

Business Owner:	s9(2)(a)	Customer:	MBIE
Project Manager:	s9(2)(a)		

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

- AP#104 – MBIE submitted feedback on the revised SoW September 30th requesting word version for MBIE legal to modify. Delivered from NEC to MBIE October 1st.
- AP#116 – NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next 2 weeks.
- NEC have delivered design artifacts CSCRD, IRD and Reveal wireframes. 4 additional wireframes have been created based on MBIE feedback session and will be sent to MBIE prior to this meeting.
- Stephan Dunstan has agreed and informed the project team no more changes will be accepted from last week. All further requests will be tracked on a log, and addressed through formal change control.

RAG Status							
Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

Key Activities Next Period

- NEC deliver BCU design documentation.
- Finalise SoW variation.
- Approve migration approach.

- 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

Changes made

- NEC delivered CSCRD, IRD and Reveal wireframes.
- NEC delivered signed variation to SoW. MBIE legal have requested a word document to change the format.
- MBIE published the final version of the BCU Migration Approach. Under review with NEC.

- None

Risks & Issues

Decisions Required/Escalations

	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

- 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	Wednesday 06 October 2021, 10.00am-11.00am
Location	TEAMS
Agenda	06 October Agenda
Attendees	s9(2)(a) (Minutes), Stephen Dunstan (Chair), s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous Minutes , NEC Report at 01 October

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from s9(2)(a) Meeting held online via Teams.
- 1.2. Previous meeting's minutes were accepted without any further changes.
- 1.3. Stephen confirmed his discussion with s9(2)(a) NEC) and the agreement to use a formal change control process for requirements changes that impact NEC design.
- 1.4. s9(2)(a) confirmed the project would be aligning with that approach going forward.
- 1.5. s9(2)(a) advised the NEC design documents received so far are of a mixed quality standard and require considerable time from the project team to review. As a result of the variable quality, the feedback in some cases is extensive. This in turn is putting pressure on NEC to manage and process the feedback in a timely manner.
- 1.6. s9(2)(a) advised he felt NEC reporting was signalling further slippage, potentially to the SIT entry milestone.

2. NEC Attendance 10.15am (TEAMS) s9(2)(a).

- 2.1. s9(2)(a) provided an update and commentary to the NEC status report.
- 2.2. The NEC Variation has been provided in Word version as requested by MBIE Legal. s9(2)(a) advised Legal requested to make the construct of the variation more robust from an overall contract perspective – mainly alignment of formatting. There is no material change inherent in this variation and it should be turned around quickly.
- 2.3. NEC are working on a detailed data migration design and provision of sample data to MBIE. Ratification of the MBIE Migration Approach is on hold pending further detail on the 'delta' migrations approach. NEC are wanting to start detailed data migration planning within the next two weeks. This work will primarily be led by the new Data Stream Lead who has recently joined the project team.
- 2.4. Design Documents:
NEC have now provided a number of design documents to MBIE for review. Of those, the Interface, and Reveal User Interface (UI Wireframes) documents have been reviewed and returned to NEC with feedback.
Since publication of the Reveal UI Wireframes, four additional Wireframes have been created but as yet not provided to MBIE.
The NEC team are working through how best to process the quite substantial MBIE feedback

received.

NEC reaffirmed the agreement reached between MBIE and NEC stakeholders (s 9(2)(g)(ii) and Stephen) that any further change to requirements is to be managed via the formal change management process.

NEC confirmed the outstanding System Detailed Design (SDD) document, due on 13 September, will be delivered on 19 October.

Mention was made of the Migration Plan and Test Plan documents still to be delivered making up the entirety of the design documentation.

- 2.5. s9(2)(a) advised that MBIE would like a session with NEC to work through and agree the RAG status of each of the design documents. Stephen requested involvement with this review to see how the overall design package was coming together as we near the SIT entry milestone.
- 2.6. s9(2)(a) advised he has a business analyst working on traceability against the designs. It is expected this work will take around five weeks to complete but will provide a clear end-to-end view from requirements through design and configuration.
- 2.7. s9(2)(a) advised a new Project Manager (s9(2)(a)) was starting 11th October. He will be replacing both s9(2)(a) as PM for both NEC IPE and IDme streams respectively.
- 2.8. s9(2)(a) queried whether NEC were flagging the possibility of delay, so wanted to validate that NEC were still tracking to the SIT entry milestone at the end of November. s 9(2)(g)(ii) confirmed they were still on track but raised a concern that if MBIE take weeks to review the design documents then they could slip, and that we need to make sure both organisations are engaged to work through the large amount of feedback coming through.
s9(2)(a) stated that NEC is doing everything that can be done, including prioritisation, to meet the SIT and the overall solution deployment milestones.
- 2.9. s9(2)(a) noted the key risk remains that NEC will deliver something that significantly diverges from MBIE's needs and reiterated his earlier request for visibility of the developed solution. s9(2)(a) confirmed they are actively working to provide that and it is a priority.
s9(2)(a) noted that he believed showing MBIE the product will alleviate queries about it. Steve confirmed that NEC agree to the early visibility of the developed product, support the idea, and are in the process from a technical perspective of doing that. s9(2)(a) was unable to confirm a timeframe for this. He also noted that there is a dependency for development on reviewed design documentation. He mentioned they had only just received the Reveal UI Wireframes feedback and that it was extensive.
s9(2)(a) re-emphasized that the sooner MBIE gets visibility of the development the better.
- 2.10. NEC left the meeting at 10:35am

3. Further Discussion

- 3.1. s9(2)(a) advised that Change Request #03 has been approved by ICDC, subject to Treasury and Ministerial funding approval. s9(2)(a) that there was a meeting with Treasury last Friday to progress this. Some reformatting of the content was requested by Treasury, which will be worked on over the next week, and re-presented to Treasury.
- 3.2. AP#128 – s9(2)(a) to clarify with the EPMO what conditions there are on the ICDC approval and what questions they have, and work with s9(2)(a) to formulate a response.

4. Commercial

- 4.1. NEC Variation; Received and reviewed. Request from MBIE Legal for a Word version so that it can be reformatted to be consistent with the SoW. NEC have provided that.
- 4.2. Datacom Squad; Resource extension received and ready for sign off by Stephen.
- 4.3. DXC; CR based on the reviewed detail of their proposal is expected during the next period.
Note: A claim for recovery of costs due to delays has been requested to be handled as a separate topic. Further information has been requested with regard to this claim.
Stephen queried if these costs were in the project budget, and s9(2)(a) advised that the delay cost would be opex and he planned to cover these costs out of his BAU cost centre.
- 4.4. Datacom IGMS SoW; being reviewed.
- 4.5. Datacom ITMS – Infrastructure variation expected.

5. Project Update

- 5.1. The project continues to maintain momentum with multiple workstreams active.
- 5.2. The design area is a top focus and needs to be closed out asap to ensure the SIT entry milestone at the end of November is met.
- 5.3. Development effort is progressing with NEC on workflows, and Argonaut on the s6(a)
- 5.4. Resourcing continues to be a top priority for the project. The new Data Migration Lead started this week, along with the new Deployment/ Release Mgr. A Non-Functional Tester will start on 18th October and a new Project Coordinator on 26th October.
The project is working with the Resourcing team in ICT to fill roles for a Senior Project Manager – Infrastructure, a Senior Business Analyst, and a Support Model/ Operational Readiness Lead.
- 5.5. As noted previously architecture resource recruitment sits with the MBIE ICT Architecture Practice. Good news - two new replacements are due to start later in October.
- 5.6. The Data Migration Approach document is out for review with feedback in process.
- 5.7. The Security Risk Assessment for IDme is in progress with the cyber-security architect involved in all design discussions across the project. After the IDme assessment, he will be moving onto the assessment for IPE.
- 5.8. A Privacy Impact Assessment is in progress.
- 5.9. Early changes for Data Broker DB16 transactions are progressing to production this week.
- 5.10. Change Management continues to progress with the plan under development.
- 5.11. Finalisation of Infrastructure build requirements is now close. NEC have confirmed their acceptance of the infrastructure design.
- 5.12. s9(2)(a) had an initial meeting with NEC on the IDme Support Model. This was a good discussion and set the expectation for what MBIE was looking for with regard to an approach framework upon which to develop the model. NEC have an action to present the framework at the next meeting on this.
- 5.13. s9(2)(a) raised the risk of misalignment of NEC build with design documentation and MBIE expectation and stressed the importance of mitigating the risk as much as possible by gaining visibility of the build asap.
- 5.14. Theta design work on APIM is progressing.
- 5.15. InTech data tuning in the Pre environment is progressing.
- 5.16. s9(2)(a) advised the project is still tracking to schedule across everything, although timings are very tight. The project will be reviewing the schedule in detail again over the next week or so.

6. AOB

- 6.1. The Biometric Tuning that was completed very early in the project needs to be redone. This is to be planned, impacts identified, and visibility provided to the business to ensure resource requirements are managed effectively.
- 6.2. Stephen requested involvement in the design meeting with NEC. He would like to put the focus on them to deliver and to ensure we do our part in helping bring the finalization of design documents to a conclusion as quickly as possible. by ensuring we have enough resource allocated. If resource constraints exist, prioritisation may be needed. The project is to raise any constraint in this area to stakeholders as soon as a problem is identified. It was mentioned that prioritisation can sometimes be counter productive. Bob queried whether s9(2)(a) was available. s9(2)(a) confirmed he was, along with s9(2)(a). Stephen sees this area as a priority. NEC also view this area as a priority with s9(2)(a) apparently under pressure from NEC Japan.
- 6.3. s9(2)(a) advised there is a gap between NEC expectations on design documentation vs our expectations and suggested our expectations and reasons for accurate design detail be tabled with NEC at the design status meeting. It was agreed this is a good approach.

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	s9(2)(a)	06/10 Change has been made and a Word version provided back to MBIE a requested by its Legal team. 21/09 A minor change (date) has been requested by MBIE 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s9(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.	s9(2)(a)	06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(2)(a) e-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. s9(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.	s9(2)(a) 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(2)(a)'s 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. s9(2)(a) to confirm status with s9(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#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	s9(2)(a)	06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#126	07/09/21	Provide s9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs	s9(2)(a)	21/09 Overview provided.

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	s9(2)(a)	06/10 Action can be closed. 21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s9(2)(a) Stephen were unable to attend today's meeting. 24/08 Will be rescheduled to next session with Stephen s9(2)(a) are present.
AP#128	21/09	Follow up with EPMO on CR#3 approval status/ questions and work with project to respond	s9(2)(a)	06/10 CR now approved internally. Several questions to be answered at the October ICDC meeting. Action can be closed.
AP#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants	s9(2)(a)	06/10 Meeting invite amended. Action can be closed.
AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	60/10 Planning in progress and will be shared once completed.

AP#127	07/09/21	Follow up with s9(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.	s9(2)(a)	06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared. 21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.
---------------	----------	---	----------	--

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 s9(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#114	27/07/21	Eric from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s9(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. Eric has applied all small changes raised. Mark clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and FCC workflows. 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.	s9(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. s9(2)(a) o send memo to s9(2)(a) or 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 s9(2)(a)	s9(2)(a)	07/09 Closed 24/08 s9(2)(a) o send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s9(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 Emma)	s9(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'	s9(2)(a)	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.	s9(2)(a)	07/09 Complete/Closed
AP#125	24/08/21	s9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s9(2)(a)	07/09 Complete/Closed

Business Owner:	s9(2)(a)	Customer:	MBIE
Project Manager:	s9(2)(a)		

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.
- Scheduled meeting at MBIE leadership team request to discuss the status of design documentation. This meeting is scheduled for Friday 15th October.
- SDD document due for delivery from NEC to MBIE on October 19th.

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 SDD.
- NEC to review updated SoW variation from MBIE legal.
- 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

- New s9(2)(a) assigned to manage MBIE projects. Will transition s9(2)(a) over the next reporting period.

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

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



BCU Project Steering Group Meeting Minutes

Date & Time	Tuesday 19 October 2021, 11.30am-12.30am
Location	TEAMS
Agenda	19 October Agenda
Attendees	s9(2)(a) (Minutes), Stephen Dunstan (Chair), s9(2)(a)
Apologies	s9(2)(a), s9(2)(a)
Documents	Previous Minutes , NEC Report at 15 October

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from s9(2)(a) Meeting held online via Teams.
- 1.2. Previous meeting's minutes were accepted without any further changes.
- 1.3. Mention was made of the design document status review meeting with NEC.
- 1.4. s9(2)(a) highlighted that today was the due day for delivery of the outstanding NEC IDme design document SDD.
- 1.5. s9(2)(b)(ii)
- 1.6. Stephen requested a weekly view of NEC progress on the design documentation and their tracking against the SIT Entry milestone.
- 1.7. s9(2)(a) said we will introduce tracking against the SIT Entry milestone specifically. s9(2)(a) would like it measured against specific metrics.
- 1.8. s9(2)(b)(ii)
- 1.9.

2. NEC Attendance 10.40am (TEAMS) s9(2)(a)

- 2.1. s9(2)(a) provided an update and commentary to the NEC status report.
- 2.2. The Variation to the SoW is back with NEC following formatting changes by MBIE Commercial/ Legal. In is currently being reviewed. s9(2)(a) did not know when this would be complete or the document returned to MBIE. s9(2)(a) to advise when the variation will be returned to MBIE. s9(2)(a) requested this be returned as quickly as possible.
Action AP#104: s9(2)(a) to follow up.
- 2.3. Data Migration Approach document. s9(2)(a) advised some aspects of this document have an ongoing impact to IPE. The data conversion team are close to having the first version of the data migration plan available. s9(2)(a) expected this to be delivered by the next Steering Group meeting. The document does have some dependency on data elements; country codes.
- 2.4. s9(2)(a) confirmed the SDD would be delivered today (19th Oct). All other design documents are with NEC following MBIE feedback. Response to the Interface document would be coming back to MBIE this week. The UI document is approx. 30% reviewed by NEC. s9(2)(a) said that more specific detail was needed on the requirements for reporting. It was requested that regular detailed status reporting be

introduced across all design documents.

