic Tablet) selected options. The suitcase kit was ruled out.
- 5.19. A Change request to the SoW is required to confirm the hardware.
- 5.20. IPE Solution Design is nearing finalisation.

6. Risks & Issues

- 6.1. No new to note.

7. AOB

- 7.1. A Scope query re IGMS Online and My Account was raised. Historical Implications between ADEPT/BCU still need to be worked through. A potential gap has been identified. Further work is required to understand what the gaps is and which project is addressing resolution ie: who's scope/ cost/ time.
- 7.2. If My Account continues to be required/ used (external user) for a while (it currently talks to IDme to retrieve facial images,. do we need to continue to accommodate? Analysis is being completed to understand the full impact. It is possible there will be a requirement to support ongoing not just transitioned. A business Decision on this will be required.

8. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s 9(2)(a)	27/07 In progress will have to MBIE by Friday (30Jul) 13/07 Reviewing Project plan received from MBIE – under action. 29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.
AP#114	27/07/21	s 9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s 9(2)(a)	

AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s 9(2)(a)	
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.		27/07 NEC/NECAM met today confirmed not pushing out schedule, 30Nov SIT on track. No further update. 13/07 Taken steps to ensure will be part of the design documentation. 15/06 Remains open – no further updates. 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a). 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.

9. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
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AP#50	02/12/20	s 9(2)(b)(ii)	s 9(2)(a)	On hold s 9(2)(b)(ii)
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.		27/07 Ongoing. Presentation out for review. Add out-of-the-box handout to pack.
AP#113	27/07/21	Follow up with s 9(2)(a) to clarify Data Integration and a data resource discussion from previous meeting.		
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s 9(2)(a)		
AP#117	27/07/21	Arrange a catch up for Stephen s 9(2)(a) ahead on ICDC on 18 August.		02/08 (update) Booked for 9am 16 August

10. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

11. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
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AP#108	29/06/21	s 9(2)(a) to get rundown from s 9(2)(a) on what specific External Concurrency and API solution information NEC are dependent on to finalise their solution design, and to advise MBIE.	s 9(2)(a)	27/07 Working with DXC, meeting once a week, working collaboratively on API design - Close 13/07 Outstanding – In Progress.
AP#98	01/06/21	Follow up with s 9(2)(a) on Treasury process/sequencing.		27/07 Closed on track for ICDC and covered in AP#111 13/07 Working on presentation. 25/02 Post-meeting update: Just need a simple presentation for Treasury review, and use that plus covering memo with existing business case document and CR's as attachments for joint Minister sign off. Treasury review can be progressed in parallel. 15/06 Discussions underway, need to formally map out.
AP#109	29/06/21	Respond to NEC s 9(2)(a) on the new NEC Service Support Model and if session to go through this prior to developing the ongoing BCU support SoW is needed.		10/07 Remains open. Post-meeting update – has been responded to, and can be closed.
AP#110	13/07/21	Add IQA Actions to report and make diary note to add IQA report on to agenda in 2 months.		27/07 Closed
AP#112	13/07/21	Send Minister memos for Future Footprint & ADEPT to s 9(2)(a) to use template.		27/07 Closed

Business Owner:	s 9(2)(a)	Customer:	MBIE
Project Manager:			

Biometric Capability Upgrade (CPSO189)

Project overview:

Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary

- AP#48 – NEC is performing as much work in parallel as possible to keep SIT/UAT dates as scheduled.
- AP#104 - NEC is currently creating the variation to BCU SoW as requested by MBIE. Based on numbers from the SoW, more discussion is needed regarding software licenses. NEC recommend bringing this topic to resolution so only one variance to the SoW is required.
- AP#114 - Published Automated, Maintenance, s 6(a). Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity.
- AP#116 – NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. This also impacts AP#104. Ongoing.

RAG Status

RAG Status												Key dates			
Time			Budget			Quality			Overall			Start	Finish	Next milestone	Date
-2	-1	C	-2	-1	C	-2	-1	C	-2	-1	C				
												Aug-20	TBC	Entry to SIT	30/11/2021

Planned Achievements Last Period

- Gain MBIE approval on NEC workflows.
- NEC to gather specific dependencies of API design on detailed design.
- NEC to create variation to SoW.

Key Activities Next Period

- MBIE approve NEC workflows.
- NEC start wireframe design.

Actual Achievements Last Period

- Published updated NEC workflows, reviewed with all vendors.
- MBIE published API security requirements. Under review.
- NEC and DXC working together on API design.

Changes made

- None

Risks & Issues

	Severity	Likelihood
Risk: Project schedule is at risk due to design details (workflows, wireframes, interfaces, data model) still being iterated upon. Mitigation: NEC is designing remainder of project to run concurrent streams to keep SIT date.	L	L

Decisions Required/Escalations

- None

What’s working well

- Excellent engagement between NEC and DXC regarding API design and integration.

What we need to improve

RAG Status - definitions

Status	Financials	Time	Quality	Overall
Red	- A significant forecast over spend against the budget of say more than 10%. - Currently tracking or forecasted to be below the target GP figure - Revenue forecasted to fall within this financial year will now fall outside this financial year and that will impact NECNZ's ability to meet its commitments. - There are commercial terms or factors that have identified, and the mitigation strategy or resolution strategy is still to be decided.	- Delays against critical milestones more than 4 weeks. - Current or forecasted unavailability of resource or expertise that will impact the project - The scope of deliverables is in question and this will likely cause a delay.	- The number of risks identified with a high impact is greater than five. - One or more risk has been identified with an extreme impact. - Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed, all the benefits not achieved.	Any instance of Red
Amber	- A significant forecast over spend against the budget of 5-10%. Ways of reconciling the cost has been identified - There are commercial terms or factors that may be of concern which have been identified and the mitigation or resolution strategy has been identified and agreed with the client	- Delays against critical milestones of 2-4 weeks. - The scope of deliverables is in question and this will cause a delay in the schedule of less than four weeks. - Potential current or forecasted unavailability of resource or expertise that may impact the project but can be resolved by PM	- The number of risks with impact of high is fewer than five - No risks have an impact of extreme. - Dissatisfaction or resistance from stakeholders which is being mitigated and there is confidence resolution to be reached.	Any instance of Amber
Green	On-track to deliver agreed margin, no foreseen issues	- Project on track to complete on time - Project adhering to agreed scope, approved CRs in place as required - Resources fully engaged and committed to project for the duration	- Risks have been identified although none have a high or extreme impact all of which have mitigations. - Deliverables are satisfying the clients acceptance criteria.	All status are Green

	Low (L)	Medium (M)	High (H)
Likelihood	Events like this are not expected to occur, or are only expected to occur in exceptional circumstances.	Events like this could be expected to occur during the project.	Events like this are expected to occur during the project.
Severity	Little to no effect on event.	Effects are felt, but not critical to outcome.	Serious impact to the course of action and outcome. Could be critical.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 10 August 2021, 11.30am-12.30pm
Location	Stout 8.08
Agenda	10 August Agenda
Attendees	s 9(2)(a)
Apologies	s 9(2)(a) Stephen Dunstan, s 9(2)(a)
Documents	Previous Minutes , NEC Report

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from Stephen, s 9(2)(a) will chair the meeting in the interim.
- 1.2. The CR from NEC is still outstanding (Action #104).
- 1.3. Migration information from NEC has not been received (action #116).
- 1.4. NEC have presented a new design option in the past week, no best face selection, allowing matching across multiple images irrespective of quality and no composite fingerprints. Initial views from s 9(2)(a) are positive and the changes will benefit INZ. The project team are working through to clarify the wider impact of adopting these options including time/cost/suitability/integration etc.
- 1.5. A key risk was raised: that NEC could deliver to SIT and we find that there are serious issues with the interpretation of the requirements is not aligned with what expected, requiring considerable rework and delivery delay. The project would like to request NEC provide demos throughout the build process to see how it is progressing and ensuring delivery is in line with MBIE expectations. This would mitigate potential rework if any areas of concern sighted.
- 1.6. IPE Detailed Design Documentation is not yet finalised. s 9(2)(a) has now picked this up with a session scheduled for Thursday to work through with a view to finalise.

2. NEC Attendance 11.45am s 9(2)(a)

- 2.1. NEC extract of previous minutes were accepted.
- 2.2. NEC provided their fortnightly [Status Report 06 August](#).
- 2.3. NEC action updates were provided in the status summary of report and updated in section 8 of the minutes, with further discussion recorded below;
- 2.4. Action #48; continuing to run as many streams in parallel as possible. Design documents still in progress, due end of Aug will be end of Sept to reduce iterations, this will not impact SIT date 30 Nov. NEC will prioritise design iterations. Detailed requirements traceability will include any customisations.
- 2.5. Action #104; MBIE want to formalise dates asap, another variation can be done for software licences once volume numbers are known and agreed. NEC will action.
- 2.6. Action #114; Workflow final reviews complete. Session held with all vendors last week. s 9(2)(a) has applied all small changes raised. s 9(2)(a) clarifying one issue with the business that needs to be resolved.

- 2.7. Action#116; Sizing underway now. There is more data in SIT and PreProd test environments than the SoW accommodates. Options need to be worked through and assessed. § 9(2)(a) noted the draft migration approach is scheduled to be worked through at a session with all vendors on Friday 13 August.
- 2.8. NEC agree demos are a good way to ensure MBIE are across the build as it progresses. NEC propose a demo no later than 01 October to ensure no wasted effort.
- 2.9. The Group asked for the report RAG status to be clarified as the numbering was unclear and the current rating does not align with the assurances received from NEC that they are on track to deliver against key milestones. § 9(2)(a) advised he was using the NEC ratings as explained on the second page but was open to aligning to MBIEs RAG definitions. He agreed he was probably interpreting the NEC criteria too literally. The Group agreed for consistency in reporting that the MBIE RAG status would be provided to NEC for use moving forward. **AP#118**
- 2.10. § 9(2)(a) clarified when working to the new schedule this makes the overall status green.
- 2.11. § 9(2)(a) advised § 9(2)(a) has added additional resourcing to ensure the project is successful.
- 2.12. MBIE confirmed they will have feedback on NECs new design proposal through by the end of the week.
- 2.13. NEC left the call/meeting 12.00pm.