Action AP#133: John to implement.

- 2.5. Project Management responsibility is being transitioned from John to Kobus and expected to be completed by the end of October. s9(2)(a) will attend Steering Group meetings going forward. John also to attend in his substantive role as Technical Delivery Manager.
- 2.6. s9(2)(a) highlighted that there are different data volumes in each of the non-productive environments than those specified in the SoW. NEC are working through the commercial implications of that. MBIE need information of impacts in order to make a decision on the way forward with data volumes in these environments. John is arranging a session with s9(2)(a) to talk through the volume differences.
Action AP#131: s9(2)(a) to provide data volume detail to MBIE
- 2.7. s9(2)(a) confirmed the overall RAG status of his governance report is correct from an NEC perspective. He advised approval of the UI design has a very big impact on delivery timelines. At this stage NEC are only circa 30% through the review feedback on the document. He advised the UI design being finalised is a very real risk to the development schedule for that portion of the product.
- 2.8. s9(2)(a) advised the approach to reviewing the updated Interface designs would be collaborative workshops, with the intent to update any changes in real-time, so approval can be accelerated.
- 2.9. NEC actions were reviewed by s9(2)(a)
- 2.10. Support Agreement. s9(2)(a) will have met with NEC. There is an action on NEC to present back to MBIE a suggested support framework. s9(2)(a) suggested it would be good to start putting a schedule around this activity. s9(2)(a) noted the support is two components; maintenance of software, and operational support.
Action AP#123: s9(2)(a) to provide Support Framework
- 2.11. Stephen reiterated the SIT milestone date must be met. He is keen for burn down visibility to SIT entry. This should be week by week and be a strong focus on getting the wireframes signed off, and all tasks needed to get to the SIT entry date. s9(2)(a) stressed we need to get to SIT with the product that meets the requirements and of a good quality, as well as meeting the SIT entry milestone date. NEC are confident that both requirements can be met.
- 2.12. s9(2)(a) will contact s9(2)(a) to request a burn down overview of to SIT Entry be included in both weekly and governance reporting.
Action AP#135: s9(2)(a) to request burn down for SIT Entry milestone being included in status and governance reporting.
- 2.13. s9(2)(a) reiterated his request from earlier meetings to get early visibility of the solution prior to SIT entry so feedback could be provided early to minimize the risk of significant gaps in design requirements.
- 2.14. NEC left the meeting at 11:56am

3. Commercial

- 3.1. NEC Variation; Reformatted and returned to NEC for review.
- 3.2. Datacom Squad; Resource extension signed off by Stephen.
- 3.3. Two minor changes to InTech's scope being reviewed.
- 3.4. DXC; CR03 received and being reviewed. CR02 which covers changes to Requirements from MBIE is expected in the next period.
Note: A claim for recovery of costs due to delays has been requested to be handled as a separate topic. Further information has been supplied by DXC and reviewed with Bob. Discussion with DXC ongoing.
- 3.5. Datacom IGMS SoW; Some delay being experienced due to resource constraints within Datacom. This work impacts on SIT Entry as it is a dependency. Pressure is being applied to Datacom for resolution options, which are being worked on.
- 3.6. Datacom ITMS – Infrastructure variation being reviewed.

4. Further Discussion

- 4.1. Stephen wants a focus on the things that really matter to meet milestone dates. He doesn't want things moved into next year.

- 4.2. s9(2)(b)(ii) [REDACTED]
- 4.3. Stephen stressed we need to focus on what matters. And that MBIE needs to be ready when NEC are ready. He does not want any surprises and needs an absolute focus on maintaining the delivery schedule.

5. Project Update

- 5.1. There is a lot going on across the project. Data Migration detailed planning progressing now with the new Stream Lead coming up to speed.
- 5.2. The schedule is being re-validated as still achievable because of impacts from design closure delay.
- 5.3. Change to s6(a) [REDACTED]
- 5.4. Privacy Impact Assessment workshop tomorrow.
- 5.5. Security risk Assessment for IDme being reviewed. Assessment for IPE progressing.
- 5.6. IGMS changes and IGMS data migration activity about to start.
- 5.7. Reformatting of the CR03 material going to Treasury is underway.
- 5.8. A Memo to ICDC to update on conditions for approval of CR03 is being prepared. Stephen s 9(2)(a) [REDACTED], so presentation at the ICDC meeting will fall to s9(2)(a) [REDACTED]
- 5.9. s9(2)(b)(ii) [REDACTED]
- 5.10. s9(2)(b)(ii) [REDACTED] Both teams are moved away from planned activities which are starting slip as a result.
- 5.11. s9(2)(b)(ii) [REDACTED] We will drive more reporting around burn-down, also noting the schedule remains very tight.
- 5.12. Resourcing continues to be a top priority for the project. A new architect focusing on infrastructure started yesterday, and another is due to start next week focusing on the application area. The project is now back up to the full complement of Architectural resource. The start of the new Project Coordinator has slipped to 4th Nov due to approval delays internally. The project is working with the Resourcing team in ICT to fill roles for a Senior Project Manager – Infrastructure, a Senior Business Analyst, and a Support Model/ Operational Readiness Lead.

6. AOB

- 6.1. No other business items raised.

7. 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.	s9(2)(a)	19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. s9(2)(a) o confirm status with s9(2)(a) 6/02 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	s9(2)(a)	19/10 Some reformatting done by MIE Legal/ Commercial and returned to NEC for review. 06/10 Change has been made and a Word version provided back to MBIE a requested by its Legal team. 21/09 A minor change (date) has been requested by MBIE 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown s9(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.	s9(2)(a)	19/10 In progress 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks.

				07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(2)(a) e-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. s9(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#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	s9(2)(a)	19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#126	07/09/21	s9(2)(a) Provide with an overview of what to expect to receive on 13/09 with the detail designs	s9(2)(a)	21/09 Overview provided. Close
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	19/10 In progress

8. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#135	19/10	Request NEC to include burn down view of progress to SIT	Patrick	19/10 In progress.

		entry milestone in status reporting		
AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	19/10 In progress. 06/10 Planning in progress and will be shared once completed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s9(2)(a) to send memo to s9(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#127	07/09/21	Follow up with s9(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.	s9(2)(a)	19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared. 21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.

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 s9(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#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants	s9(2)(a)	06/10 Meeting invite amended. Action can be closed.
AP#128	21/09	Follow up with EPMO on CR#3 approval status/ questions and work with project to respond	s9(2)(a)	19/10 06/10 CR now approved internally. Several questions to be answered at the October ICDC meeting. Action can be closed.
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s9(2)(a)	06/10 Action can be closed. 21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s9(2)(a) Stephen were unable to attend today's meeting. 24/08 Will be rescheduled to next session with Stephe s9(2)(a) re present.
AP#114	27/07/21	s9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s9(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) applied all small changes raised. S clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and s6(a) Held all vendors review session Aug 5 th . A few small updates required. One outstanding item from MBIE to complete this activity
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received s 9(2)	s9(2)(a)	07/09 Closed 24/08 s9(2) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s9(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 s9(2) ()	s9(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'	s9(2)(a)	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.	s9(2)(a)	07/09 Complete/Closed
AP#125	24/08/21	s9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s9(2)(a)	07/09 Complete/Closed

Business
Owner:

s9(2)(a)

Project
Manager:

s9(2)(a)

Customer:

MBIE

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 delivered Migration Plan (design) October 28th.
- Reveal wireframes will be submitted to MBIE after revision before this meeting.
- Full document status was sent in detailed email.

RAG Status

RAG Status							
Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

- SoW variation to be delivered.
- Migration Approach approval.
- Migration Plan to be delivered.
- Reveal wireframes to be delivered.

Key Activities Next Period

- NEC publish SDD.
- NEC to deliver Reveal wireframes.
- NEC to deliver Reveal CCRD.
- NEC to deliver IBW CCRD.

Actual Achievements Last Period

- MBIE delivered variation to SoW with requested changes.
- NEC delivered Migration Plan.

Changes made

- MBIE have requested NEC provide a full-time Test Lead/resource for a period of at least 4 months. NEC is currently assessing the availability and impact of this request.

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.	M	M

Decisions Required/Escalations

- None

What's working well

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

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



BCU Project Steering Group Meeting Minutes

Date & Time	Tuesday 02 November 2021, 9.00am-10.00am
Location	TEAMS
Agenda	02 November Agenda
Attendees	s9(2)(a) (Chair), s9(2)(a) (Minutes), s9(2)(a)
Apologies	Stephen Dunstan s9(2)(a)
Documents	Previous Minutes , NEC Report at 29 October

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies from Stephen, s9(2)(a). Meeting held online via Teams.
- 1.2. Previous meeting's minutes were accepted without any further changes.
- 1.3. s9(2)(a) gave a brief overview of current stats with regard to NEC activities.
- 1.4. s9(2)(a) advised that s9(2)(a) is very focused on the SIT Entry milestone for NEC.
- 1.5. s9(2)(a) advised NEC have failed to provide as yet any visibility of the burn down status for SIT entry.
- 1.6. s9(2)(a), s9(2) advised NEC have provided updated user interface wireframes which the team is currently urgently reviewing.
- 1.7. s9(2)(a) also advised the action on NEC to provide a status for all the other design documents has been met, however reported delivery dates for updated designs have not been met.
- 1.8. s9(2)(a) queried the RAG status for risks at the top of the NEC report. It is reported as Green, but should be Amber as outlined in the body of the report. s9(2)(a) advised this point has been raised with NEC prior to the meeting.

2. NEC Attendance 9.15am (TEAMS) s9(2)(a).

- 2.1. Only s9(2)(a) were in attendance initially.
- 2.2. s9(2)(a) would be attending. Steve advised s9(2)(a) would be, although had not received the meeting invite, which s9(2)(a) was just forwarding. Kobus joined the meeting.
- 2.3. s9(2)(a) provided an update and commentary to the NEC status report.
- 2.4. The Variation to the SoW has been signed by both NEC and MBIE and is now complete.
Action AP#104: Action can be closed.
- 2.5. s9(2)(a) raised that minutes for these meetings are being received by NEC after NEC have generated the reporting for the subsequent meeting, and therefore the reporting may not match the meeting notes. s9(2)(a) advised an effort will be made to provide meeting minutes on a more timely basis.
- 2.6. NEC have reworked the Data Migration Plan and issued to MBIE last week.
- 2.7. Reveal wireframes have had MBIE feedback addressed and been delivered back to MBIE by s9(2)(a) yesterday (1st November)
- 2.8. s9(2)(a) advised some core capability was being customised and would be covered in the Reveal CCRD design document. s9(2)(a) advised this was the team's next priority and would come to MBIE in the next 48hrs. s9(2)(a) queried what this customisation of the 'core' was - was it necessary and has it been approved, noting that the original brief was. s9(2)(a) was unable to comment specifically. It was

decided to park this for follow up by s9(2)(a) outside the meeting.

Action AP#136: s9(2)(a) to put something together that explains what this customisation is.

- 2.9. The second draft of the IDme SDD is due on Monday. s9(2)(a) explained that this document is a conglomeration of all the other designs.
- 2.10. s9(2)(a) advised that the MBIE Reveal CSCRD needs to have the wireframes fully signed off before this document can be completed. Noted that this is now going to be the last design document delivered.
- 2.11. s9(2)(a) queried the rating of the Risk metric in the overall RAG status. s9(2)(a) confirmed this would be updated from Green to Amber.
- 2.12. s9(2)(a) asked where the requested burn down view of progress toward the SIT Entry milestone was in the reporting. s9(2)(a) advised NEC were still working on pulling that together.
- 2.13. s9(2)(a) advised that Reveal wireframes and other design document completion is now a dependency for build delivery, noting that the first key delivery milestone is SIT Entry at the end of November.
- 2.14. s9(2)(a) advised a collaborative risk session with NEC focusing on SIT Entry is scheduled for Friday (5th November)
- 2.15. s9(2)(a) raised previous discussion around the preference for a workshop approach to the review of key design documents. s9(2)(a) agreed and confirmed that they are onboard with that approach. A workshop on the Reveal UI interfaces will be scheduled this week.
- 2.16. s9(2)(a) again queried being able to gain visibility of the build via a sandpit environment or something similar as has been discussed for some time. s9(2)(a) advised that until wireframes designs are complete and approved, there is nothing NEC can show that will be different from what MBIE has seen previously as out-of-the-box.
- 2.17. s9(2)(a) queried that as we are at the beginning of November now with the SIT Entry milestone only a few weeks away, where do NEC really sit on being able to make this milestone now. s9(2)(g)(ii) confirmed NEC would have something by the end of the month, and this is why we are meeting on Friday (5th) to gain clarity of that.
- 2.18. s9(2)(a) if NEC were still targeting the SIT Entry date, to which s9(2)(a) confirmed NEC have always been targeting the 30th Nov date. s9(2)(a) advised that NEC need the Reveal wireframes approved to be able to meet the date. The revised designs have just been received by MBIE and are being reviewed by the team as a priority.
- 2.19. s9(2)(a) advised his team are seeking some clarity from NECAM before having a conversation on things with MBIE which they couldn't answer. s9(2)(a) suggested they have a collaborative session to get the answers they are seeking.
- 2.20. s9(2)(a) advised they would be looking to schedule a session as soon as possible. s9(2)(a) confirmed this would be a priority for the MBIE team.
- 2.21. s9(2)(a) mentioned another support meeting has been scheduled and that maintenance and support are being treated as two separate items. He advised the maintenance piece would be complete soon, but that the support portion would take longer, and that there was no way realistically that this would be signed off before Christmas. s9(2)(a) thought that the IPE support construct should short circuit the process for the IDme support.
- 2.22. Mention was made that the variation to the SoW have now been signed off and sent back to NEC.
- 2.23. s9(2)(a) reiterated that hitting the SIT Entry milestone was MBIE's key priority and to advise if there is anything MBIE can do to assist to ensure this date is met.
- 2.24. s9(2)(a) was introduced to the group and gave a brief overview of his experience.
- 2.25. s9(2)(a) advised the handover from himself to s9(2)(a) will be complete by the end of the month. s9(2)(a) will be taking the lead from now with s9(2)(a) supporting.
- 2.26. NEC left the meeting at 9:45am

3. Commercial

- 3.1. NEC Variation; signed off and returned a copy to NEC.
- 3.2. Datacom BCU Development SoW pending sign off.
- 3.3. InTech change request signed off.
- 3.4. DXC; Meeting held with DXC yesterday to discuss/ clarify treatment of current changes. All parties agreed. Paperwork to follow.
- 3.5. Datacom ITMS – Infrastructure variation being reviewed.

4. Further Discussion

- 4.1. s9(2)(b)(ii)
- 4.2. s9(2)(b)(ii)
- 4.3. s9(2)(a)
- s 9(2)(g)(ii) agreed that both observations are the situation. s9(2)(a) said there is a point where it is appropriate to confront them with that. s9(2)(a) and s9(2)(a) confirmed that is what the session on Friday is designed to do. There will be a large focus at that meeting on how we mitigate the risk to the SIT Entry milestone that we see. It was noted that Stephen Dunstan would be attending Friday's session.
- 4.4. Mitigation of the risk of missing the SIT Entry milestone has been a request for early visibility of the NEC build. NEC have now confirmed they are unable to provide this prior to the milestone date. s9(2)(a) reiterated that the current delivery schedule is tight, and that if NEC miss the SIT Entry milestone the project will be exposed.
- 4.5. s9(2)(a) observed that s9(2)(b)(ii) date when we meet on Friday, but that the messaging needs to be 'that doesn't help us and we need to hit these dates'. s9(2)(a) advised that is the message being given.
- 4.6. s9(2)(a) mentioned the point raised by s9(2)(a) (NEC) and queried by s9(2)(g)(ii) about customisation of the core, is assumed to relate to a small number of points raised by the project with NEC a couple of weeks ago, e.g. s6(c)

5. Project Update

- 5.1. s9(2)(a) advised that progress is being made, but as stated previously design issues are having a compounding effect on other work the project team needs to be focusing on.
- 5.2. Ongoing Resource shortages are impacting the delivery. In the current market it is proving very difficult to identify and recruit key resources. The Solution Architect that started recently has not worked out and left the project.
- 5.3. Security work for the solution is progressing. The IDme security risk assessment has been reviewed. The IPE security risk assessment is in progress.
- 5.4. The Privacy Impact Assessment is being progressed.
- 5.5. Data Migration is progressing at the detail level.
- 5.6. The current delivery schedule has been reviewed again. At present the milestones haven't changed, but it is extremely tight.
- 5.7. s9(2)(a) raised the change request and that the project is reporting a red RAG status and that it will revert to green once the change request is approved. With the developing situation with NEC it is now clear that will not be the case and that the project is likely to remain red. Reporting should change to signal this development.
- 5.8. The project change request has been reformatted at treasury's request and circulated for review. Stephen's feedback has been incorporated and it is now ready to go back to treasury. Joanna asked if the document could be forwarded to her. s9(2)(a) to forward to s9(2)(a)
- 5.9. s9(2)(a) also raised the process for approaching ministers, i.e. what is the usual channel for that to occur. Follow up with s9(2)(a) and/ or Stephen required.
- 5.10. s9(2)(a) raised a new project risk related to Will Chaney's contract possibly not being extended past 17th December.

6. AOB

- 6.1. Noted that s 9(2)(a) will be assuming management of the delivery streams in her absence.

7. 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.	s9(2)(a) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. s9(2)(a) to confirm status with s9(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#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	02/11 Still pending 19/10 In progress 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(2)(a) and s9(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 s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(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. s9(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#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	s9(2)(a)	02/11 Next meeting scheduled for 4 th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	02/11 Still pending 19/10 In progress
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	02/11 In progress

8. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	02/11 Draft memo prepared and reviewed. 19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s9(2)(a) to send memo to s9(2)(a) or 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#127	07/09/21	Follow up with s9(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.	s9(2)(a)	02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared. 21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.
--------	----------	---	----------	--

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 s9(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#126	07/09/21	Provide s9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs	s9(2)(a)	02/11 Action Closed 21/09 Overview provided.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s9(2)(a)	02/11 Action Closed 19/10 Some reformatting done by MIE Legal/ Commercial and returned to NEC for review. 06/10 Change has been made and a Word version provided back to MBIE a requested by its Legal team.

				21/09 A minor change (date) has been requested by MBIE 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s9(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#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants	s9(2)(a)	06/10 Meeting invite amended. Action can be closed.
AP#128	21/09	Follow up with EPMO on CR#3 approval status/ questions and work with project to respond	s9(2)(a)	19/10 06/10 CR now approved internally. Several questions to be answered at the October ICDC meeting. Action can be closed.
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s9(2)(a)	06/10 Action can be closed. 21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s9(2)(a) and Stephen were unable to attend today's meeting. 24/08 Will be rescheduled to next session with s9(2)(a) re present.

AP#114	27/07/21	s9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s9(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. s9(2)(a) has applied all small changes raised. s9(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and s6(c) Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s9(2)(a)	s9(2)(a)	07/09 Closed 24/08 s9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s9(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 s9(2)(a))	s9(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'	s9(2)(a)	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.	s9(2)(a)	07/09 Complete/Closed
AP#125	24/08/21	s9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s9(2)(a)	07/09 Complete/Closed

Business Owner:	s9(2)(a)	Customer: MBIE
Project Manager:	s9(2)(a)	

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 - Meeting held between s9(2)(a) from MBIE and s9(2)(a) of NEC on Wednesday 10 November.
 - Entry into SIT will not take place on 30 November. Has been escalated to senior management of both MBIE and NEC.
 - Agreed that the new schedule is to be provided to MBIE at meeting of the managers on Tuesday 16 November.
- AP#131 - Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments. Still in progress.
- AP#123 - Support agreement being worked on.
- NEC NZ are setting up a limited SIT environment for QA testing with simulated interfaces as to be able to do deployment rehearsals as well as provide MBIE first experience of the product.

RAG Status

RAG Status							
Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

- SoW variation to be delivered.
- Migration Plan to be delivered.
- Reveal wireframes to be delivered.
- Require sample data.

Key Activities Next Period

- NEC delivered next revision of the Migration Plan.
- NEC to deliver next revision of the Reveal wireframes.
- NEC to deliver next revision of the Reveal CCRD.
- NEC to deliver next revision of the IBW CCRD.
- Aim is for NEC to publish the next revision of the SDD.
- Once the Migration Plan is complete, DXC and Datacom to provide the requested sample data.
- AP#136 - Core capability was being customised and would be covered in the Reveal CCRD design document. s9(2)(a) to put something together that explains what this customisation is.
- Working on the application for privileged access to the SIT environment for the NEC team.
- NeoFace 4.1 made available to MBIE as to start running facial images as to set the Matching Scores and matching thresholds.

Actual Achievements Last Period

- AP#104 - Variation to SoW completed.
- AP#116 - NEC delivered Migration Plan. Reviewed and back with NEC for updates.
- Reveal wireframes submitted and review workshop held on 4 November. NEC working on the queries raised that could not be answered in the workshop.

Changes made

- MBIE have requested NEC provide a full-time Test Lead/resource for a period of at least 4 months. NEC is currently assessing the availability and impact of this request.

Risks & Issues

Decisions Required/Escalations

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	Monday 22 November 2021, 10.30am-11.30am
Location	Room G.03
Agenda	16 November (deferred meeting) Agenda
Attendees	s9(2)(a) (Minutes) Stephen Dunstan, s9(2)(a)
Apologies	s9(2)(a), s9(2)(a)
Documents	Previous Minutes of 2 November 2021

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies were received from s9(2)(a)
- 1.2. Previous meeting's minutes were accepted without any further changes.
- 1.3. s9(2)(a) gave a brief overview of the current status with regard to NEC and outlined a meeting that took place with NEC last week. In that meeting, NEC confirmed that they would not make the previously agreed milestone date of 30 November 2021 and their delivery date for deployment to the SIT Environment would now be end of June 2022, which constitutes a 7 month delay.
- 1.4. The NECAM change of personnel a few months ago when s9(2)(a) left resulted in a loss of direct contact with NECAM, but it was communicated to MBIE that s9(2)(a) the new NEC NZ Project Manager will have end-to-end oversight over NEC NZ and NECAM going forward.
- 1.5. s9(2)(a) advised there will be significant impacts to manual resolution resourcing once the border reopens if the BCU solution is not in place. This will need to be considered in light of the significant NEC delay now on the table.
- 1.6. It was discussed that working within the existing funding is essential and will require the project to slim down or pause some activities until the SIT Entry milestone is achieved. The high level NEC plan shows this to be the end of June 2022.
- 1.7. Records of the Working Group meetings with the previously agreed outcomes should be reviewed so that these can be accessed if necessary.
- 1.8. The Steering Group is seeking more clarity from NEC around the underlying reasons for the shift in timeframes.
- 1.9. Rigorous burn down charts will be required going forward, including a project plan, a record that shows the failed/missed date of 30 November, the new delivery dates in writing, and documentation for this will need to be sorted prior to Christmas.

2. NEC Attendance 10.55am s9(2)(a).

- 2.1. s9(2)(a) were welcomed to the meeting in person and responded to a variety of questioning from members of the Steering Group about the notified failure to meet the SIT Entry milestone at the end of November, and the re-baseline of SIT Entry to end of June 2022. Members questions included wanting to understand the cause(s) of the delay, how this was allowed to happen, what the

plan moving forward looks like, what changes are being made to ensure there is no repeat, and how confidence and trust in NEC's ability to deliver this project could be reinstated.

- 2.2. s9(2)(b)(ii) [REDACTED]
- 2.3. Not a major contributor, but COVID-19 impacted resourcing and prevented NEC NZ from bringing in key personnel to New Zealand, and the loss of some key personnel in NECAM such as s9(2)(a) [REDACTED] was also a factor as the handover wasn't sufficient. Shelley mentioned that she previously raised this as a risk prior to Eric's departure and was assured there wasn't a risk of this having an impact, it was covered by NEC NZ.
- 2.4. s9(2)(a), NEC's new Project Manager will now have responsibility for all NEC resourcing, including NECAM and NEC Australia, and delivery of the end-to-end project.
- 2.5. s9(2)(b)(ii) [REDACTED]
- 2.7. NEC mentioned the exceptions around design requirements and the need to ensure this is documented, and that any change is to go through the change process with an impact analysis and approval sign off. s9(2)(a) [REDACTED] noted that this is why the design documentation needed to be finalized.
- 2.8. s9(2)(b)(ii) [REDACTED]
- 2.13. MBIE is keen to understand the build progress percentage of each component, and where there is customisation, the burn rate and if there are potential compromises around customization that MBIE may need to discuss further. This level of detail was requested to be included in status reporting from this point.
- 2.14. For both NEC and MBIE, the top priority is getting the design documentation confirmed by 18 December as a hard deadline. s9(2)(b)(ii) [REDACTED] that MBIE can plan the allocation of resource across review points, and provide NEC with support as required.
- 2.15. s9(2)(b)(ii) [REDACTED]

- 2.17. s9(2)(b)(ii)
- 2.18. NEC confirmed that they need to be clearer with MBIE and push-back when they believe that any clarifications to requirements represent a change. This has been re-iterated to NEC a number of times. s9(2)(a) noted that the change examples highlighted recently were discussed in workshops with NEC and agreed as the best way forward for them, and are clarification of design rather than requirements change.
- 2.19. NEC are working on a detailed delivery plan which will be workshopped with MBIE to finalize.
- 2.20. s9(2)(b)(ii)
- 2.21. s9(2)(b)(ii)
- 2.22. Design documentation has been divided into four priority groupings by NEC. This grouping was included in the presentation slide deck used at last week's formal presentation by NEC. s9(2)(a) noted that this needs to be agreed with MBIE to ensure alignment with its other partners' needs and timeframes.
- 2.23. A question was raised as to whether MBIE would or could accept multiple releases from NEC, or if the ability to interface with MBIE environments sooner than via one single large release was possible. s9(2)(a) noted multiple releases would have resourcing impacts on MBIE's project team, especially given it was trying to keep cost to a minimum during the delivery delay.
- 2.24. s9(2)(b)(ii). It was agreed that MBIE will maintain the current approach and continue with in-flight work for SIT with all other vendors, in the meantime, but need visibility asap.
- 2.25. s9(2)(b)(ii).
- 2.26. MBIE reiterated being open to revisiting the need for customisations and to consider compromises. NEC noted much of the work had already been done but will review the situation. Action: NEC NZ to ask NECAM about reducing customizations that could speed up the build process.
- 2.27. Stephen wrapped up the NEC portion of the meeting by reiterating the need to close out a finalized documented design by Christmas, and the need to complete a collaborative re-planning exercise as soon as possible.
- 2.28. NEC left the meeting at 11.50am.

3. Steering Group Debrief

- 3.1. s9(2)(a) needs to communicate out to the other vendors about there being a delay, without specifying timelines at this stage. He will indicate a revised schedule is being worked on.
- 3.2. Documentation needs to be signed off and agreed to prior to Christmas and confirmed from an MBIE perspective.
- 3.3. The impact on other vendors and MBIE business impacts will need to be better understood.
- 3.4. MBIE should consider the governance from an NEC perspective that includes critical vendors and NEC personnel. Action: s9(2)(a) to ask NEC if there is a way to get an assurance letter from NEC Japan to acknowledge in writing that this project is indeed a priority for NEC.
- 3.5. s9(2)(a) is going to do an FTE forecasting around the borders re-opening, and will need to adjust that forecast to allow for the delay in BCU delivery. She will also confidentially disclose the situation to her immediate team in order to better understand and scope the business impacts of this delay.