3. MBIE Discussion Continued

- 3.1. [Previous minutes](#) were accepted with the following clarifications for § 9(2)(a);
 - #1.3 - The action here related to AP#115 and obtaining endorsement from the Business and project team in writing. It was also noted ARG have since endorsed Part A and it goes to ARB today. The new design proposal from NEC will impact some workflows. It was suggested MBIE could endorse the workflows that are not impacted while the new design proposal is being considered and the impacts it has on remaining workflows is understood.
 - #2 - Remove § 9(2)(a) from attendance.
 - #5.11 – Data Migration core blocks were clarified as; Early Migrations - additional data from AMS, between migrations – migrations for new IQ Office completed between deployments, and Cut over Migration – data into NEC.
 - #7.1 - The gaps identified have been documented in a set of processes that are transitional. These have now been socialised for discussion.
 - Noted that formal acceptance of the NEC attended portion of the minutes had not been requested of NEC at the last meeting, but they had raised no concerns in that regard.

4. Commercial

- 4.1. InTech SoW is progressing.
- 4.2. Theta and Datacom IGMS requirements are out for review/approval, commercials to follow.

5. Project Update

- 5.1. § 9(2)(g)(i)
- 5.2. Designs are progressing.
- 5.3. CR03 has been submitted to EPMO for ICDC (18 August), it has had further updates, telling the same story in a sharper more succinct way, more attuned to the needs of the governance stakeholders moving forward. Previous iterations focussed on the history of the project, and this has been cleaned up to reflect current state and what we need. Working through outstanding questions around cost savings reduction signalled in the CR. The updated version will be made available to governance group members. **AP#119**
- 5.4. A lot of work has been done on the schedule with an integrated schedule now agreed with all vendors. § 9(2)(a) acknowledged § 9(2)(a) great work on achieving this.
- 5.5. Once CR03 is approved the new schedule and budget will be baselined and reported against.
- 5.6. Resource requests have been submitted for Data Migration Lead, Deployment Manager and Operational Readiness Lead.

6. Risks & Issues

- 6.1. s 9(2)(a) noted that the residual risk reporting in the project report doesn't reflect reality anymore and is not aligned with the confidence the project delivery team now have - it suggests the risk ratings have not reduced when they clearly have. Needs to be aligned with the updated view as presented in CR03 to ensure consistency of messaging. s 9(2)(a) will review and update. **AP#120**

7. AOB

- 7.1. s 9(2)(a) reiterated that a key focus of the Project needs to remain on opportunities to bring back the July 2022 Go live date. s 9(2)(a) reiterated the project will continue to try, however the time frames remain extremely tight. s 9(2)(a) noted this undertaking was made to Stephen D. and we need to be able to assure him and governance that all opportunities are being actively explored.
- 7.2. The group asked for Change Management to be included on the next agenda with s 9(2)(a) the BCU Project Change Manager invited along to provide an overview of the Change Management approach/plan. **AP#121**

8. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s 9(2)(a)	10/08 MBIE want to formalise dates asap, so need that variation now, another variation can be done for software licences once volume number are known and agreed. 06/08 Report: NEC is currently creating the variation to BCU SoW as requested by MBIE. Based on numbers from the SoW, more discussion is needed regarding software licenses. NEC recommend bringing this topic to resolution so only one variance to the SoW is required. 27/07 In progress will have to MBIE by Friday (30Jul) 13/07 Reviewing Project plan received from MBIE – under action. 29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.

AP#114	27/07/21	s 9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s 9(2)(a)	10/08 Workflow final reviews complete. Session held with all vendors last week. s 9(2)(a) has applied all small changes raised. s 9(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, s 6(a). Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity
AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.		Sizing underway now. There is more data in SIT and PreProd than the SoW accommodates options need to be worked through and assessed. s 9(2)(a) noted the draft migration approach is scheduled to be worked through at a session with all vendors on Friday 13 August. 06/08 Report: NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. This also impacts AP#104. Ongoing

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	10/08 Continuing to run as many streams in parallel as can be. Design documents still in progress, due end of Aug will be end of Sept to reduce iterations. Will not impact SIT date 30Nov. NEC will prioritise design iterations. Detail requirements traceability will include any customisations. 06/08 Report: NEC is performing as much work in parallel as possible to keep SIT/UAT dates as scheduled. 27/07 NEC/NECAM met today confirmed not pushing out schedule, 30Nov SIT on track. No further update. 13/07 Taken steps to ensure will be part of the design documentation. 15/06 Remains open – no further updates. 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 ^{s 9(2)(a)} provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review ^{s 9(2)(a)} feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. ^{s 9(2)(a)} to confirm status with ^{s 9(2)(a)}. 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
AP#118a	10/08/21	Align RAG Status reporting to MBIEs definitions. To be provided by ^{s 9(2)(a)}		

9. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s 9(2)(a)	10/08 Feedback incorporated, sending back out for review 27/07 Ongoing. Presentation out for review. Add out-of-the-box handout to pack.
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s 9(2)(a)		10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC		
AP#119	10/08/21	Provided the updated CR03 to Group		20/08 Links provided with Meeting papers
AP#120	10/08/21	Review and updates Risks/ Residual risks		
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager		

10. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

11. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
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Biometric Capability Upgrade (CPSO189)

Project overview: Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary	RAG Status
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- AP#48 – NEC is performing as much work in parallel as possible to keep SIT/UAT dates as scheduled.
- AP#104 – At the time of this writing the variation is under review with NEC commercial team. By the date of the Steering Committee meeting NEC intends to have submitted the variation to MBIE for approval. This variation will include only the change to milestone dates in accordance with the current project schedule. AP#114 – Meeting to finalise workflow impacts of new design direction to be held Friday August 20th.
- AP#116 – NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. Ongoing.

RAG Status												Key dates			
Time			Budget			Quality			Overall			Start	Finish	Next milestone	Date
-2	-1	C	-2	-1	C	-2	-1	C	-2	-1	C				
												Aug-20	TBC	Entry to SIT	30/11/2021

Planned Achievements Last Period	Key Activities Next Period
----------------------------------	----------------------------

- | | |
|--|---|
| <ul style="list-style-type: none">• Gain MBIE approval on new NEC workflows.• NEC to gather specific dependencies of API design on detailed design.• NEC to create variation to SoW. | <ul style="list-style-type: none">• MBIE approve new NEC workflows.• NEC start wireframe design. |
|--|---|

Actual Achievements Last Period	Changes made
---------------------------------	--------------

- | | |
|---|--|
| <ul style="list-style-type: none">• Published updated NEC workflows, reviewed with all vendors.• MBIE published API security requirements. Under review.• NEC and DXC working together on API design. | <ul style="list-style-type: none">• None |
|---|--|

Risks & Issues	Decisions Required/Escalations
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	Severity	Likelihood	Decisions Required/Escalations
Risk: Project schedule is at risk due to design details (workflows, wireframes, interfaces, data model) still being iterated upon. Mitigation: NEC is designing remainder of project to run concurrent streams to keep SIT date.	L	L	

What’s working well	What we need to improve
---------------------	-------------------------

- | | |
|--|--|
| <ul style="list-style-type: none">• Excellent engagement between NEC and DXC regarding API design and integration. | |
|--|--|

RAG Status - definitions

Status	Financials	Time	Quality	Overall
Red	- A significant forecast over spend against the budget of say more than 10%. - Currently tracking or forecasted to be below the target GP figure - Revenue forecasted to fall within this financial year will now fall outside this financial year and that will impact NECNZ's ability to meet its commitments. - There are commercial terms or factors that have identified, and the mitigation strategy or resolution strategy is still to be decided.	- Delays against critical milestones more than 4 weeks. - Current or forecasted unavailability of resource or expertise that will impact the project - The scope of deliverables is in question and this will likely cause a delay.	- The number of risks identified with a high impact is greater than five. - One or more risk has been identified with an extreme impact. - Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed, all the benefits not achieved.	Any instance of Red
Amber	- A significant forecast over spend against the budget of 5-10%. Ways of reconciling the cost has been identified - There are commercial terms or factors that may be of concern which have been identified and the mitigation or resolution strategy has been identified and agreed with the client	- Delays against critical milestones of 2-4 weeks. - The scope of deliverables is in question and this will cause a delay in the schedule of less than four weeks. - Potential current or forecasted unavailability of resource or expertise that may impact the project but can be resolved by PM	- The number of risks with impact of high is fewer than five - No risks have an impact of extreme. - Dissatisfaction or resistance from stakeholders which is being mitigated and there is confidence resolution to be reached.	Any instance of Amber
Green	On-track to deliver agreed margin, no foreseen issues	- Project on track to complete on time - Project adhering to agreed scope, approved CRs in place as required - Resources fully engaged and committed to project for the duration	- Risks have been identified although none have a high or extreme impact all of which have mitigations. - Deliverables are satisfying the clients acceptance criteria.	All status are Green

	Low (L)	Medium (M)	High (H)
Likelihood	Events like this are not expected to occur, or are only expected to occur in exceptional circumstances.	Events like this could be expected to occur during the project.	Events like this are expected to occur during the project.
Severity	Little to no effect on event.	Effects are felt, but not critical to outcome.	Serious impact to the course of action and outcome. Could be critical.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 24 August 2021, 11.30am-12.30pm
Location	TEAMS
Agenda	24 August Agenda
Attendees	s 9(2)(a)
Apologies	Stephen Dunstan, s 9(2)(a)
Documents	Previous Minutes , NEC Report

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from Stephen s 9(2)(a) will chair today's meeting, welcome to s 9(2)(a) who is attending for Stephen.
- 1.2. Briefing on change management approach was on today's agenda however as Stephen and s 9(2)(a) are apologies, this will be postponed until next meeting.