BCU – Steering Group Minutes & Actions: 22nd November 2021

1. NEC Attendance 10.55am (s9(2)(a)).

- 1.1. (s9(2)(a)) were welcomed to the meeting in person and responded to a variety of questioning from members of the Steering Group about the notified failure to meet the SIT Entry milestone at the end of November, and the re-baseline of SIT Entry to end of June 2022. Members questions included wanting to understand the cause(s) of the delay, how this was allowed to happen, what the plan moving forward looks like, what changes are being made to ensure there is no repeat, and how confidence and trust in NEC's ability to deliver this project could be reinstated.
- 1.2. NEC accept accountability for failing to adequately track, monitor and report progress on the critical SIT Entry Milestone, and explained that this has been due to a disconnect between NEC NZ and NECAM.
- 1.3. Not a major contributor, but COVID-19 impacted resourcing and prevented NEC NZ from bringing in key personnel to New Zealand, and the loss of some key personnel in NECAM such as (s9(2)(a)) was also a factor as the handover wasn't sufficient. Shelley mentioned that she previously raised this as a risk prior to Eric's departure and was assured there wasn't a risk of this having an impact, it was covered by NEC NZ.
- 1.4. (s9(2)(a)) NEC's new Project Manager will now have responsibility for all NEC resourcing, including NECAM and NEC Australia, and delivery of the end-to-end project.
- 1.5. NEC confirmed that weekly key executive stand-up sessions are being held with the respective NEC offices including Japan.
- 1.6. NEC also confirmed that further key resources are being assigned to work in-market: (s9(2)(a)) at NECAM, resources out of Japan, testers out of Australia and (s9(2)(a)) to prioritise this piece of work. The CTO from NECAM is also across the project.
- 1.7. NEC mentioned the exceptions around design requirements and the need to ensure this is documented, and that any change is to go through the change process with an impact analysis and approval sign off. (s9(2)(a)) noted that this is why the design documentation needed to be finalized.
- 1.8. NEC were asked what the key factor was in resulting in them indicating that everything was good to go three weeks ago, and then ultimately notifying us the previously agreed 30th November milestone was unachievable.
- 1.9. One of the causes identified was that NECAM has had the same people reviewing and updating the design documentation that they were trying to develop from. There was recognition the quality of that design documentation wasn't to the standard required.
- 1.10. There has been a breakdown in internal NEC communication as, until recently, NECAM had been communicating they would still meet the SIT Entry milestone date, so no red flags were being raised within NEC.
- 1.11. NEC confirmed that NECAM had started the build, but NEC claimed changes to requirement documentation were resulting in a customised solution. However, (s9(2)(a)) noted that there had been assurances given in the original presentation of the product by NEC that the demo law enforcement product could be re-purposed for MBIE (and was in fact a very close match to MBIE's requirements) and this was not likely to be an issue.
- 1.12. From an NEC perspective, the Reveal UI configuration was now customised to the extent it was considered to be a new product. (s9(2)(a)) noted that MBIE had been very clear on multiple occasions that any significant customization should be discussed and agreed with MBIE before the fact, and that MBIE had been assured that this would not be an issue outside of workflows, and that those would become part of the standard product from an upgrade perspective.
- 1.13. MBIE is keen to understand the build progress percentage of each component, and where there is customisation, the burn rate and if there are potential compromises around customization that MBIE may need to discuss further. This level of detail was requested to be included in status reporting from this point.
- 1.14. For both NEC and MBIE, the top priority is getting the design documentation confirmed by 18 December as a hard deadline. NEC need to provide a plan for addressing these to provide

4. AOB

4.1. s 9(2)(a)

The Steering Group meeting ended at 12pm.

5. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	22/11 Still pending 02/11 In progress
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	
AP#140	22/11	s6(a)	s9(2)(a)	

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)(a)	22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. s9(2)(a) to confirm status with s9(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#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	22/11 Still pending 02/11 Still pending 19/10 In progress 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal s9(2)(a) e-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. s9(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#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	s9(2)(a)	22/11 Daft Document for review received from NEC during the period. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	22/11 Still pending 02/11 Still pending 19/10 In progress

6. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	22 Nov Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	22 Nov Treasury have endorsed the CR and it has progressed to the Minister(s) for sign off 02/11 Draft memo prepared and reviewed. 19/10 In progress

				07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s9(2)(a) to send memo to Bob and s9(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.
--	--	--	--	--

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 s9(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
AP#127	07/09/21	Follow up with s9(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.	s9(2)(a)	22 Nov Completed and closed 02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared.

				21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.
AP#126	07/09/21	Provide s9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs	s9(2)(a)	02/11 Action Closed 21/09 Overview provided.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s9(2)(a)	02/11 Action Closed 19/10 Some reformatting done by MIE Legal/ Commercial and returned to NEC for review. 06/10 Change has been made and a Word version provided back to MBIE a requested by its Legal team. 21/09 A minor change (date) has been requested by MBIE 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s9(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#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants	s9(2)(a)	06/10 Meeting invite amended. Action can be closed.

AP#128	21/09	Follow up with EPMO on CR#3 approval status/ questions and work with project to respond	s9(2)(a)	19/10 06/10 CR now approved internally. Several questions to be answered at the October ICDC meeting. Action can be closed.
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s9(2)(a)	06/10 Action can be closed. 21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s9(2)(a) were unable to attend today's meeting. 24/08 Will be rescheduled to next session with s9(2)(a) are present.
AP#114	27/07/21	s9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s9(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. s9(2)(a) has applied all small changes raised. s9(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and s6(a). Held all vendors review session Aug 5 th . A few small updates required. One outstanding item from MBIE to complete this activity
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s9(2)(a)	s9(2)(a)	07/09 Closed 24/08 s9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s9(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 s9(2)(a))	s9(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'	s9(2)(a)	07/09 Complete/Closed
AP#124	24/08/21	Advise when project has funding through to without CR03 approved (due	s9(2)(a)	07/09 Complete/Closed

		to ICDC Cancelled/Covid) and what mechanism can be put in place to see project funding through until CR03 approved.		
AP#125	24/08/21	s9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s9(2)(a)	07/09 Complete/Closed

confidence and ensure that MBIE can plan the allocation of resource across review points, and provide NEC with support as required.

- 1.15. NEC confirmed NEC Japan/NECAM have assured them they will have increased capability provided to the project. Two NECAM Australia testing resources have been retained also.
- 1.16. In response to questions from the Steering Group, s9(2)(a) confirmed NEC NZ has in place a commercial arrangement with NECAM for delivery of this project, which is an internal commercial arrangement, effectively a SoW. He also confirmed there had been challenges with making this work for NEC NZ. s9(2)(a) noted this wouldn't be conducive to working collaboratively or agilely within NEC.
- 1.17. In hindsight, the loss of the previous NEC NZ Project Manager, and then having a NEC person, who was experienced with the product but with no formal project management expertise for the last few months had an adverse impact. NEC accept responsibility for that and the capability gap it created, and it meant that tracking progress against key milestones was deficient. The end-to-end delivery project management oversight is now the responsibility of s9(2)(a) who is a very experienced project manager and will have full visibility across delivery
- 1.18. NEC confirmed that they need to be clearer with MBIE and push-back when they believe that any clarifications to requirements represent a change. This has been re-iterated to NEC a number of times. s9(2)(a) noted that the change examples highlighted recently were discussed in workshops with NEC and agreed as the best way forward for them, and are clarification of design rather than requirements change.
- 1.19. NEC are working on a detailed delivery plan which will be workshopped with MBIE to finalize.
- 1.20. NEC assured the BCU Steering Group that s9(2)(ba)(ii)
- 1.21. Steering Group members questioned the duration of the NEC build believing that to have originally been circa four months, and why the slippage has now grown to seven months. MBIE needs more visibility of the build at a broken down level with actual completion status of each logical build block. In order to measure accurate progress of work going forward, MBIE needs to understand the current build status. Action: NEC to provide an update on current build state.
- 1.22. Design documentation has been divided into four priority groupings by NEC. This grouping was included in the presentation slide deck used at last week's formal presentation by NEC. s9(2)(a) noted that this needs to be agreed with MBIE to ensure alignment with its other partners' needs and timeframes.
- 1.23. A question was raised as to whether MBIE would or could accept multiple releases from NEC, or if the ability to interface with MBIE environments sooner than via one single large release was possible. s9(2)(a) noted multiple releases would have resourcing impacts on MBIE's project team, especially given it was trying to keep cost to a minimum during the delivery delay.
- 1.24. NEC need to finalize their detailed project plan and provide it to MBIE so that there can be an understanding of the impacts and full transparency of the plan. It was agreed that MBIE will maintain the current approach and continue with in-flight work for SIT with all other vendors, in the meantime, but need visibility asap.
- 1.25. Due to the delay, a new contract variation will be necessary to reflect the extended delivery duration and revised milestone dates.
- 1.26. MBIE reiterated being open to revisiting the need for customisations and to consider compromises. NEC noted much of the work had already been done but will review the situation. Action: NEC NZ to ask NECAM about reducing customizations that could speed up the build process.
- 1.27. Stephen wrapped up the NEC portion of the meeting by reiterating the need to close out a finalized documented design by Christmas, and the need to complete a collaborative re-planning exercise as soon as possible.

NEC left the meeting at 11.50am.

2. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	22/11 Still pending 02/11 In progress
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	
AP#140	22/11	NEC NZ to ask NECAM about reducing customizations that could speed up the build process.	s9(2)(a)	

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. Bob to confirm status with s9(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#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	22/11 Still pending 02/11 Still pending 19/10 In progress 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. John and s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(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. s9(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#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	s9(2)(a)	22/11 Daft Document for review received from NEC during the period. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	22/11 Still pending 02/11 Still pending 19/10 In progress



3644 Biometric Capability Update - Project Status Report - 26 Nov 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:

s9(2)(a)

Project Manager:

s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	55%	Status as at 26/11/2021							
Overall Status		Comments - Overview: The Project is assessing the full implications of being recently advised by the key vendor (NEC) of a significant delay in their ability to meet the end of November critical path milestone. Note the current delivery schedule is build around this milestone. s9(2)(b)(ii) - In-flight work by other vendors for the SIT environment entry (the critical path milestone) is proceeding as far as possible without NEC's delivery, and some data migration activity has been able to be completed without them. A re-planning of the project delivery will be undertaken collaboratively with the key vendor (NEC) as a priority to determine a revised timeframe for delivery of the project. The situation has been escalated with senior stakeholders at both INZ and NEC. Change Request #3 has progressed to joint ministers for approval and sign off. s9(2)(b)(ii) - Recruitment for vacant project roles has been suspending pending the outcome of re-planning. - High priority Issues include: - Closing out Joint minister approval for CR#3 - Closing out NEC design documentation - Assessing the implications of the missed milestone by NEC - Re-planning the project delivery Actions being taken to mitigate key risks and issues, including: - Escalation by INZ to NEC of the failure to meet the SIT Entry milestone - 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. - Further replanning is being instigated.							
Phase	Deliver	Start Date	22 Aug 19	End Date	17 Dec 21	Active Risks	18	Active Issues	7



2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	R	R	The Budget status remains Red pending approval of Change Request #03 to cover increased forecast project costs. CR#3 endorsed by Treasury, now pending joint ministers approval
Schedule	R	R	The Schedule status remains Red. As a result of the NEC delay to the SIT Entry milestone a further re-planning exercise will be required. Once determined, a new change request (CR#4) will be drafted. Once an approved schedule is in place it will be uploaded to Project Server
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	R	Project Risks are now s9(2)(b)(ii)
Issues	A	R	Project Issues are Red due to the delay by NEC on meeting the SIT Entry milestone and subsequent re-planning now required.
Resources	A	A	Resourcing remains Amber. Recruitment for vacant project roles have been put on hold pending re-planning.
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: 26 Jun 2021

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
CR#03 endorsed by Treasury and submitted to joint ministers for approval Theta APIM design completed and build work started Datacom IGMS SoW sent for approval InTech Biographic Tuning progressed Review of NEC design documentation MBIE Test Plan approved Frist Backfill Migration completed (SIT) Migration detailed planning progressed NEC Workflow development progressed SIT infrastructure build progressed Security Risk Assessment IDme completed for review Security Risk Assessment for IPE progressed Privacy Impact Assessment progressed Documenting Part B designs progressed Change Management plan progressed to stakeholder review	Finalise various requirements based on design clarifications All NEC Designs approved Infrastructure (SIT) build complete Update BCU Part B designs Finalise migration detailed planning Complete IQ Office Tuning execution Progress range of BCU early releases pre migration Progress NEC workflow development Obtain Change Request 03a approval from joint ministers Progress SIT Infrastructure updated build Complete Security Risk Assessment - IPE



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

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Nov 30, 2021

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$1,360,724	\$6,932,629	\$7,831,586	\$898,957
Opex Spend	\$44,255	\$44,255		(\$44,255)
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$8,768,809	\$20,015,734	\$15,239,671	(\$4,776,063)
Opex Spend	\$44,475	\$44,475	\$46,272	\$1,797

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	Medium	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	Medium	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	1. Additional Business Analyst engaged to assist with BCU Requirements reconciliation and elaboration 2. Ensure NEC testing, through review of their	High	Medium	Open



	postpone go-live until the full requirement set is delivered	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.			
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
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 stakeholders to ensure approval for CR03 and subsequent WoLC approval from Treasury.	High	High	Open
8507	IF NEC milestone dates are unable to be aligned THEN the current schedule for July 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

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	30 Aug 21
1773	NEC SIT Entry Delay	Re-plan project Reduce immediate project costs where possible Manage other vendors	High	31 Jan 22
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	31 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	24 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 s9(2)(a) NEC • Obtain confirmed delivery dates for missed NEC milestones • Assess impact to overall BCU project schedule	High	30 Aug 21
1501	The BCU project cannot meet the baseline June-2021 go-live date,	• Re-plan and confirm revised BCU project timelines plus any implications for budget. •	High	31 Aug 21



	or deliver within the current approved budget	Raise a project change request and submit for review/approval. • Re-baseline the project upon approval of the project change request.		
--	---	---	--	--

*** 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 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.	Approved	11 Dec 2020

*** 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#48 - New date for NEC entering SIT is end June 2022.
 - Updated detail NEC plan provided.
 - All NEC documents to be complete and approved by 22 December. NEC to provide a detailed plan.
- AP#136 - Reveal Core capability was being customised. Example of customisation shown on the next slide.
- AP#131 - Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments. Still in progress.
- AP#123 - Support agreement being worked on.
- NEC NZ are setting up a limited SIT environment for QA testing with simulated interfaces as to be able to do deployment rehearsals as well as provide MBIE first experience of the product.