Items raised by s 9(2)(a) prior to the NEC joining the meeting;

- 1.3. Still haven't received the variation from NEC, although indicated in the report that we'd have it by now.
- 1.4. A general overview of the design space. s 9(2)(b)(ii)
Still need NEC to close this out and provide the information we're requesting. Dates now being indicated are end of Sept vs July for design delivery.
- 1.5. Recommendations from NEC's Deep Dive System Review which recommended removing best match only approach (in favour of storing and matching all available images) and removing composite fingerprint slaps (in favour of retaining all slaps) have been accepted, although impacts on infrastructure sizing are still being worked through.
- 1.6. Project to formally confirm to NEC that the latest received Visio diagrams of the Workflows are considered final. **AP#115**
- 1.7. s 9(2)(b)(ii)
- 1.8. Previous minutes taken as read, action updates in Section 8 & 10.

2. NEC Attendance 11.45am (TEAMS), s 9(2)(a)

- 2.1. Previous NEC minutes accepted with no changes.
- 2.2. NEC hope to have Reveal wireframes to MBIE by end of this week or early next week. Once that is achieved, they will work on the formal documentation to meet design milestone. s 9(2)(a) confirmed delivery date for the design documentation is Monday 13-Sept, this will allow MBIE 10 days to

progress to design approval. § 9(2)(a) confirmed design document status is not impacting build activity which is underway.

Discussion from actions, further updates in Section 7.

- 2.3. AP#104 – Updating the SoW underway however due to lockdown, meeting with commercial was interrupted for § 9(2)(a) is hoping to see this shortly. § 9(2)(a) queried what's involved. § 9(2)(a) thinks might be just about process. § 9(2)(a) asked for it before next meeting and to advise if any obstacles. NEC confirmed no delays from MBIE side.
- 2.4. AP#114 – Already met with MBIE and all stakeholders to review all new workflows based on NEC recommendation. Just waiting on formal approval of those workflows from MBIE, but considered a formality from NEC side.
- 2.5. AP#116 – still compiling sizing and migration based on data numbers. Understand there is some discussion on the MBIE side about the data sizing re: licencing volumes of 100k to 2m in test environments which is a significant increase over volumes agreed in the SoW. § 9(2)(a) have been meeting with Architects about sizing queries related to the NEC design proposal. § 9(2)(a) confirmed there are no licencing implications for increasing from 5m to 7.1m images as a result of the deep dive recommendations accepted by MBIE, however the test environment sizing increases are not related to those.
- 2.6. These are all items on the status tracking list
- 2.7. Wireframes for Reveal will be provided to MBIE by the end of this week. (week ending 27/08) Then allowing two week for all designs, so with MBIE by 13-Sept.
- 2.8. Docker deployment process for deployment of software. MBIE Cyber Security have confirmed this is not been security approved by MBIE at present. The other option is to use native deployment. If no one else internally with MBIE has gone through the certification process, then that may take time. § 9(2)(a) doesn't think this is a big issue. Native deployment can be used for the short term and the implement of Docker can be introduced at a future date.
- 2.9. A query was raised as to whether NEC have updated their status report to align with MBIE's RAG status criteria definitions. § 9(2)(a) hasn't seen the RAG status yet. § 9(2)(a) noted she has yet to send these out but will do so shortly. **AP#118**
- 2.10. § 9(2)(b)(ii) [REDACTED]
- 2.11. AP#116 – § 9(2)(a) queried whether it relate to data, which § 9(2)(a) confirmed it did. § 9(2)(a) also asked an open query about sizing and if that was a consequence of the recommendations proposed in the deep dive system review that have been accepted. § 9(2)(a) advised the real impact was the database sizing, which NEC do not consider high impact, plus the number of matches. So overall the infrastructure impacts are minimal - we are going with same matchers. § 9(2)(a) query is 'what is the status' – § 9(2)(a) is still waiting on final decision on the NEC recommendation.
- 2.12. § 9(2)(a) asked if we can get these designs earlier. § 9(2)(a) advised design documentation was delivered in November 2020, and that what will be delivered on 13th Sept will be the delta changes from those original documents. § 9(2)(a) said we all want to get an earlier view of these to reduce risk of gotchas. § 9(2)(a) confirmed the NEC team are aware of time sensitivity.
- 2.13. MBIE are looking forward to seeing the variation come through. We expect there will be some discussions around IPE in finalising the specification and variation.
- 2.14. § 9(2)(a) advised we should restart the support agreement discussions for BCU/IDme if NEC now have capacity. § 9(2)(a) agreed this is a very important discussion to get sorted and advised his desire to have the agreement across the line by the end of the year, beginning of next. § 9(2)(a) expressed MBIE's desire to target completion by Christmas. § 9(2)(a) advised the approach should be to start building based on what's known around the application layer and what outcomes are wanted, not to start from a Contract perspective. NEC are to get the first points down with any initial queries and then engage with MBIE. **AP#122**
- 2.15. § 9(2)(a) view is that IPE SoW will require a change in relation to the hardware.
- 2.16. NEC left the call 12.10pm.

3. MBIE Discussion Continued

- 3.1. Need to advise NEC our expectations re: designs in writing and comments about 'delta'. **AP#123**
- 3.2. Data queries are mostly with us. From a design perspective we have considerable work to do, both from a documentation and design understanding.
- 3.3. § 9(2)(a) queried if we should have another workshop about designs as the work has a long tail. Like we did with Requirements. Agreed this would be a useful focus – § 9(2)(a) to organize.

4. Commercial

- 4.1. InTech SoW; § 9(2)(a) following up on remaining queries to finalise for signing.
- 4.2. Theta SoW; Requirements finalised and provided to Theta, expecting draft SoW through shortly.
- 4.3. DXC have sent a variation with reshaping of milestones.
- 4.4. Datacom IGMS; Requirements provided to get draft SoW underway.
- 4.5. NEC support SoW for IDme also needs to be on radar.
- 4.6. § 9(2)(a) has query about how something is signed off during lockdown. § 9(2)(a) has used docusign approach with PDFs and how this is routed through senior signoffs. Last lockdown email approvals were followed up with written signoffs after lockdown. § 9(2)(a) advised they all have e-signatures, so just send to EAs for processing.

5. Project Update

- 5.1. Overall things are busy with work in-flight across multiple streams.
- 5.2. Discussing design impacts with those dragging out, but will look to hold workshop.
- 5.3. ICDC meeting for CR03 approval was cancelled, so in limbo while trying to understand how that can be taken forward. § 9(2)(a) doesn't have any news on the approach for this. § 9(2)(a) is following this up. § 9(2)(a) to advise § 9(2)(a) when current funding might expire **AP#124**. Had discussed pulling together a one-pager if needed to go beyond approved funding, including context. May be queries about benefits presented in historical change requests. § 9(2)(a) has suggested a brief meeting about this change request.
- 5.4. Project is working to schedule agreed with vendors and based on current dates. Note this schedule is not able to be baselined until CR#3 is approved.
- 5.5. Have strong engagement with cybersecurity team now. Security architect has been assigned to the project. Docker was raised by security team as a potential risk to the schedule dates, so good news that NEC can move away from Docker if required.
- 5.6. NEC infrastructure review expected now that major design elements are finalized.
- 5.7. Data volumes in non-prod environments are being reviewed. Current volumes are well over what was originally agreed in the SoW. An approach option will be available shortly.
- 5.8. § 9(2)(b)(ii)
- 5.9. Loads of work on and very constrained with resource challenges; both bringing on new and replacing resources leaving.

6. AOB

- 6.1. Biographic Tuning underway at the moment.
- 6.2. Decision required regarding contact details being removed from matching process, however delayed due to key business resources tied up with priority work for Kabul and MIQ.
- 6.3. § 9(2)(a) will have § 9(2)(a) send an update on contact detail matching for biographic tuning, currently underway, through today **AP#125**

7. Open Actions - NEC

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AP#114	27/07/21	§ 8(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	§ 8(2)(a)	24/08 waiting on formal approval of workflows from MBIE, but considered a formality from NEC side 10/08 Workflow final reviews complete. Session held with all vendors last week. § 8(2)(a) has applied all small changes raised. § 8(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and § 8(2)(a) § 8(2)(a) Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity

AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s 9(2)(a)	24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s 9(2)(a) requested this be completed prior to next meeting. 10/08 MBIE want to formalise dates asap, so need that variation now, another variation can be done for software licences once volume number are known and agreed. 06/08 Report: NEC is currently creating the variation to BCU SoW as requested by MBIE. Based on numbers from the SoW, more discussion is needed regarding software licenses. NEC recommend bringing this topic to resolution so only one variance to the SoW is required. 27/07 In progress will have to MBIE by Friday (30Jul) 13/07 Reviewing Project plan received from MBIE – under action. 29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.
AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.		24/08 Still compiling sizing and migration approach based on data numbers. Understand there is some discussion on the MBIE side about the data sizing re: licencing volumes of 100k to 2m. s 9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s 9(2)(a) re-confirmed no licencing cost implications for 5m to 7.1m images. 10/08 Sizing underway now. There is more data in SIT and PreProd than the SoW accommodates options need to be worked through and assessed. s 9(2)(a) noted the draft migration approach is scheduled to be worked through at a session with all vendors on Friday 13 August. 06/08 Report: NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. This also impacts AP#104. Ongoing

AP#118a	10/08/21	Align RAG Status reporting to MBIEs definitions. (To be provided by s 9(2)(a))	s 9(2)(a)	
AP#123	24/08/21	Support agreement for BCU/IDme with a view to close out before end of the year. Start building based on what's known around the application layer etc. NEC to get the first points down with any initial queries to resolve. Suggested don't start with a contract as get caught up in wording		

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	24//08 Design is being run in parallel. 10/08 Continuing to run as many streams in parallel as can be. Design documents still in progress, due end of Aug will be end of Sept to reduce iterations. Will not impact SIT date 30Nov. NEC will prioritise design iterations. Detail requirements traceability will include any customisations. 06/08 Report: NEC is performing as much work in parallel as possible to keep SIT/UAT dates as scheduled. 27/07 NEC/NECAM met today confirmed not pushing out schedule, 30Nov SIT on track. No further update. 13/07 Taken steps to ensure will be part of the design documentation. 15/06 Remains open – no further updates. 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a). 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
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8. Open Actions - MBIE

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AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s 9(2)(a)	s 9(2)(a)	24/08 s 9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s 9(2)(a)	24/08 outstanding; to be provide before net report
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s 9(2)(a)	24/08 s 9(2)(a) be rescheduled to next session with Stephen s 9(2)(a) are present.
AP#123	24/08/21	Advise NEC our expectations re: designs in writing and comments about 'delta'	s 9(2)(a)	
AP#124	24/08/21	Advise when project has funding through to without CR03 approved (due to ICDC Cancelled/Covid) and what mechanism can be put in place to see project funding through until CR03 approved.	s 9(2)(a)	
AP#125	24/08/21	s 9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s 9(2)(a)	

9. 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

D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

10. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#119	10/08/21	Provided the updated CR03 to Group	s 9(2)(a)	24/08 Closed following Meeting, Links provided with Meeting papers on 20Aug.
AP#120	10/08/21	Review and updates Risks/ Residual risks		24/08 Done and closed



3644 Biometric Capability Update - Project Status Report - 30 Jul 2021

Project Summary:	A project to significantly upgrade the biometrics matching software that is the source of identify information for all non-New Zealanders. Out-dated, complex and inflexible software will be updated so that it is fit for purpose, secure and reduces ongoing costs.		
Business Owner:	s 9(2)(a)	Project Manager:	s 9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	46%	Comments	Status as at 27/08/2021
Overall Status	●		Overview: The project continues to make improved progress at the delivery level and is tracking to the revised schedule. Note this schedule is not yet formally accepted and is dependent on approval of Change Request #3. The overall project status remains Red. A return to green plan which relays on approval of CR#3 is in place. The Covid lockdown has disrupted the final internal approval gateway (ICDC). The project is working with the EPMO/ PMO to identify an alternate approval pathway. Due to this disruption, the risk of the project exceeding currently approved funding has been heightened. Detailed Workflow designs from NEC have been formally accepted and build work has commenced. The Workflows are a core element of the NEC solution, but there are also designs for the user interface for the Web Client (Revel) and fingerprint application still to be finalised. This is now the focus. NEC have committed to providing design documentation to the project mid Sept, and reconfirmed they are tracking to deploy to the SIT environment in November in line with the revised schedule. The Part A (high level design) document has been approved by ARB. Project re-planning is now complete with the revised schedule validated with all vendors. Although the project is now tracking to this schedule it remains unofficial and unable to be baselined until CR#3 is approved. Resource requests are in-flight for several workstream roles; Data Migration Lead, Business Analyst, Release Manager, and Support Model/ ORR Lead. One of the Solution Architect's has resigned along with the project co-ordinator. Replacements for these roles are also being pursued. High priority Issues include: - Finalisation of NEC design elaboration that will inform the finalisation of the infrastructure design. - Remaining NEC design elements required to be finalised. - Challenge of meeting the revised July '22 delivery timeframe. The framework of a revised and integrated delivery schedule is in place now, however there remain a number of detailed aspects to be worked through as more understanding is gained. The timeframe for July '22 delivery is tight. Actions being taken to mitigate key risks and issues, including: - The BCU Project Steering Group continues to actively monitor project status, currently meeting fortnightly. A progress update at these meetings from the key vendor stakeholders forms part of this monitoring. - A Go-to-Green Plan including a change request for revised milestones and funding is in-flight.



- The Business Owner is working closely with the Project Director and Project Manager to support remediation of key issues and risks.
- A weekly business stakeholder and SME meeting is in place to provide improved turnaround of design issues and requirement clarifications.
- A process for managing out-of-the-box gaps in NEC capability has been developed.
- The project delivery has been replanned and aligned with all vendors. NEC have confirmed alignment on critical path milestones.

Commercials:

NEC - IDme - Requested notification of updated Design milestones from NEC.

NEC - IDme On-going Support Agreement - Negotiations on hold pending completion of the NEC design documentation.

IQ Office - Requirements approved, SoW reviewed/ amended.

Procurement exception granted, New Contract approved / Signed.

ITMS (Datacom) - Variation 5 Infrastructure; draft received, under Commercial review.

Vodafone SoW for pre- prod/prod under development.

IDme Primary Stream:

NEC Workflow Designs have been accepted. Outstanding NEC design detail and documentation to be submitted to the project on 13th September. Detailed requirement clarification activities for IGMS largely completed. Interface design clarification across vendors continues. Migration Analysis across vendors has progressed and the draft Approach document has been shared / workshopped. A proposed change of design for matching was submitted by NEC and after assessment, accepted by the project.

Infrastructure Stream:

SIT Design submitted to NEC for review, still awaiting feedback.

IPE Work Stream:

IPE hardware specification have been firmed up and provided to NEC. NEC IPE Design reviews and feedback to NEC ongoing.

Business Change Management Stream:

Change Impact Assessments continuing.

Comms Plan under development.

Stakeholder engagement model under re-design.

Phase	Deliver	Start Date	22 Aug 19	End Date	17 Dec 21	Active Risks	18	Active Issues	6
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2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	R	R	The Budget status remains Red due to timelines continuing to move out and the increase to the forecast project costs. 20/21 Underspend request to carry over to 21/22 submitted/ pending. CR#3 pending ICDC approval.
Schedule	R	R	The Schedule status remains Red. Extensive work is being done on a revised and integrated schedule for delivery. The expectation is that the revised schedule will be baselined once CR#3 is approved. The projected project Go-Live date has been requested to be moved out to Jul-22 as part of CR03. There is an assumption this timeframe will be accepted, and therefore the revised schedule works to this date.
Scope	A	A	The Scope remains Amber. The complexity of the solution is better understood following the completion of the elaborated business requirements.



			The BCU scope includes both the IDme and IPE projects scope. A revised scope document has been drafted, once signed off the Scope will return to Green.
Risks	A	A	Project Risks remain Amber due to the open risks around requirements and design, budget and schedule.
Issues	A	A	Project Issues remain Amber with open issues being actively managed.
Resources	A	A	Resourcing remains Amber. Additional resource requirements identified as more work streams become active. Resource Requests raised. A Solution Architect and the project co-ordinator have tendered resignations.
Benefits	G	G	Benefits remain Green
Status Key: G=On Track A =Plan in dev or awaiting resolution / Result R = Governance attention required			Prev. Status Date: 28 June 2021

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
IQA Report finalised and accepted CR#03a progressed through BRG and BCB NEC Design workshops continue with focus on workflows and external concurrency, now moving to User Interfaces (UI) Draft Change Management plan under peer review Datacom IGMS and Azure Requirements nearing completion Commenced documenting end to end solution designs Commenced documenting migration approach IPE Hardware demos to business groups completed IPE Software Design near finalisation Datacom Squad and Argonaut CRs approved Engagement with Theta underway Updating Part A underway.	Change Request 03a to ICDC and Treasury. Obtain updated NEC Designs Requirement documentation finalised Finalise IPE Solution Design Document SIT Infrastructure updated build underway Finalise Datacom, Vodafone, InTech and ITMS SoWs/CRs NEC build for workflows commencing Updated Part A Design Approved by ARG & ARB Refresh of security Risk Assessment and next steps confirmed re: Controls.

4. MILESTONE PROGRESS:

Milestones	Baseline	Forecast	Status
Project Brief Approved	01 Nov 18	01 Nov 18	◆
Business Case Approved	22 Aug 19	22 Aug 19	◆
BCU Project Change Request CR02 & Subsequent Memo Approved	12 Aug 20	12 Aug 20	◆
Go Live Approved	20 Sep 21	13 Sep 21	◆
Project Closure Report Approved	17 Dec 21	17 Dec 21	◆
Status Key: ◆ Milestone Complete ◆ < 8 days later than 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 Jul 29, 2021

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	(\$2,698,406)		\$5,825,543	\$5,825,543
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$4,709,679	\$7,408,085	\$15,239,671	\$7,831,586
Opex Spend	\$220	\$220	\$46,272	\$46,052



6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
8319	IF all requirements for NEC cannot be delivered via NEC's out-of-the-box solutions THEN 1) the business may lose functions currently available via current systems or 2) the business may need to change their business process or 3) the solution may move to another BCU vendor to deliver in lieu of NEC	1. Request itemisation from NEC where requirements are not available out-of-the-box 2. Review technical options where NEC are unable to deliver an OTB solution 3. Determine if business are able and/or willing to change their business processes, or an alternative acceptable workaround is available, to compensate for the solution shortcoming.	High	High	Open
8144	IF BCU Designs are not complete and/or sufficiently elaborated THEN the BCU solution may not work correctly or it may not meet the business needs	1. In parallel to Requirements reconciliation completion, project to assess any impacts of requirements gaps against Design completion and remediate as needed 2. Ensure the detailed design is traceable back to all requirements at a detailed level (and that Requirements are sufficiently elaborated).	High	High	Open
7890	IF NEC deliverables are not tracked to the requirements effectively during the delivery of the project THEN INZ may need to go live with limited capability, or postpone go-live until the full requirement set is delivered	1. Additional Business Analyst engaged to assist with BCU Requirements reconciliation and elaboration 2. Ensure NEC testing, through review of their test plan, is traceable to all the requirements at a detailed level 3. Ensure the INZ Test Plan is traceable to all the requirements at a detailed level Request early demo during wire frame stage.	High	Medium	Open
8295	IF there are delays to the overall duration of the project THEN the suppliers who have interdependencies across the contracts for their deliverables may raise variations to their contracts resulting in an increase in the costs to the project.	1. Hold suppliers accountable for providing their deliverables in particular those that form the interdependencies 2. Ensure that MBIE provides it's dependencies to the Suppliers in line with the project plan 3. Document any examples of customer-caused delay including the actual duration to avoid a conflation of customer and supplier delay.	High	High	Open
8507	IF NEC milestone dates are unable to be aligned THEN the current schedule for April 2022 implementation will not be achievable	1. Work with NEC to identify acceptable methods to claw back their dates to align with the schedule; - break design down into component areas - advance some build activity in parallel to full detailed design completion - review underlying schedule approach for possible optimisation	High	High	Open
8432	IF CR03 is not approved THEN the project will be forced to closes, business benefits will not be realised	1. Working closely with Key stakeholder to ensure approval	High	High	Open



for CR03 and subsequent WoLC approval from Treasury.