RAG Status

RAG Status

Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

- NEC delivered next revision of the Migration Plan.
- NEC to deliver next revision of the Reveal wireframes.
- NEC to deliver next revision of the Reveal CCRD.
- NEC to deliver next revision of the IBW CCRD.
- Aim is for NEC to publish the next revision of the SDD.
- Once the Migration Plan is complete, DXC and Datacom to provide the requested sample data.
- AP#136 - Core capability was being customised and would be covered in the Reveal CCRD design document. s9(2)(a) to put something together that explains what this customisation is.
- Working on the application for privileged access to the SIT environment for the NEC team.
- NeoFace 4.1 made available to MBIE as to start running facial images as to set the Matching Scores and matching thresholds.

Key Activities Next Period

- NEC delivered next revision of the Migration Plan.
- NEC to deliver next revision of the Reveal wireframes.
- NEC to deliver next revision of the Reveal CCRD.
- NEC to deliver next revision of the IBW CCRD.
- Aim is for NEC to publish the next revision of the SDD.
- Once the Migration Plan is complete, DXC and Datacom to provide the requested sample data.

Actual Achievements Last Period

- NEC delivered next revision of the MBIE BCU Interface Requirements Document (IRD) Integra-ID
- Workshops held regarding the Migration Plan. Working on resolving issues still being raised.
- Revised design documentation priority provided - current status of each to be provided next week (US Public holidays this week). There are still internal reviews and updates taking place.
- Detail schedule of the milestones of the revised timeline that was presented on Thursday
- Working on plan/ approach for closing out and signing off the design documentation by Christmas (22nd Dec).

Changes made

- MBIE have requested NEC provide a full-time Test Lead/resource for a period of at least 4 months. NEC is currently assessing the availability and impact of this request.

BCU 26/11 - Example of Reveal change between 'Out of the Box' and MBIE Specific.

Result Display

Show All

TCN

Assigned To

Job Type

Overall Due Date/Time

Tail Due Date/Time

PHOTO

Placeholder image

CLIENT ID1

Face Decision – Match

Candidate 1 Image

Biographic Decision – Match

Identity ID:

Gender:

Hair Color:

Full Name

DOB:

Race:

Eye Color:

Fingerprint Decision – No Match

CLIENT ID2

Face Decision – Inconclusive

Candidate 2 Image

Biographic Decision – Match

Identity ID:

Gender:

Hair Color:

Full Name

DOB:

Race:

Eye Color:

Fingerprint Decision – Match

CLIENT ID3

Face Decision – No Match

Candidate 3 Image

Biographic Decision – Match

Identity ID:

Gender:

Hair Color:

Full Name

DOB:

Race:

Eye Color:

Fingerprint Decision – Inconclusive

Back

Search By

Client ID

Search here

Sort By

Name

Show

10

Example of Reveal wireframe Results Display
screen - out of the box

BCU 26/11 - Example of Reveal change between 'Out of the Box' and MBIE Specific.

Result Display

TCN Assigned To Job Type Overall Due Date/Time Task Due Date/Time Username

Show All

PROBE <<

Probe image

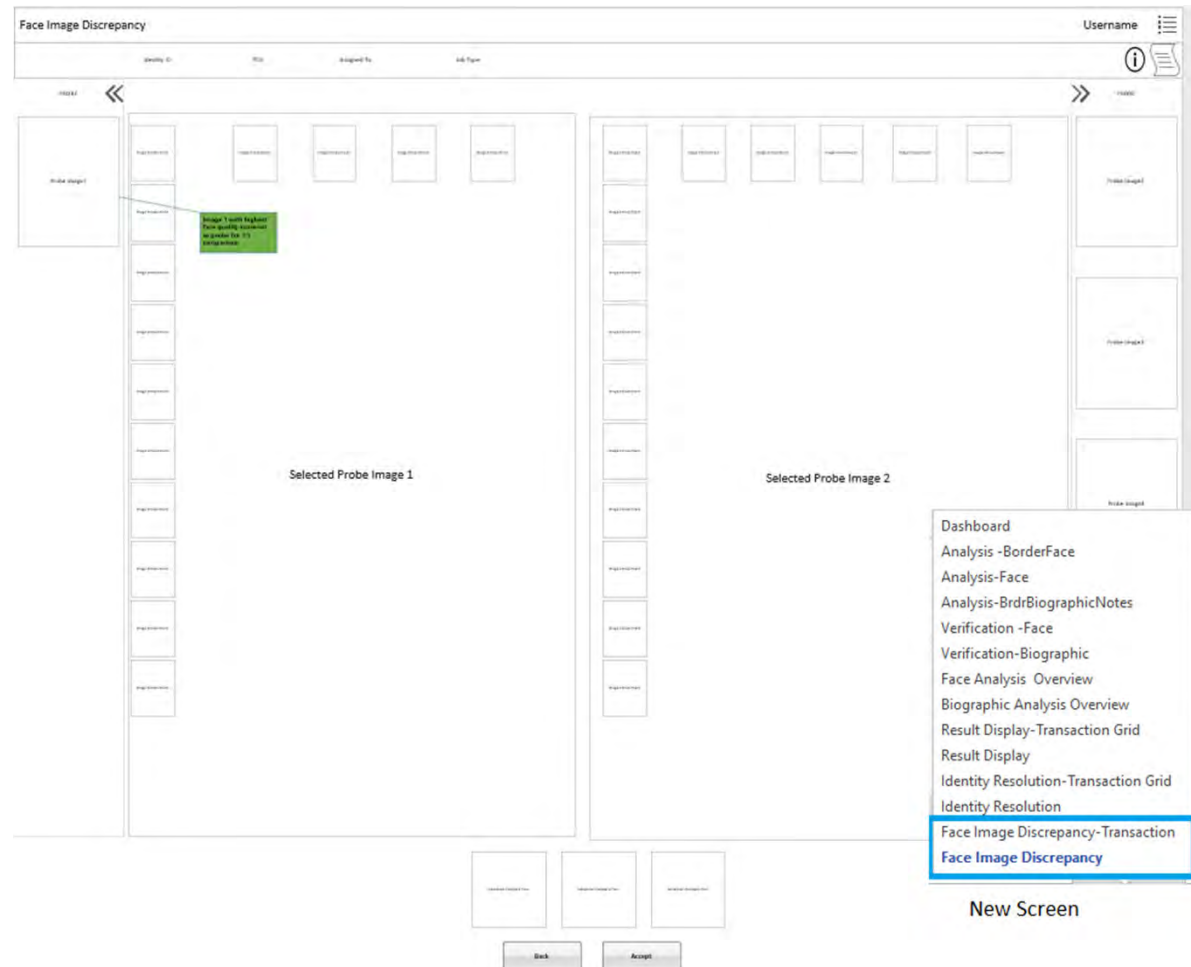
Search By Client ID Search Here Sort By Name Show 10

CLIENT ID Candidate 1 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – Match Face Decision – Inconclusive Biographic Decision – No Match	CLIENT ID Candidate 2 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – Inconclusive Face Decision – No Match Biographic Decision – Match	CLIENT ID Candidate 3 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – No Match Face Decision – Inconclusive Biographic Decision – Match	CLIENT ID Candidate 4 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – Inconclusive Face Decision – Match Biographic Decision – No Match
CLIENT ID Candidate 5 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – Inconclusive Face Decision – Inconclusive Biographic Decision – Match	CLIENT ID Candidate 6 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – No match Face Decision – No Match Biographic Decision – Match	CLIENT ID Candidate 7 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – Inconclusive Face Decision – Match Biographic Decision – Match	CLIENT ID Candidate 8 Full Name Identity ID: DOB: Gender: Race: Hair Color: Eye Color: Fingerprint Decision – Match Face Decision – Match Biographic Decision – Match

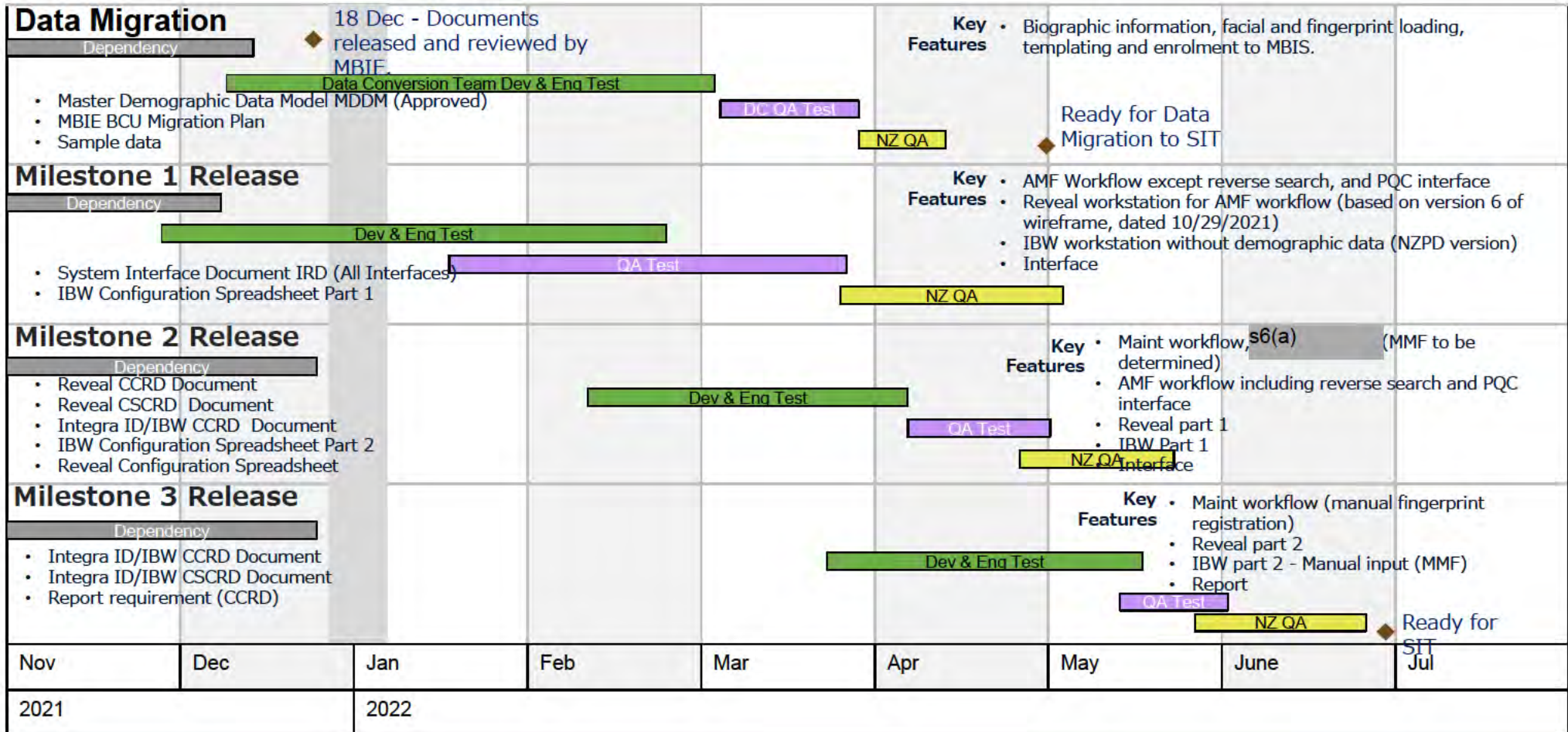
Back Close

Example of Reveal wireframe Results
Display screen - as requested by MBIE

BCU 26/11 - Example of Reveal change between 'Out of the Box' and MBIE Specific.



Schedule for the remaining work to get to SIT



Requirement document – new priority sequence

Internal supporting documents	Order	Dependency for
IBW Configuration Spreadsheet Part 1	1	Milestone 1
Master Demographic Data Model MDDM	1	Data Migr.
IBW Configuration Spreadsheet Part 2	2	Milestone 2
Reveal Configuration Spreadsheet	2	Milestone 2
Fingerprint import and NIST import support		
Deliverables to MBIE	Order	Dependency for
MBIE BCU Migration Plan	1	Data Migr.
Sample data from MBIE	1	Data Migr.
Reveal Workflows	1	Milestone 1
Reveal User Interfaces - Wireframes	1	Milestone 1
System Interface Document IRD (All Interfaces)	1	Milestone 1
Reveal CCRD	2	Milestone 2
Reveal CSCRD	2	Milestone 2
Integra-ID (IBW) CCRD	2	Milestone 2
SDD System Design Document	3	Customer
Infrastructure Design		
Reporting Requirements	3	Milestone 3
MBIE Biometric Capability Update Test plan		

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 30 November 2021, 11.30am-12.30pm
Location	Room G.14
Agenda	30 November Agenda
Attendees	s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous Minutes of 22 November 2021

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies were received from s9(2)(a) gave apologies and left the meeting before NEC joined.
- 1.2. Previous meeting's NEC session minutes have not been reviewed by NEC, will be approved pending this.
- 1.3. s9(2)(a)

2. NEC Attendance 11.40am s9(2)(a)

- 2.1. s9(2)(a) were welcomed to the meeting in person.
- 2.2. s9(2)(b)(ii)
- 2.3. s9(2) will be running the design workshops. The aim for each workshop is to work through any questions and finalize documents during the session. Pre-reading of the documentation ahead of the workshops will be crucial to ensure the sessions are as productive as possible. s9(2)(a) noted that the draft documentation must be provided in a timely manner to allow the MBIE team sufficient review time. Stephen queried who would be responsible for achieving the workshop outcomes – accountability needs to reside with a single person. It was agreed that s9(2)(a) will be accountable for this. Where further clarifications are required, s9(2)(a) will assign this to someone in the MBIE team who will be time-bound to get this information back to NEC. s9(2)(a) requested turnaround within 24 hours of any actions arising from the workshops so that momentum is maintained, and the designs are closed out by the Christmas break. Both NEC and MBIE agreed to be bound by this timeframe.
- 2.4. It was agreed that NEC will escalate as soon as there is any indication of slippage that will impact the completion of design documentation prior to Christmas.
- 2.5. s9(2)(a) are listed as approvers in the BCU Quality Plan for the NEC vendor design documentation, with endorsement by the Project Team along with s9(2)(a) s9(2)(a) the SME's.

[NB: this was a correction made following the meeting, as s9(2)(a) were noted incorrectly as the approvers for vendor design documentation during the Steering Group meeting itself].

- 2.6. Concern regarding constraints around s9(2)(a) time due to ADEPT testing was highlighted, so MBIE will need to manage this. NEC will ensure there aren't gaps in capability and the right people are in the room, including NEC international specialist resources required. MBIE will also ensure the right expertise is in each workshop.
- 2.7. MBIE are working to understand the impacts of the slippage to the SIT Entry milestone across other vendors and INZ. NEC have provided a first draft of a revised delivery schedule for this milestone now scheduled for June 2022. This requires further review as part of the re-planning in early January. The closeout of design documentation is the top priority right now. The aim will be to reach an agreed and integrated delivery schedule that can be shared with all vendors as early as possible in the New Year.
- 2.8. s9(2)(a) reiterated MBIE's offer to review any customization not yet implemented but understands that there is no opportunity to do that. s9(2)(a) confirmed this would now be counterproductive as the workflow build was complete and the user interface still to be done is highly dependent on that build. s9(2)(a) will provide additional clarification to the project stakeholders of the customization that has been required to support the requirements.
- 2.9. License costs, need to be discussed at some stage, and licensing implications of multiple servers in environments need to be worked through.
- 2.10. The maintenance/support service levels and agreement need to be worked through s9(2)(a) noted this can be delayed until the New Year to ensure the focus remains on completion of the design documentation.
- 2.11. Action 116 relating to the review of formal feedback on how NEC have provided migration in the past was highlighted by s9(2)(a). This has been outstanding on the open actions for a while. NEC to address this action prior to the next Steering Group meeting.
- 2.12. NEC to review the minutes of the 22 November Steering Group meeting and either provide feedback or confirm they are comfortable with them.
- 2.13. It was agreed that if the design workshops are not going as we expect, that escalation around outcomes not being met will happen as soon as possible following the workshop, to avoid time slippage.
- 2.14. NEC left the meeting at 12.15pm.

3. Steering Group Debrief

- 3.1. s9(2)(a) commented that the UAT and above environments have always been dual nodes in relation to the point raised by NEC regarding licenses. (point 2.9 above) The infrastructure design has removed the dual nodes from the SIT environment only so it would be a reduction if anything. It was noted that MBIE did have to wait many months for NEC's input into the SIT environment build.
- 3.2. Steering Group highlighted the importance of scheduling project re-planning workshops for early in the New Year, and getting these booked in prior to Christmas. This will allow for an integrated schedule for all vendors and to better understand the business impacts of the delay.
- 3.3. The Project Director was informed that the Minister of Immigration has signed the funding allocation approval for the Change Request, and it has gone to the Minister of Finance for approval, but we need to confirm this. Action: s9(2)(a) will follow this up. Post-meeting update: The funding allocation approval for the CR has been signed by both Ministers and returned to the Ministry.
- 3.4. All other Vendors were informed today around the timeframe delays. They have been instructed to continue with all in-flight SIT work to the point of completion by Christmas. Work packages will be deployed where possible, with the remainder held pending NEC deployments.
- 3.5. s9(2)(b)(ii)

The Steering Group meeting ended at 12.30pm.

4. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	22/11 Still pending 02/11 In progress
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	
AP#140	22/11	NEC NZ to ask NECAM about reducing customizations that could speed up the build process.	s9(2)(a)	
AP#141	30/11	NEC to explore licensing implications of multiple servers with s9(2)(a), MBIE need to provide NEC with the latest environment design to be sent to s9(2)(a)	s9(2)(a)	
AP#142	30/11	s9(2)(a) to provide MBIE with clarification around the customisation that has been required to date based on MBIE's requirements.	s9(2)(a)	

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18 th Dec)
			s9(2)(a)	02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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 s9(2)(a) to confirm status: s9(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#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	30/11 Has been outstanding for some time. NEC were unaware of current state. s9(2)(a) to follow up and advise progress and revised delivery date. 22/11 Still pending. 02/11 Still pending. 19/10 In progress. 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(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. s9(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#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	s9(2)(a)	22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4 th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	22/11 Still pending 02/11 Still pending 19/10 In progress

5. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#143	30/11	s9(2)(a) to arrange re-planning sessions with NEC in early January.	s9(2)(a)	
AP#142	30/11	s9(2)(a) to confirm status of the Change Request and whether it has been signed by the Minister.	s9(2)(a)	
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	30/11 Bullets for inclusion, submitted to Stephen for review.
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	22 Nov Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.

AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	22 Nov Treasury have endorsed the CR and it has progressed to the Minister(s) for sign off 02/11 Draft memo prepared and reviewed. 19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s9(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.

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 o s9(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

7. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#127	07/09/21	Follow up with s9(2)(a) to book meeting with Treasury and to	s9(2)(a)	22 Nov Completed and closed

		ensure presenter is fully briefed. It was suggested that a dry run of the presentation be scheduled before the Treasury meeting.		02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared. 21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.
AP#126	07/09/21	Provide s9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs	s9(2)(a)	02/11 Action Closed 21/09 Overview provided.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s9(2)(a) s9(2)(a)	02/11 Action Closed 19/10 Some reformatting done by MIE Legal/ Commercial and returned to NEC for review. 06/10 Change has been made and a Word version provided back to MBIE as requested by its Legal team. 21/09 A minor change (date) has been requested by MBIE 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s9(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#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants	s9(2)(a)	06/10 Meeting invite amended. Action can be closed.
AP#128	21/09	Follow up with EPMO on CR#3 approval status/ questions and work with project to respond	s9(2)(a)	19/10 06/10 CR now approved internally. Several questions to be answered at the October ICDC meeting. Action can be closed.
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s9(2)(a)	06/10 Action can be closed. 21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s9(2)(a) were unable to attend today's meeting. 24/08 Will be rescheduled to next session with s9(2)(a) are present.
AP#114	27/07/21	s9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s9(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. s9(2)(a) has applied all small changes raised. s9(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and s6(a). Held all vendors review session Aug 5 th . A few small updates required. One outstanding item from MBIE to complete this activity
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s9(2)(a)	s9(2)(a) s9(2)(a)	07/09 Closed 24/08 s9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.

AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s9(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 s9(2)(a))	s9(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'	s9(2)(a)	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.	s9(2)(a)	07/09 Complete/Closed
AP#125	24/08/21	s9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s9(2)(a)	07/09 Complete/Closed

BCU 10/12

Business Owner:	s9(2)(a)	Customer:	MBIE
Project Manager:	s9(2)(a)		

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.

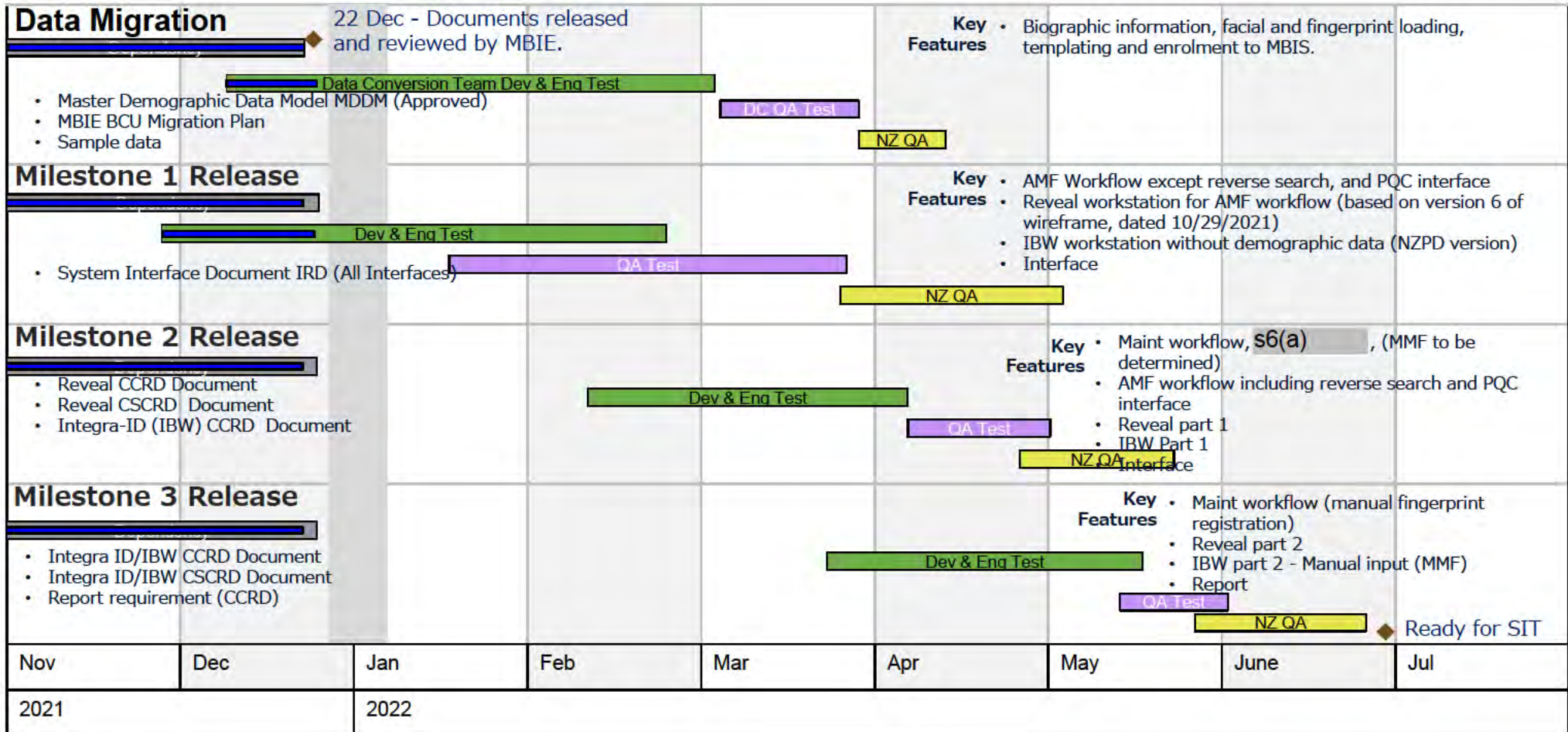
Status summary	RAG Status																								
- AP#48 - New date for NEC entering SIT is end June 2022. - All NEC documents to be complete and approved by 22 December. - Reviews progressing. Schedule and progress on the next slide. - There is risk that this task may not be completed by the date due to the size and complexity of the documents may require more than one workshop to get all the issues resolved. - AP#123 - Support agreement being worked on. Delayed to next year - AP#136 - Reveal Core capability was being customised. - AP#138 - Burndown view to enter SIT. Status of task progress shown in the schedule - AP#139 - Current build state. Work being done on MBIE specific Reveal based on the draft versions of the documents. - AP#140 - Reduce customisation as to speed up the build process – Development on MBIE specific Reveal and workflows, Number of screens have been increased as to support the MBIE solution. - AP#141 - License implication for multiple servers – Licenses are allocated to the server and the server detail registered as part of the license activation, Options to be discussed as part of the commercials. - AP#142 - Clarification around the customisation based on MBIE’s requirement. Provided by s9(2)(a)	<table><tr><th colspan="8">RAG Status</th></tr><tr><th>Budget</th><th>Schedule</th><th>Scope</th><th>Risk</th><th>Issue</th><th>Resource</th><th>Benefits</th><th>Overall</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>	RAG Status								Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall								
RAG Status																									
Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall																		
Planned Achievements Last Period	Key Activities Next Period																								
- Review workshops planned for the following documents: - MBIE BCU Migration Plan - Reveal Workflows - System Interface Document IRD (All Interfaces) - Infrastructure Design - MBIE Biometric Capability Update Test plan - Reveal User Interfaces – Wireframes – Multiple reviews completed. - NeoFace 4.1 made available to MBIE as to start running facial images as to set the Matching Scores and matching thresholds.	- Review workshops planned for the following documents: - Reveal User Interfaces – Wireframes - Reveal CCRD & CSCRD - Integra-ID (IBW) CCRD - SDD System Design Document - Reporting Requirements - Continued development and testing for the Milestone 1 features.																								
Actual Achievements Last Period	Changes made																								
- Review workshops planned for the following documents: - MBIE BCU Migration Plan	MBIE have requested NEC provide a full-time Test Lead/resource for a period of at least 4 months. NEC is currently assessing the availability and impact of this request.																								