7. ESCALATED ISSUES FOR THIS PROJECT:

ID	Title	Treatment Actions	Priority	Due Date
1575	The BCU project needs to further elaborate business requirements to provide INZ solution requirements traceability and support the vendor in delivery of finalized design documents, and address any identified gaps.	• Escalate to Governance • Complete Requirements documentation and/or elaboration across project deliverables for all vendors. This includes a mapping back to IGMS IDme and IPE.	Immediate	18 Aug 21
1576	The mostly new BCU project team need to clarify their understanding of the BCU project detailed scope.	• Escalate to Governance • Obtain clarification from business owner and stakeholders re: what has been agreed as 'in-scope' plus what are the key drivers and key deliverables expected	High	18 Aug 21
1439	NEC have not met their initial BCU IDme v2 milestones due 30-Sep-20	• Escalate issue to Stephen Dunstan to raise with § 9(2)(a) NEC • Obtain confirmed delivery dates for missed NEC milestones • Assess impact to overall BCU project schedule	High	18 Aug 21
1502	Loss of key resources and IP from the BCU project team	• Obtain replacement Project Manager(s) • Obtain replacement MBIE Solution Architect • Determine options to gain technical Identity knowledge for project • Escalate to BCU Steering Group	Medium	18 Aug 21
1501	The BCU project cannot meet the baseline June-2021 go-live date, or deliver within the current approved budget	• Re-plan and confirm revised BCU project timelines plus any implications for budget. • Raise a project change request and submit for review/approval. • Re-baseline the project upon approval of the project change request.	High	18 Aug 21

*** 8. DEPENDENCIES WITH OTHER PROJECTS: None ***

9. ESCALATED DECISIONS FOR THIS PROJECT:

ID	Title	Decision	Decision Status	Decision Date
D00425	BCU & ADEPT AMS Code Merge - Approval	ADEPT AMS code changes will be merged with BCU AMS code Changes. ADEPT are scheduled	Approved	11 Dec 2020



		to Go-Live with their first release in July 2021. BCU AMS code will be dormant/disabled for the majority of the release until such time as BCU Go-Live occurs.		
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*** 10. ESCALATED ASSUMPTIONS FOR THIS PROJECT: None ***

11. VENDOR PERFORMANCE RAG STATUS:

Vendor	Agreement	Time	Cost	Quality	Resource
NEC	Master ICT Agreement between MBIE and NEC New Zealand Limited	A	G	A	G
		Time: MIL02 - Deliver Schedule 15 September and MIL03 - Deliver Detailed Design 30 September has been missed. Escalated and being actively managed. New date for Detail Design delivery 19 November Quality: Raised quality assurance issue with NEC, noting this is not just the Project Manager but up to NEC to ensure quality of the deliverables.			

Biometric Capability Upgrade (CPSO189)

Project overview:

Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary

- AP#104 - NEC has submitted the variation to the BCU SoW to MBIE. Under Review.
- AP#114 – NEC received formal approval of all workflows this period. Item can be closed.
- AP#116 – NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. All vendors have agreed to a draft migration approach. To be published for review. Sizing and migration time estimates are still being iterated. Ongoing.
- MBIE published final API specifications.
- MBIE sent formal approval of NEC recommended design change to include all biometric data.
- ***Need clarification on MBIE RAG status. Request clarity of the term “baseline” for budget, time, scope.

RAG Status

RAG Status							
Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

- Gain MBIE approval on NEC workflows.
- NEC to gather specific dependencies of API design on detailed design.
- NEC to create variation to SoW.

Key Activities Next Period

- NEC publish Reveal wireframes.
- API development is underway.
- MBIE approve variation to BCU SoW.
- MBIE publish draft migration approach.
- NEC finalise data sizing for migration.
- NEC inform MBIE of cost impact of changing data volumes in SIT and Pre-production environments.
- RAG status on this report being updated based on MBIE criteria. This requires a complete re-work of current RAG criteria. Will be completed by next Steering Committee meeting.

Actual Achievements Last Period

- MBIE approved all workflows.
- MBIE published final API specifications.
- MBIE approved updated design recommendation.
- Migration Approach agreed by all vendors. Waiting on document publication for review.
- NEC submitted variation to BCU SoW. Under review by MBIE.

Changes made

- None

Risks & Issues

Risk: Project schedule is at risk due to design details (workflows, wireframes, interfaces, data model) still being iterated upon. **Mitigation:** NEC is designing remainder of project to run concurrent streams to keep SIT date.

Severity	Likelihood
L	L

Decisions Required/Escalations

- None

Project Delivery RAG Status Definitions

	GREEN	AMBER	RED
Budget	The project is tracking on-budget with no forecasted variance against the current approved budget	The project is forecasting a variance against the current approved budget of up to 5% or up to \$150k	The project is forecasting a variance against the current approved budget of over 5% or over \$150K
Schedule	- Project plan has been accepted. - The governance milestones: Business Case(s) approval, Go Live(s), and Project Close are tracking to the approved baseline schedule	- One or more of the governance milestones: Business Case(s) approval, Go Live(s), or Project Close are forecasting to be behind the approved baseline schedule by < 21 days (three weeks) - Project Server schedule or PWA not fully populated to end of this stage	One or more of the governance milestones: Business Case(s) approval, Go Live(s), or Project Close are forecasting to be behind the approved baseline schedule by > 21 days (three weeks)
Scope	- Scope of the Initiative is clearly defined. - Project is proceeding according to approved scope	Scope change has been identified, the impact of which is likely to be minor	Scope change has been identified, the impact of which is likely to be significant
Risk	- Risks have been identified and mitigation strategies are in place for all risks - Regular meetings with key stakeholders are in place to review risks and mitigation strategies in a proactive manner	- Risks have been identified but not all risks have mitigation strategies in place or - No regular risk meetings are in place and risks are managed in a reactive manner or - High and Very High rated risks have been identified, mitigation strategies are in place but the project is not confident that they will be effective	- No Risks have been identified or - High and Very High rated risks have been identified however mitigation strategies are not in place
Issue	All identified Project Issues have management plans in place	Low or Moderate priority issues have occurred and work is being done to resolve or identify workarounds	High or Very High priority issues have occurred and work is being done to resolve or identify workarounds
Resource	- Initiative is staffed with the required expertise and capability - Roles and responsibilities for Project are clearly articulated and understood - Project team morale, energy, and collaboration are high	- There are identified gaps in the required expertise and capability to deliver the Project Initiative, however these are not likely to significantly delay the overall project schedule or compromise the quality of deliverables - Project resource requirements are not clearly defined	There are significant gaps in resourcing capacity and/or capability, which are likely to significantly delay the overall project schedule or compromise the quality of deliverables



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 07 September 2021, 9.00am-10.00am
Location	TEAMS
Agenda	07 September Agenda
Attendees	s 9(2)(a)
Apologies	Stephen Dunstan, s 9(2)(a)
Documents	Previous Minutes , NEC Report

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from Stephen, s 9(2)(a) will chair today's meeting.
- 1.2. It was noted that a quorum was not met however the meeting would progress in an update capacity.
- 1.3. The change management approach briefing had been carried over to today's agenda however as Stephen and s 9(2)(a) are apologies, this will be postponed until next meeting.
- 1.4. Minutes were accepted without any further changes. It was confirmed s 9(2)(a) feedback had been incorporated in the copy distributed with meeting papers.
- 1.5. NEC design documents are due on Monday, 13th September.
- 1.6. NEC may not be aware of Architect changes re s 9(2)(a). While it was communicated to Vendors at the team meeting last week NEC were not in attendance so may have missed that s 9(2)(a) is leaving. We have only communicated s 9(2)(a)
- 1.7. s 9(2)(a) queried with s 9(2)(a), will this slow down things in the design space. Has he been replaced and are they up to speed? s 9(2)(a) confirmed he had asked NEC and was advised by s 9(2)(a) that the resource working on the wireframe design was taking over from s 9(2)(a), but it would be good to have this reconfirmed when they join the call.