Document review schedule & progress

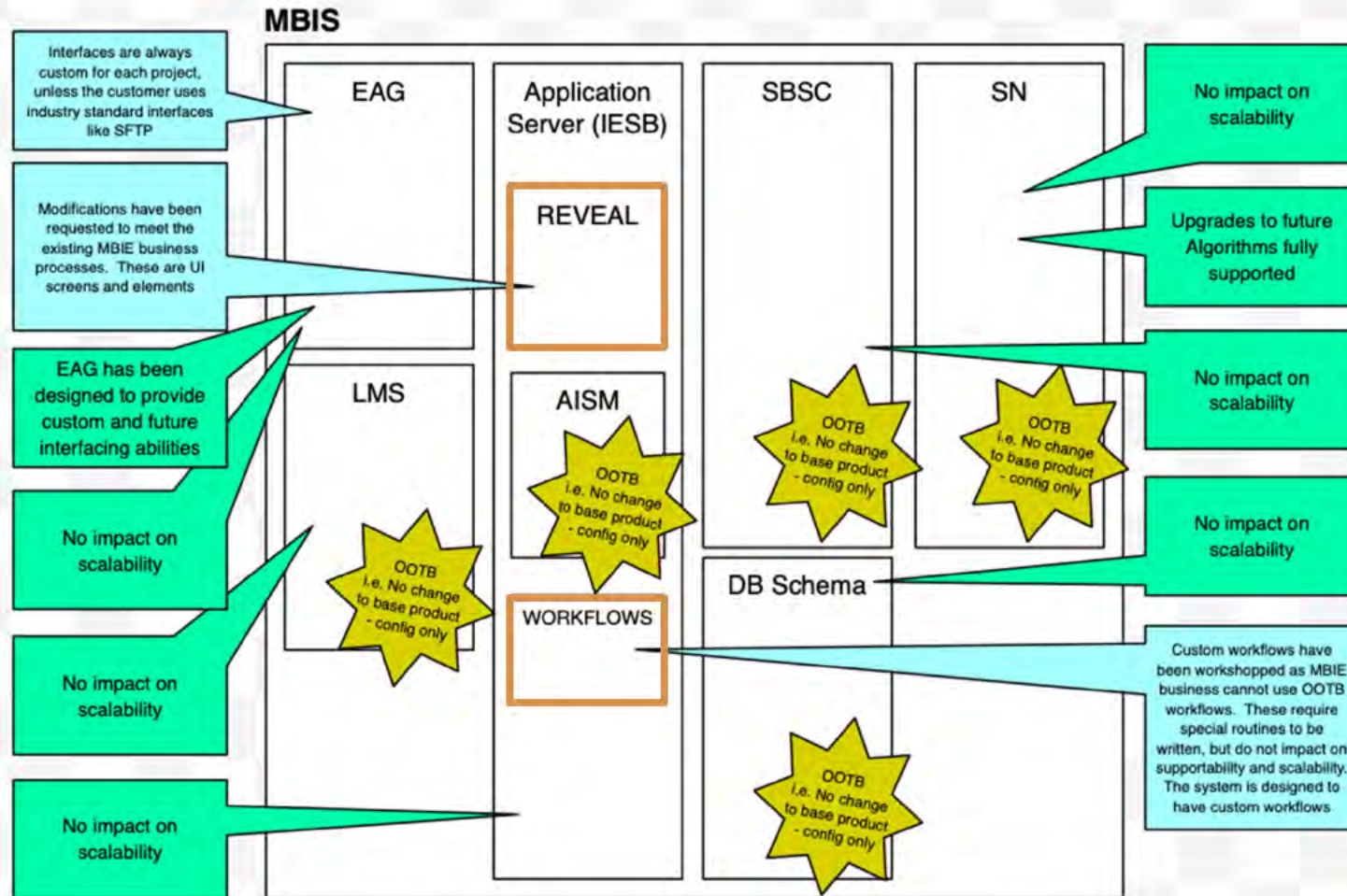
As per 10 December 2021

|--|

Schedule for the remaining work to get to SIT



High Level Out of the Box Diagram



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 14 December 2021, 11.30am-12.30pm
Location	Room G.11
Agenda	14 December Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a) (Minutes) s9(2)(a) (NEC)
Apologies	s 9(2)(g)(ii)
Documents	Previous Minutes of 30 November 2021

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies were received from s9(2)(a) and s9(2)(a).
- 1.2. Stephen noted he will need to leave the meeting at 12pm.
- 1.3. Design workshops between MBIE and NEC are continuing, progress so far has been good, noting that two of the design documents have been deferred to January to be finalised; IBW and SDD. This is due to resource constraints. The project has agreed to this conditional on there being no impact to the overall revised timeline NEC have provided, s9(2)(a) assured the group there would be no impact.
- 1.4. The Steering Group highlighted it as important to ensure design sign-off happens prior to Christmas, and approvals not to be unreasonably withheld if these are because of cosmetic issues that can be included as conditional caveats when approving (excluding core functional approvals that are important to get right). Project Team acknowledged this but did highlight to Steering Group the constraints of time and resource capacity for both MBIE and NEC.
- 1.5. s9(2)(a) encouraged the Project Team to escalate to her and indicate if there are any blocks in getting information from her team. If any approvals are required from s9(2)(a) she would like to be made aware of any caveats or conditional approvals when doing so.

2. NEC Attendance 11.48am s9(2)(a)

- 2.1. s9(2)(a) attended in-person. Apologies were received for s9(2)(a) as he was in a design workshop, and s9(2)(a) who is preparing to head to the US to work with the NECAM team.
- 2.2. Data migration was discussed and MBIE confirmed the intention was for data to be provided to NEC in the format specified for them to load. There are some scenarios identified where data will require a level of transformation at the source to achieve this. s9(2)(a) has asked DXC and Datacom for estimates for the transformation required. Action: s9(2)(a) will follow-up on this with DCX and Datacom, and confirm approach to NEC.
- 2.3. NEC confirmed the review of key documents is likely to be early in the New Year due to s9(2)(a) availability. NEC confirmed this will not have an impact on the timeframes.
- 2.4. There are two further workshops later this week and NEC indicated they are looking to combine these two design document workshops into a single workshop. MBIE confirmed acceptance of this approach.

- 2.5. NEC are doing what they can to bring the timeframes back from June. s9(2)(a) going over to NECAM should provide more clarity around this and s9(2)(a) is reporting directly into Rob. However, at this stage NEC can't provide more certainty than that.
 - 2.6. MBIE raised that the SIT deployment date moving around will make it difficult for the MBIE team to plan, so conformation of the NEC deployment date will be needed by mid-January to enable project re-planning to compete by the end of January.
 - 2.7. NEC highlighted the need to lock in discussions in the New Year around licensing, support, and software maintenance. Stephen raised the discussion he had with s9(2)(a) around offsetting costs. **Action** s9(2)(a) will come back to s9(2)(a) with some proposed dates for these discussions.
 - 2.8. NEC has provided a high-level revised schedule. MBIE has an open request with Kobus at NEC to step through this and understand the detail which is a requirement in order for MBIE re-planning to occur. **Action** s9(2)(a) to confirm a date for a detailed step through the NEC plan so MBIE re-planning can be confirmed for all parties before the end of January 2022.
 - 2.9. The importance of confidence in timeframes was raised from an Immigration operations perspective because INZ will need to recruit non-permanent staff with fixed dates to support the current high rate of manual interventions for a much longer period than planned due to the delay.
 - 2.10. MBIE raised the need for the IPE design documentation and schedule to be provided. **Action** s9(2)(a) to provide MBIE with the plan for IPE workshops.
 - 2.11. s6(c)
 - 2.12. s9(2)(a) from NEC provided copies of a report on his 'Project Observations' on the BCU Project which will be reviewed by MBIE.
 - 2.13. NEC committed to communicating and reporting in more detail and regularly against the revised delivery schedule.
 - 2.14. Progress Reporting was discussed, with MBIE again requesting that reporting is to provide better visibility of progress against the schedule timelines. A more granular view of development progress is required. It will be essential for MBIE to have visibility of this going forward to help establish confidence that activities are completing in line with and tracked against the detailed work plan. The group made comment that there had been no real clarification provided on the percentage of development completed to date.
 - 2.15. Reporting against the detailed plan is to be provided through to the Project Team via the weekly status reports. Project Governance reporting will highlight to the Steering Group progress against milestones.
 - 2.16. MBIE raised that the Issue in the NEC report around the delay is characterised incorrectly. From an MBIE perspective, the delays are multi-faceted and not purely due to customisation – this should be modified or simplified. **Action:** s9(2)(a) to revise the wording of this issue in the NEC report.
3.
 - 3.1. NEC left the meeting at 12.30pm.

The Steering Group meeting ended at 12.30pm.

4. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
-----	------	--------	-------	-----------------

AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	14/12 Still pending. This action relates to comments made about customisations made to the 'core'. MBIE is not wanting or expecting customisations to the core, so require an explanation in relation to the comment. 22/11 Still pending 02/11 In progress
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress. 14/12 Will be addressed when NEC commence reporting against the schedule.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	14/12 Will be addressed when NEC commence reporting against the schedule.
AP#140	22/11	NEC NZ to ask NECAM about reducing customizations that could speed up the build process.	s9(2)(a)	14/12 Action closed.
AP#141	30/11	NEC to explore licensing implications of multiple servers with Mark Pritchard, MBIE need to provide NEC with the latest environment design to be sent to k ^{s9(2)(a)}	s9(2)(a)	14/12 Information on licensing structure has been provided to MBIE. Further information required to outline specific financial impact of changes to requirements.
AP#142	30/11	s9(2)(a) to provide MBIE with clarification around the customisation that has been required to date based on MBIE's requirements.	s9(2)(a)	14/12 Closed, ^{s9(2)(a)} provided a written report at the meeting.
AP#145	14/12	s9(2)(a) to confirm a date for a detailed step through the NEC plan so MBIE re-planning can be confirmed by end of January 2022.	s9(2)(a)	

AP#146	14/12	s9(2)(a) to provide MBIE with the plan for IPE workshops.	s9(2)(a)	
AP#147	14/12	s9(2)(a) b to revise the wording of the issue around the delay in the NEC report to simplify and better characterise the reasons as multi-faceted.	s9(2)(a)	

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)	14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. Bob to confirm status with s9(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#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	14/12 The Migration Plan is included in the Design Documents being closed out. Once the Migration artifact is approved this action can be closed. 30/11 Has been outstanding for some time. NEC were unaware of current state. s9(2)(a) to follow up and advise progress and revised delivery date. 22/11 Still pending. 02/11 Still pending. 19/10 In progress. 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about

				sizing queries related to the NEC design proposal. s9(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. s9(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#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	s9(2)(a)	14/12 No change. Discussed during todays meeting and new action raised (s9(2)(a)) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4 th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	14/12 Outline of current licensing limits and environment data volumes has been provided; however, cost options are still required to allow MBIE to make an informed decision on how to progress. 22/11 Still pending 02/11 Still pending 19/10 In progress

5. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#144	14/12	s9(2)(a) to follow-up with DXC and Datacom to confirm the plan for	s9(2)(a)	

		migrating data into the format NEC need, and let NEC know.		
AP#143	30/11	s9(2) to arrange Maintenance & Support sessions with NEC in early January.	s9(2)(a)	
AP#142	30/11	s9(2)(a) to confirm status of the Change Request and whether it has been signed by the Minister.	s9(2)(a)	14/12 Change Request has been fully approved. Action can be closed.
AP#137	22/11	s9(2)(a) to seek assurance in writing from NEC Japan that honouring the commitments to this project are a high priority for them.	s9(2)(a)	14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.
AP#135	19/10	s9(2)(g)(i)	s9(2)(a)	14/12 Raised again at today's meeting. Yet to be incorporated into status reporting. 22 Nov Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	14/12 Carried over 22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	14/12 Completed – Action can be closed 22 Nov Treasury have endorsed the CR and it has progressed to the Minister(s) for sign off 02/11 Draft memo prepared and reviewed. 19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback s9(2)(a) to send memo to Bob and Joanne 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.

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 s9(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.	

7. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#127	07/09/21	Follow up with s9(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.	s9(2)(a)	22 Nov Completed and closed 02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared. 21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.
AP#126	07/09/21	Provide s9(2)(a) with an overview of what to expect to receive on 13/09 with the detail designs	s9(2)(a)	02/11 Action Closed 21/09 Overview provided.
AP#104	15/06/21	NEC to prepare a variation to existing SOW to change dates	s9(2)(a) s9(2)(a)	02/11 Action Closed 19/10 Some reformatting done by MIE Legal/ Commercial and returned to NEC for review.

				06/10 Change has been made and a Word version provided back to MBIE as requested by its Legal team. 21/09 A minor change (date) has been requested by MBIE 07/09 Variation submitted to MBIE. 24/08 Updating the SoW underway, commercial Mtg interrupted with L4 Lockdown. s9(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#129	21/09	Establish a single Governance meeting with controlled admission for NEC participants	s9(2)(a)	06/10 Meeting invite amended. Action can be closed.
AP#128	21/09	Follow up with EPMO on CR#3 approval status/ questions and work with project to respond	s9(2)(a)	19/10 06/10 CR now approved internally. Several questions to be answered at the October ICDC meeting. Action can be closed.
AP#121	10/08/21	Add Change management to next agenda and invite Change Manager	s9(2)(a)	06/10 Action can be closed. 21/09 Change Management presentation delivered at this meeting. 07/09 Rescheduled for 21 Sept, as s9(2)(a) and Stephen were unable to attend today's meeting.