2. NEC Attendance 11.45am s 9(2)(a)

- 2.1. NEC confirmed they are happy with the minutes provided for their section of the last meeting.
- 2.2. NEC [Status report](#) 03 September.
- 2.3. RAG Status updated using MBIE's RAG criteria. This will be followed ongoing. RAG status remains Green across the board.
- 2.4. Discussion from actions, further updates in Section 7 & 10.
- 2.5. AP#116 - Sizing and time estimates related to data migrations still to be completed. s 9(2)(a) indicated these should be complete by next meeting however s 9(2)(a) asked NEC to aim to have complete by the end of this week. s 9(2)(a) confirmed that would be done.
- 2.6. NEC have agreed to the MBIE migration approach, which was published for review.
- 2.7. MBIE confirmed API designs are all signed off, noting there is a possibility one or two minor changes may be required.
- 2.8. s 9(2)(a) noted the key activities on the report did not include delivering the design documents due Monday, 13 September. s 9(2)(a) confirmed this was just an oversight and the designs are on track to be

delivered on Monday. s 9(2)(a) will provide s 9(2)(a) with an overview of what to, noting it will be a number of documents and will include the whole solution. **AP#126**

- 2.9. MBIE queried; with s 9(2)(a) leaving is the NECAM team up to speed with the designs, workflows and wireframes? s 9(2)(a) confirmed s 9(2)(a) replacement is an existing team member taking on the lead role, and they are not expecting any loss of time as a result of the transition. NEC have ensured NECAM had coverage for this role. Should it be required NEC have the ability to contact s 9(2)(a) as a last resort.
- 2.10. s 9(2)(a) advised they have identified a new NEC project manager, with an offer being presented today.
- 2.11. s 9(2)(a) advised NEC are a member of Digital Identity New Zealand (DINZ) and are working with DINZ as 'officers of biometrics.' He asked whether MBIE is also involved? s 9(2)(a) confirmed there is an all of government digital identity working group that MBIE are a part of. MBIE are also currently updating their Privacy Impact Assessment (PIA), which is available on the website.
- 2.12. MBIE advised Solution Architect s 9(2)(a) will be leaving MBIE in the coming weeks. Currently working on securing a replacement.
- 2.13. NEC left the call 9.35pm.

3. MBIE Discussion Continued

- 3.1. Actions reviewed, updates available in Section 8 & 10.
- 3.2. AP#111 – Memo drafted and submitted in the CR03 pack that has gone to the 'out of cycle' for obtaining ICDC approval. s 9(2)(a) acknowledged s 9(2)(a) assistance to get this through. It was agreed there is nothing stopping the meeting with Treasury now. s 9(2)(a) to follow up with s 9(2)(a) to book meeting with Treasury and to ensure presenter is fully briefed. s 9(2)(a) suggested that a dry run of the presentation be scheduled before the Treasury meeting. **AP#127**

4. Commercial

- 4.1. NEC Variation; Received, under review.
- 4.2. InTech SoW; Minor items to resolve, agreed in principle looking to finalise this week.
- 4.3. Theta SoW; Received under review.
- 4.4. Datacom Squad; Resource extension request with Datacom.
- 4.5. DXC; Have indicated they want to make changes to milestone dates due to delays and also are requesting cost recovery around delays. s 9(2)(a) working with s 9(2)(a) to understand this in more detail.

5. Project Update

- 5.1. The Group thanked s 9(2)(a) for her valuable contribution to the project and support for these meetings. s 9(2)(a)
- 5.2. Resourcing is a particular concern at the moment with several resignations. The team is now down two architects; s 9(2)(a) Infrastructure project manager, s 9(2)(a), and project coordinator s 9(2)(a)
- 5.3. In addition, we are still recruiting for additional roles previously outlined: ; Data Migration Lead, Deployment/Release Manager and a Business Analyst. An offer has been made to a candidate for a Non-Functional Test role.
- 5.4. Noted that the Architecture recruitment sits with the MBIE ICT Architecture Practice. Unclear when a replacement will be available, have been advised it can take several weeks just to identify candidates so they will not be on board to have a hand over with s 9(2)(a)
- 5.5. s 9(2)(a) documenting the design in the Part B and handing over to s 9(2)(a) It is unlikely to be complete by the time he finishes.

6. AOB

- 6.1. s 9(2)(a) advised the business remains extremely busy with other key priority areas, and requested the project, where possible, to please allow longer timeframes for review and approval of documents. The Project acknowledged a lot is coming out at the moment, and asked s 9(2)(a) to advise if any deadlines are problematic or cannot be met. The project has been trying to push as much through as

possible before the designs are delivered in the coming weeks as reviewing these will become the team's main focus, however will do their best to accommodate s 9(2)(a) request.

7. Open Actions - NEC

AP#	Date	Action	Owner	Update/Comments
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s 9(2)(a)	07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s 9(2)(a) requested this be completed prior to next meeting. 10/08 MBIE want to formalise dates asap, so need that variation now, another variation can be done for software licences once volume number are known and agreed. 06/08 Report: NEC is currently creating the variation to BCU SoW as requested by MBIE. Based on numbers from the SoW, more discussion is needed regarding software licenses. NEC recommend bringing this topic to resolution so only one variance to the SoW is required. 27/07 In progress will have to MBIE by Friday (30Jul). 13/07 Reviewing Project plan received from MBIE – under action. 29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.

AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s 9(2)(a) 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s 9(2)(a) confirmed this deadline will be met. 24/08 Still compiling sizing and migration approach based on data numbers. Understand there is some discussion on the MBIE side about the data sizing re: licencing volumes of 100k to 2m. s 9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s 9(2)(a) re-confirmed no licencing cost implications for 5m to 7.1m images. 10/08 Sizing underway now. There is more data in SIT and PreProd than the SoW accommodates options need to be worked through and assessed. s 9(2)(a) noted the draft migration approach is scheduled to be worked through at a session with all vendors on Friday 13 August. 06/08 Report: NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. This also impacts AP#104. Ongoing
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AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	07/09 No further update, will continue in parallel. 24//08 Design is being run in parallel. 10/08 Continuing to run as many streams in parallel as can be. Design documents still in progress, due end of Aug will be end of Sept to reduce iterations. Will not impact SIT date 30Nov. NEC will prioritise design iterations. Detail requirements traceability will include any customisations. 06/08 Report: NEC is performing as much work in parallel as possible to keep SIT/UAT dates as scheduled. 27/07 NEC/NECAM met today confirmed not pushing out schedule, 30Nov SIT on track. No further update. 13/07 Taken steps to ensure will be part of the design documentation. 15/06 Remains open – no further updates. 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s 9(2)(a) provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s 9(2)(a) feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. s 9(2)(a) to confirm status with s 9(2)(a). 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant on getting workflows agreed before Christmas.
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AP#123	24/08/21	Support agreement for BCU/IDme with a view to close out before end of the year. Start building based on what's known around the application layer etc. NEC to get the first points down with any initial queries to resolve. Suggested don't start with a contract as get caught up in wording	s 9(2)(a)	07/09 Update not provided
AP#126	07/09/21	Provide s 9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs		

8. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s 9(2)(a)	07/09 Rescheduled for 21 Sept, as s 9(2)(a) and Stephen were unable to attend today's meeting. 24/08 Will be rescheduled to next session with Stephen s 9(2)(a) are present.
AP#127	07/09/21	Follow up with s 9(2)(a) to book meeting with Treasury and to ensure presenter is fully briefed. It was suggested that a dry run of the presentation be scheduled before the Treasury meeting.		

9. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope)	D00441

	04/05/21	Note this decision has been reversed. Decommission will remain in scope for CR03.	
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10. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#114	27/07/21	s 9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s 9(2)(a)	07/09 Agreed – closed 24/08 waiting on formal approval of workflows from MBIE, but considered a formality from NEC side 10/08 Workflow final reviews complete. Session held with all vendors last week. S has applied all small changes raised. S clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, s 6(a). Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s 9(2)(a)	07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback s 9(2)(a) to send memo to s 9(2)(a) for review 10/08 Feedback incorporated, sending back out for review 27/07 Ongoing. Presentation out for review. Add out-of-the-box handout to pack.
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s 9(2)(a)	s 9(2)(a)	07/09 Closed 24/08 s 9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s 9(2)(a)	07/09 Provided 30 Aug 24/08 outstanding; to be provide before next report
AP#118a	10/08/21	Align RAG Status reporting to MBIEs definitions. (To be provided by s 9(2)(a))	s 9(2)(a)	07/09 Received 30 Aug and applied.

			s 9(2)(a)	
AP#123	24/08/21	Advise NEC our expectations re: designs in writing and comments about 'delta'		07/09 Complete/Closed
AP#124	24/08/21	Advise when project has funding through to without CR03 approved (due to ICDC Cancelled/Covid) and what mechanism can be put in place to see project funding through until CR03 approved.		07/09 Complete/Closed
AP#125	24/08/21	s 9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway		07/09 Complete/Closed

Business Owner:	s 9(2)(a)	Customer:	MBIE
Project Manager:			

Biometric Capability Upgrade (CPSO189)

Project overview:

Biometric capacity upgrade will provide improved biographic and biometric related policies, tools and supporting processes by upgrading versions of biometric matching and management platforms, rationalising and simplifying the platform to reduce ongoing cost and improving the flexibility and utility of the system in the process. NEC will achieve this by deploying and configuring standard products to meet MBIE’s needs.

Status summary

- AP#104 – MBIE submitted feedback on the revised SoW September 16th. Submitted for formal approval to Business owner at NEC.
- AP#116 – NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration.
- NEC was due to deliver Design artifacts on September 13th. That date has slipped due to internal review ensuring adherence to all discussions and requirements from MBIE. Documents are scheduled to be delivered within this reporting period. RAG status has been updated accordingly.

RAG Status

RAG Status							
Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

- NEC to deliver design documentation.
- Migration Approach approval.

Key Activities Next Period

- NEC publish all design documentation.
- NEC to approve modifications to SoW and submit for signature.
- NEC to confirm migration sizing.
- NEC inform MBIE of cost impact of changing data volumes in SIT and Pre-production environments.

Actual Achievements Last Period

- MBIE delivered variation to SoW with requested changes.

Changes made

- None

Risks & Issues

	Severity	Likelihood
Risk: Project schedule is at risk due to design details (workflows, wireframes, interfaces, data model) still being iterated upon. Mitigation: NEC is designing remainder of project to run concurrent streams to keep SIT date.	L	L

Decisions Required/Escalations

- None

What’s working well

What we need to improve

Project Delivery RAG Status Definitions

	GREEN	AMBER	RED
Budget	The project is tracking on-budget with no forecasted variance against the current approved budget	The project is forecasting a variance against the current approved budget of up to 5% or up to \$150k	The project is forecasting a variance against the current approved budget of over 5% or over \$150K
Schedule	- Project plan has been accepted. - The governance milestones: Business Case(s) approval, Go Live(s), and Project Close are tracking to the approved baseline schedule	- One or more of the governance milestones: Business Case(s) approval, Go Live(s), or Project Close are forecasting to be behind the approved baseline schedule by < 21 days (three weeks) - Project Server schedule or PWA not fully populated to end of this stage	One or more of the governance milestones: Business Case(s) approval, Go Live(s), or Project Close are forecasting to be behind the approved baseline schedule by > 21 days (three weeks)
Scope	- Scope of the Initiative is clearly defined. - Project is proceeding according to approved scope	Scope change has been identified, the impact of which is likely to be minor	Scope change has been identified, the impact of which is likely to be significant
Risk	- Risks have been identified and mitigation strategies are in place for all risks - Regular meetings with key stakeholders are in place to review risks and mitigation strategies in a proactive manner	- Risks have been identified but not all risks have mitigation strategies in place or - No regular risk meetings are in place and risks are managed in a reactive manner or - High and Very High rated risks have been identified, mitigation strategies are in place but the project is not confident that they will be effective	- No Risks have been identified or - High and Very High rated risks have been identified however mitigation strategies are not in place
Issue	All identified Project Issues have management plans in place	Low or Moderate priority issues have occurred and work is being done to resolve or identify workarounds	High or Very High priority issues have occurred and work is being done to resolve or identify workarounds
Resource	- Initiative is staffed with the required expertise and capability - Roles and responsibilities for Project are clearly articulated and understood - Project team morale, energy, and collaboration are high	- There are identified gaps in the required expertise and capability to deliver the Project Initiative, however these are not likely to significantly delay the overall project schedule or compromise the quality of deliverables - Project resource requirements are not clearly defined	There are significant gaps in resourcing capacity and/or capability, which are likely to significantly delay the overall project schedule or compromise the quality of deliverables

Biometric Capability Update Project

Business Change Management update to BCU Steering Group

21 September 2021

Stakeholder Engagement Approach

- **Internal focus but external stakeholders considered**
- **Internal Stakeholder Engagement Model is key**
 - Governance: This Steering Group
 - Design Oversight: Business Meeting Group - technical focus (requirements and design)
 - Business Oversight: GMs of impacted areas. Responsible for nominating team representatives and SMEs, and approving change activities
 - Team insights: Team representatives who are key go-to people to develop and review approaches, and confirm impacts.
 - Subject Matter Experts: Experienced end-users
 - Interested parties: Business representatives who want to be kept informed for their own planning/impacts analysis
- **Promotes leader-led change**
- **Includes surveys and 1:1 meetings** Initial 'Awareness' surveys and 1:1 meetings with legacy Working Group (14 members) showed good 'Awareness' of change and desire to engage
- **Will ramp up from October**

Business Change Considerations

To prepare, manage and reinforce this change in the right way at the right time we consider:

- **Complexity**

- Same core processes done by the same people
- Multiple IT systems, products, vendors
- Update but new products
- Out-of-the-box solution but significant configuration for INZ

- **Capacity to absorb change**

- Global pandemic
- Fundamental and widespread changes to core processes

- **Stakeholder capacity**

- 'Double-duty' for key stakeholders
- Resources stretched

- **Sequencing and timing**

- Impacts of ADEPT and other key changes
- Getting the timing right

High-level Business Change Management Timeline

Milestone	Date
BCU Working Group meetings replaced by monthly emails (BCU Go-live date moved)	19/05/21
IPE (prototype) kit demonstrations complete	12/07/21
Roadmap for engaging remaining internal stakeholder user groups complete	08/10/21
BCU Change Plan approved	19/10/21
Communications Plan approved	02/11/21
Communications and engagement to support AMS BCU changes (with ADEPT) finalised	05/11/21
<i>Initial AMS BCU changes (with ADEPT) live - Minor changes to AMS visible to INZ users</i>	15/11/21
All Change Champions and other site contacts on-boarded	10/12/21
Training Plan complete	11/02/22
Training Schedule complete	25/04/22

High-level Business Change Management Timeline

Milestone	Date
User Acceptance Testing of BCU solution complete	13/05/22
Go-live and Early Life Support (ELS) Plan complete	27/05/22
SOPs and user guidance ready for training	17/06/22
Train the trainer complete	24/06/22
Training complete	08/07/22
BCU Operational Readiness complete	12/07/22
Final site briefings, and confirmation of Go-live and Early Life Support activities complete	15/07/22
BCU solution Go-live - All BCU system changes are visible to INZ users	23/07/22
Early Life Support complete	26/08/22

Communications Approach

Communications are:

- **Currently focused on the 'legacy' BCU Working Group**
- **Tailored:** with input from groups in the Internal Engagement Model
- **Cascaded:** via Internal Engagement Model as a rule
- **Via established channels**
- **Co-ordinated with ADEPT where possible**
- **Assessed:** before, during and after the change
- **Ramping up from November**

Learning Approach

- **Internal focus**
- **Is underpinned by:**
 - Current state end-user analysis by role and activity
 - Current state learning analysis of Global Process Manual and Learn @MBIE using Google analytics
 - Insight and input from Internal Engagement Model (Working) groups
- **Coordinating with ADEPT** - e.g. SOP development, and delivery approach and timing
- **Working with Identity, Learning and Development and NEC**
- **Ramping up now**

Engaging with the Business Change Workstream

The BCU Change Workstream welcomes you to contact us if you:

- Have any questions
- Require further information
- Would like to discuss anything

This can be done via:

s 9(2)(a)



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 21 September 2021, 11.30am-12.30pm
Location	TEAMS
Agenda	21 September Agenda
Attendees	s 9(2)(a), Stephen Dunstan (Chair), s 9(2)(a)
Apologies	s 9(2)(a)
Documents	Previous Minutes , NEC Report

1. Project update and briefing ahead of NEC participation (Note: NEC did not participate due to issues with Teams meeting bookings)

- 1.1. Apologies from s 9(2)(a) Meeting held online via Teams.
- 1.2. Consideration given to whether the change management approach briefing postponed from the previous meeting will be delivered by s 9(2)(a), the project Change Management Lead, today. The chair decided this should proceed.
- 1.3. Minutes from the previous meeting (07 September 2021) were accepted without any further changes.
- 1.4. s 9(2)(a) advised the NEC design documents that were due on Monday, 13th September were not received and were subsequently scheduled for delivery on Friday 17th September following escalation to the NEC project business owner. It should be noted that NEC are focussed on ensuring that the submitted documents are of a level of quality sufficient for project review.
- 1.5. The project subsequently received two design documents on 17th September; 1 x Reveal User Interface, 1 x API Integrations. Documents covering other areas remain outstanding. This has been escalated to both the NEC business owner and sponsor. NEC have advised that the remaining design documents will definitely be delivered by Wednesday 22nd September (tomorrow).

2. NEC Attendance scheduled for 11.45am did not take place. (TEAMS) s 9(2)(a)

- 2.1. Issues with the Teams meeting booking resulted in the online in person update from NEC being abandoned for this meeting.
- 2.2. NEC [Status report](#) 17 September.
- 2.3. s 9(2)(b)(ii)

3. Change Management Approach presentation

- 3.1. The project Change Management Lead, s 9(2)(a), presented the approach being adopted to manage the change, stakeholders and stakeholder groups being engaged, and a Change Plan overview.

- 3.2. Stephen thanked s 9(2)(a) for her presentation and commented on the good work being done in this area.

4. Further Discussion

- 4.1. s 9(2)(a) advised there has been informal feedback from the EPMO that change request #3 has been conditionally approved by the ICDC chair in the out-of-cycle process. There are however several questions required to be answered.
- AP#128** – s 9(2)(a) to obtain ICDC questions from EPMO and work with project to formulate response.
- 4.2. s 9(2)(a) advised CR#3 and all supporting documentation has been submitted to Treasury through s 9(2)(a) and that we are waiting on their response.
- 4.3. Stephen suggested the Governance Group meetings going forward be set up with NEC as a single Teams meeting invite with Admission restrictions for NEC. The Group agreed to this suggestion.
- AP#129**

5. Commercial

- 5.1. NEC Variation; Received and reviewed. One minor change (date) has been requested.
- 5.2. InTech SoW finalised and signed off.
- 5.3. Theta SoW finalised and signed off.
- 5.4. Datacom Squad; Resource extension request discussed with Datacom last week. Documentation expected tomorrow.
- 5.5. DXC; Have indicated they want to make changes to the milestone/ payment date schedule due to delays. Proposed changes have been reviewed s 9(2)(a) and agreed s 9(2)(a) as reasonable and fair. Noting there is no cost implication. DXC have been asked to prepare a CR based on the detail of their proposal.
- Any claim for recovery of costs due to delays has been requested to be handled as a separate topic. The expectation is DXC will present information related to a claim in this regard within the next reporting period.
- 5.6. Datacom IGMS SoW; waiting on Datacom response.

6. Project Update

- 6.1. s 9(2)(a) noted that the overall solution design is progressing but at a slower pace than desired. s 9(2)(b)(ii)
- 6.2. Resourcing remains a top priority for the project. Offers have been made and accepted for the vacant Deployment Manager and Data Migration Lead roles. A Non-Functional Requirements Tester has also been secured.
- The project is working with ICT Resourcing to fill roles for a Senior Project Manager – Infrastructure, A Senior Business Analyst, a Senior Project Coordinator, and a Support Model/ Operational Readiness Lead.
- 6.3. As noted previously solution architect resource recruitment sits with the MBIE ICT Architecture Practice. The project now has two Solution Architect roles vacant with s 9(2)(a). An offer has been extended to one suitable candidate, and work is underway to secure a second.
- 6.4. An extension to the Datacom Squad SoW is in flight as mentioned in the commercial section above, but with the loss of two solution architects this extension to secure s 9(2)(a) is critical. He is the only remaining solution architect and has key historical experience in the identity space. His workload is being prioritized to minimize loss of momentum while the team is rebuilt.
- 6.5. Handover from s 9(2)(a) of the Part B design document development has occurred. As noted, s 9(2)(a) is currently the sole solution architect on the project.
- 6.6. Work is progressing on finalisation of the infrastructure design and build for the SIT environment. NEC are still to confirm design acceptance.
- 6.7. Work is progressing on the Data Migration stream. The high-level approach is agreed with all vendors, and the focus is now on working through the lower-level detail. NEC have still to confirm both Sizing and Timing for the migration.

- 6.8. Development is progressing:
- NEC on API's and Workflows;
 - **s 6(a)**
 - Theta on APIM design; and
 - InTech on biographic matching algorithm tuning in the Pre-Prod environment

7. AOB

- 7.1. **s 9(2)(a)** reiterated that the business remains extremely busy with other key priority areas, and requested the project, where possible, to please allow longer timeframes for review and approval of documents. **s 9(2)(a)** noted that the team already tries to provide as much leeway as it can, in recognition that the Identity team is busy, and will continue to do that where possible, however noted that timeframes remain tight, and turnaround of documentation and key decisions is crucial.
- 7.2. **s 9(2)(a)** noted the importance of CR#3 being approved within the next few weeks, as if not the project would be very close to exceeding its approved funding.
- 7.3. **s 9(2)(a)** asked whether a biometric matching tuning exercise is planned. **s 9(2)(a)** confirmed some level of biometric tuning had occurred prior to her time on the project but that the intent was to repeat that activity, given the amount of time that had passed since then and the need to undertake a more comprehensive review. **s 9(2)(a)** requested visibility of the timeframe for the tuning and support required from her team. **AP#130**

8. Open Actions – NEC (Note not reviewed with NEC this meeting)

AP#	Date	Action	Owner	Update/Comments
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s 9(2)(a)	21/09 A minor change (date) has been requested by MBIE, due to it being incorrect. NEC currently revising. 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s 9(2)(a) requested this be completed prior to next meeting. 10/08 MBIE want to formalise dates asap, so need that variation now, another variation can be done for software licences once volume number are known and agreed. 06/08 Report: NEC is currently creating the variation to BCU SoW as requested by MBIE. Based on numbers from the SoW, more discussion is needed regarding software licenses. NEC recommend bringing this topic to resolution so only one variance to the SoW is required. 27/07 In progress will have to MBIE by Friday (30Jul). 13/07 Reviewing Project plan received from MBIE – under action. 29/06 NEC advised that they waiting for the final design decisions to be made before moving forward with this. Clarified that as discussed at the last meeting, the current NEC dates are to be used. Any change to those will be managed through the project and contractual change processes moving forward.

AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s 9(2)(a)	21/09 NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. All vendors have agreed to a draft migration approach. To be published for review. Sizing and migration time estimates are still being iterated. Ongoing. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s 9(2)(a) confirmed this deadline will be met. 24/08 Still compiling sizing and migration approach based on data numbers. Understand there is some discussion on the MBIE side about the data sizing re: licencing volumes of 100k to 2m. s 9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s 9(2)(a) re-confirmed no licencing cost implications for 5m to 7.1m images. 10/08 Sizing underway now. There is more data in SIT and PreProd than the SoW accommodates options need to be worked through and assessed. s 9(2)(a) noted the draft migration approach is scheduled to be worked through at a session with all vendors on Friday 13 August. 06/08 Report: NEC is compiling sizing and migration time estimation based on data numbers recently updated by MBIE. This also impacts AP#104. Ongoing
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AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s 9(2)(a)	21/09 Status reporting does not raise any concern. Continuing in parallel. 07/09 No further update, will continue in parallel. 24//08 Design is being run in parallel. 10/08 Continuing to run as many streams in parallel as can be. Design documents still in progress, due end of Aug will be end of Sept to reduce iterations. Will not impact SIT date 30Nov. NEC will prioritise design iterations. Detail requirements traceability will include any customisations. 06/08 Report: NEC is performing as much work in parallel as possible to keep SIT/UAT dates as scheduled. 27/07 NEC/NECAM met today confirmed not pushing out schedule, 30Nov SIT on track. No further update. 13/07 Taken steps to ensure will be part of the design documentation. 15/06 Remains open – no further updates. 01/06 Schedule provided but dates not acceptable to MBIE. Design Session on Thursday to work through further, with a view to bringing delivery dates forward. 18/05 Schedule including design dates will be provided Friday 21May. 04/05 Working through elaboration of requirements, still a number to get through/tidy up – workshop tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 ^{s 9(2)(a)} provided an update yesterday, previous dates cannot be held to – still need to finalise design. Moving target at the moment. Action on NEC to provide requirements traceability to MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review ^{s 9(2)(a)} feedback and arrange face-to-face workshops to discuss, with a view to confirming NEC design and key delivery dates asap. 25/03 Need further MBIE business requirements elaboration by 31 Mar to ensure design completed and build can start on 09 April. 12/03 Status remains the same as at the last meeting. All with MBIE for feedback, nothing received to date. ^{s 9(2)(a)} to confirm status with ^{s 9(2)(a)}. 26/02 Latest workflow updates sent to MBIE 16 Feb, awaiting feedback. 16/02 With new changes coming through NEC raising concern with dates as previous agreement was Out-of-the-box. 28/01 remains open. 15/12 Dependant
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				on getting workflows agreed before Christmas.
AP#123	24/08/21	Support agreement for BCU/IDme with a view to close out before end of the year. Start building based on what's known around the application layer etc. NEC to get the first points down with any initial queries to resolve. Suggested don't start with a contract as get caught up in wording	s 9(2)(a)	21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided.
AP#126	07/09/21	Provide s 9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs		21/09 Overview provided.

9. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s 9(2)(a)	21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s 9(2)(a) Stephen were unable to attend today's meeting. 24/08 Will be rescheduled to next session with Stephen s 9(2)(a) are present.
AP#128	21/09	Follow up with EPOM on CR#3 approval status/ questions and work with project to respond		
AP#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants		
AP#130	21/09	Provide visibility s 9(2)(a) of biometric tuning timeframe		
AP#127	07/09/21	Follow up with s 9(2)(a) to book meeting with Treasury and to ensure presenter is fully briefed. It was suggested that a dry run of the presentation be scheduled before the Treasury meeting.		21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.

10. 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
D#04	20/11/20	Stephen directed the contracting of s 9(2)(a) via INZ to be completed as soon as possible to mitigate the technical risk to the project.	NA
D#05	15/12/20 04/05/21	Decommissioning of IGMS IDme to be a separate project. (no longer in BCU project scope) Note this decision has been reversed. Decommission will remain in scope for CR03.	D00441

11. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#114	27/07/21	s 9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s 9(2)(a)	07/09 Agreed – closed 24/08 waiting on formal approval of workflows from MBIE, but considered a formality from NEC side 10/08 Workflow final reviews complete. Session held with all vendors last week. s 9(2)(a) has applied all small changes raised. s 9(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, s 6(a). Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s 9(2)(a)	07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s 9(2)(a) to send memo to s 9(2)(a) for review 10/08 Feedback incorporated, sending back out for review

			s 9(2)(a)	27/07 Ongoing. Presentation out for review. Add out-of-the-box handout to pack.
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s 9(2)(a)		07/09 Closed 24/08 s 9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC		07/09 Provided 30 Aug 24/08 outstanding; to be provide before next report
AP#118a	10/08/21	Align RAG Status reporting to MBIEs definitions. (To be provided by s 9(2)(a))		07/09 Received 30 Aug and applied.
AP#123	24/08/21	Advise NEC our expectations re: designs in writing and comments about 'delta'		07/09 Complete/Closed
AP#124	24/08/21	Advise when project has funding through to without CR03 approved (due to ICDC Cancelled/Covid) and what mechanism can be put in place to see project funding through until CR03 approved.		07/09 Complete/Closed
AP#125	24/08/21	s 9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway		07/09 Complete/Closed

Task Name	Duration	Start	Finish
NEC Milestones	54 days	Thu 19/11/20	Mon 15/03/21
NEC IDME Detailed Designs Completed	0 days	Thu 19/11/20	Thu 19/11/20
NEC IDME Build and System Test Completed	0 days	Fri 12/03/21	Fri 12/03/21
INTEGRATED Milestones	258 days	Fri 6/11/20	Fri 17/12/21
IDME Initial Deploy to SIT Completed (15/3)	0 days	Mon 15/03/21	Mon 15/03/21
IDME Deploy to SIT Completed	0 days	Wed 31/03/21	Wed 31/03/21
IPE Deploy to SIT Completed (15/4)	0 days	Thu 15/04/21	Thu 15/04/21
IDME & IPE Early Deploy to UAT Completed	0 days	Mon 10/05/21	Mon 10/05/21
IDME & IPE Deploy to UAT Completed	0 days	Mon 31/05/21	Mon 31/05/21
IDME & IPE Early Deploy to PreProd Completed	0 days	Mon 31/05/21	Mon 31/05/21
IDME & IPE Deploy to PreProd Completed	0 days	Wed 11/08/21	Wed 11/08/21
IDME & IPE Early Deploy to PROD Completed	0 days	Wed 4/08/21	Wed 4/08/21
PROD IDME & IPE Go-Live Completed (20/9)	0 days	Mon 20/09/21	Mon 20/09/21
IGMS IDME Decommissioned	0 days	Fri 29/10/21	Fri 29/10/21
BCU Project Closure Completed	0 days	Fri 17/12/21	Fri 17/12/21

MBIS