				24/08 Will be rescheduled to next session with Stephen and s9(2)(a) are present.
AP#114	27/07/21	s9(2)(a) from NECAM to send a finalised version of automated workflows to enable endorsement so that build can commence	s9(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. s9(2)(a) has applied all small changes raised. s9(2)(a) clarifying one issues with the business that needs to be resolved. 06/08 Report: Published Automated, Maintenance, and s6(c). Held all vendors review session Aug 5th. A few small updates required. One outstanding item from MBIE to complete this activity
AP#115	27/07/21	Send formal endorsement of workflows to NEC once updated version received from s9(2)(a)	s9(2)(a) s9(2)(a)	07/09 Closed 24/08 s9(2)(a) to send this endorsement now 10/08 remains open, corrected owner.
AP#118b	10/08/21	Provided MBIE RAG reporting to NEC	s9(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 s9(2)(a))	s9(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'	s9(2)(a)	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.	s9(2)(a)	07/09 Complete/Closed
AP#125	24/08/21	s9(2)(a) to send update on Contact detail matching for Biographic tuning that is currently underway	s9(2)(a)	07/09 Complete/Closed



3644 Biometric Capability Update - Project Status Report - 28 Jan 2022

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:

s9(2)(a)

Project Manager:

s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	0%	Status as at 28/01/2022
Overall Status		- Overview: - The primary focus over the last month has been the drive toward completion, and MBIE approval of NEC detailed design documentation. s9(2)(b)(ii) The majority of these documents, some with caveats, are now approved. Re-planning of the project delivery was expected to have been completed at this point, however this activity has been impacted by the effort that has been required on the design documentation approvals. This re-planning work is now expected to be complete mid-February. Initial indications from the re-planning that has been done indicate the new delivery schedule, based on the revised timeframe provided by NEC for the SIT Entry milestone, will have a revised project go-live in the March 2023 timeframe. The project continues its work through with the other vendors their deliverables to determine what can progress and what is dependent on the new NEC SIT Entry date. Several vendors have now moved to a holding situation as a result. Options to 'skinny' down costs are continuing so that the project can remain with its approved funding with the now extended delivery duration; this is primarily around vendor effort and internal resourcing. A new change request for an extended delivery duration will be required, and possibly additional funding. s9(2)(b)(ii) Senior stakeholders from both INZ and NEC held a workshop session this month to review risks, current status and the revised delivery schedule. With a large reliance on NEC America for solution development, NEC NZ's highest risk is the current threat of impact from the Omicron variant of Covid-19. This is then the project's highest risk as any delay to development will potentially delay the SIT Entry milestone date and therefore the revised schedule. The situation is being monitored closely. High priority Issues include: - Close out and Approval of NEC design documentation - Completion of re-planning activities - Publication of a new project delivery schedule - Development of a revised 'go-to-green' plan - Actions being taken to mitigate key risks and issues, including: - Close monitoring of Covid impacts on NECAM development resources - Refreshed WFH arrangements for NZ based project teams



• s9(2)(ba)(ii)

- 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.
- 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.

Phase	Deliver	Start Date	22 Aug 19	End Date	17 Dec 21	Active Risks	18	Active Issues	7
-------	---------	------------	-----------	----------	-----------	--------------	----	---------------	---

2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	A	A	CR#3 approved/ signed off by joint ministers. Funding to be reviewed as part of re-planning currently in progress.
Schedule	R	R	The Schedule status remains Red. s9(2)(b)(ii) Once this replanning is complete, a new change request (CR#4) for an extended delivery duration will be drafted. Once an approved schedule is in place it will be uploaded to Project Server
Scope	A	G	The project scope is clear
Risks	R	R	Revised key NEC dates are at risk due to their workforce impacted by covid-omicron.(US based) s9(2)(b)(ii)
Issues	R	R	s9(2)(b)(ii)
Resources	A	A	Resourcing remains Amber. Recruitment for vacant project roles have been put on hold pending re-planning and cost reduction efforts.
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:
23 Dec 2021

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
Theta APIM build work progressed InTech Biographic Tuning progressed NEC design documentation close out progressed Migration detailed planning progressed NEC Workflow development progressed SIT infrastructure build progressed Security Risk Assessment for IPE progressed Privacy Impact Assessment progressed	Complete re-planning of project delivery All NEC Designs approved Infrastructure (SIT) build complete Update BCU Part B designs Finalise migration detailed planning Progress range of BCU early releases pre migration Progress NEC workflow development Progress SIT Infrastructure updated build Complete Security Risk Assessment - IPE



--	--

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

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Jan 27, 2022

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	(\$813,641)	\$6,634,505	\$14,743,901	\$8,109,396
Opex Spend	\$152,353	\$104,618		(\$104,618)
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$6,594,444	\$19,717,610	\$22,151,986	\$2,434,376
Opex Spend	\$152,573	\$104,838	\$46,272	(\$58,566)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
8144	IF the Covid-19 pandemic results in staff at NECAM being off sick THEN this may result in work not progressing on time and the SIT delivery date being at risk.	Monitor closely	High	Medium	Open
8319	IF there is widespread community spread of Covid-19 in the community in NZ THEN there may be an increase in absenteeism that slows work from being able to progress.	Follow safe working practices and guidelines as issued by MBIE	High	Medium	Open
7890	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	Medium	Open
8295	IF derived cost savings to accommodate a revised delivery schedule are	1. Reduce resource where possible	High	High	Open



	insufficient THEN current approved funding may be insufficient to deliver the project.	2. Put vendors on hold where possible			
8507	IF NEC fail to address the caveats mentioned by MBIE when approving designs THEN NEC may be moving ahead with an unapproved design.	1. Either ensure that a meeting to go through and sight evidence of the caveats for each design being actioned, or a date for when these will be provided to MBIE for final approval/sign-off of the design documentation.	High	High	Open
8432	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

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	30 Aug 21
1439	s9(2)(b)(ii)	• Escalate issue to Stephen Dunstan to raise with s9(2)(a) NEC • Obtain confirmed delivery dates for missed NEC milestones • Assess impact to overall BCU project schedule	High	30 Aug 21
1773	NEC SIT Entry Delay	Re-plan project Reduce immediate project costs where possible Manage other vendors	High	31 Jan 22
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	31 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	24 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	31 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 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.	Approved	11 Dec 2020

*** 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

- Document reviews taking longer than planned due to the reviews on the design and not just the document. Updates from previous workshops missed in the documents.
- AP#48** - NEC documents being reviewed in workshops. Taking more workshops than planned.
 - Focus on the documents that are needed first as to have minimum impact on the development. Of the Reveal development started on draft documents.
 - Has resulted in rework as documents are changed.
- AP#116** - Formal feedback on how NEC have handled migration in the past - Provided.
- AP#123** - Support agreement being worked on.
- AP#131** - Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments. Still in progress. Part of the discussions regarding licenses.
- AP#136** - Reveal Core capability was being customised. Reveal has been made fully customised in that the Core Requirements document (CCRD) has been incorporated into the customisation document. (CSCRD)
- AP#138** - Burn down view. Initial plan provided. To be regularly updated. Not yet being worked on a there needs to be a replanning done once all the requirement documents are approved. New changes that are impacting work already done as well as additional work resulting from the workshops first needs to be scoped and replanned.
- AP#139** - Current build state.- Milestone 1 work near complete. Review of the reveal wireframes and CSCRD document are resulting in rework on work already done. Need to be completed soon as to prevent delays in the start of the next round of development.**AP#141** - Licensing under discussion. The BCU SDD document defines the number of servers required to meet the requirements.
- AP#141** - NEC to explore licensing implications of multiple servers - Part of ongoing Licensing discussions.
- AP#145** - s9(2)(a) to confirm a date for a detailed step through the NEC plan. Still to be planned. Focus now on design documents
- AP#146** - IPE SDD workshop held on 17th and 18th Jan 2022. Document to be released for further review once the screenshots have been updated. Test plan workshop planned for 26th Jan.
- Security issues identified. NEC to provide a plan and schedule as to ensure that the product delivered to MBIE (IPE & BCU) pass security accreditation prior to entering Production.
- UAT/Pre-prod/Prod environment design - NEC to provide Datacom the required information as to work on the design of these environments

RAG Status

RAG Status

Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Planned Achievements Last Period

- Ongoing review of documents in workshops. Of the key documents are taking multiple workshops to complete and to review updates.
- Development work to progress on the draft documents.
- Kick off workshop for the start running facial images as to set Matching Scores and matching thresholds. NEC to confirm the version of NeoFace to be used.

Key Activities Next Period

- MBIE to provide feedback on the latest Reveal wireframes. Updates to be reviewed next week.
- NEC to deliver updated Reveal CSCRD. Review workshop planned for next week.
- NEC to update the IBW CCRD. Next review workshop to be held next week.
- SDD Workshops held on 19 and 21 Jan. Document increased from about 100 pages to over 400 pages therefore more detail to be reviewed that was being seen for the first time. Further review to be held on 2 Feb. Expect many changes and many further workshops to get finalised.

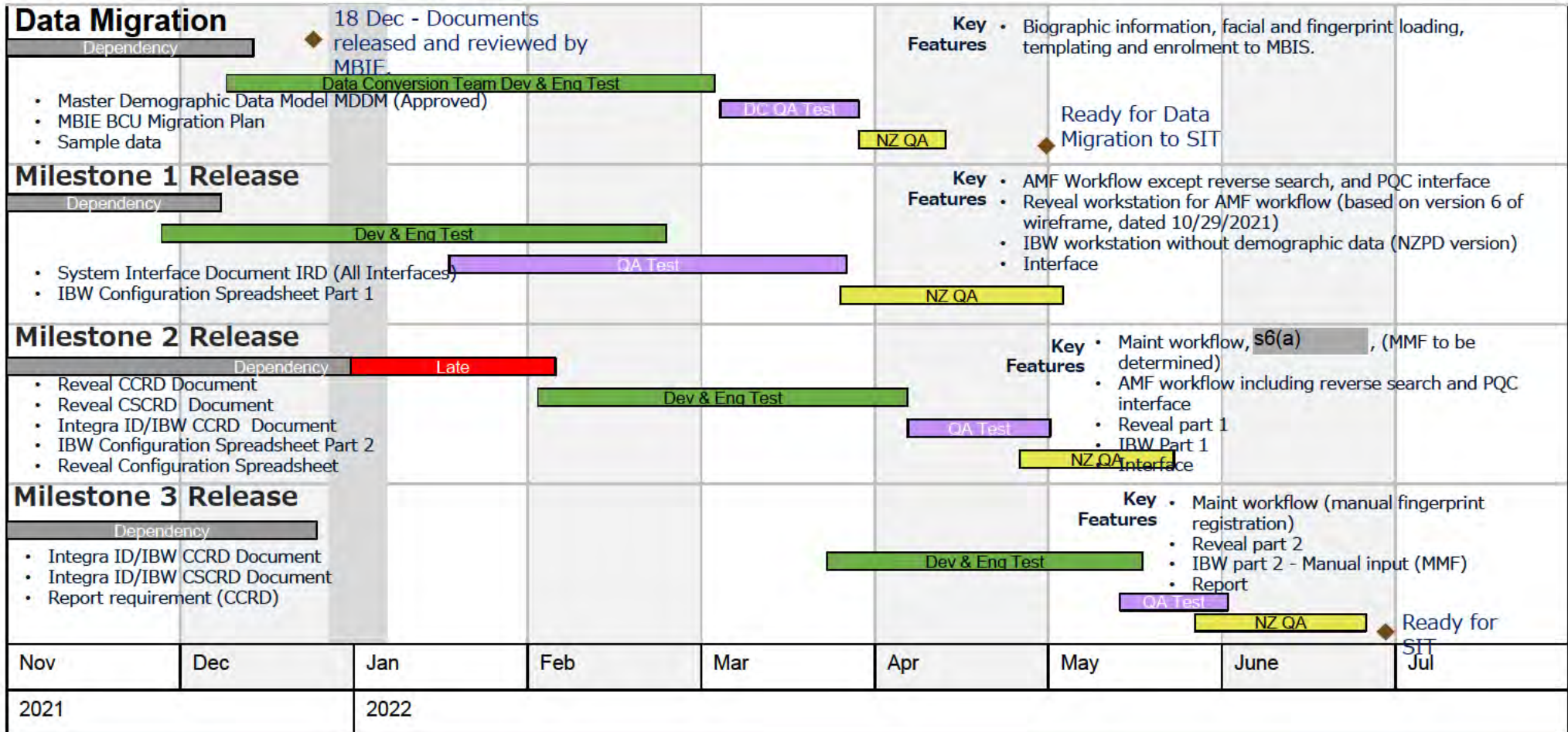
Document Review Status

BCU Deliverables to MBIE	Brief Status
MBIE BCU Migration Plan	Delivered, reviewed and approved in principle. MBIE waiting for new version with a few comments responded to. Updates received but s9(2)(a) had one more query that NECAM need to reply to. NECAM are back in the office today.
System Interface Document IRD (All Interfaces)	Approved
Reveal Workflows	Approved
Reveal User Interfaces - Wireframes	Approved – but during the Reveal CSCRD review further changes were required that as to tie up with comments and changes in the reveal CSCRD. Latest changes reviewed in workshop on 14th Jan but still some minor changed to be made.
Reveal CSCRD	4 workshops held to review. Still open comments being worked on. Further workshop planned for 3 Feb. MBIE want to do a full end to end review now that the comment have been addressed.
Integra-ID (IBW) CCRD	Review workshop held on 20th Jan. Issue raised that the out of the box
SDD System Design Document	Workshops held on 19 and 21 Jan. Document increased from about 100 pages to over 400 pages therefore more detail to be reviewed that was being seen for the first time. Further review to be held on 2 Feb. Expect many changes and many further workshops to get finalised.
Infrastructure Design	Approved
Reporting Requirements	Last to be reviewed next week. s9(2)(a) has not had time to work on this due to the work he is doing on the other documents.
MBIE Biometric Capability Update Test plan	Approved
IPE Deliverables to MBIE	Brief Status
IPE SDD	Reviewed. Requires updates
IPE Test Plan	To be reviewed

Document Review Workshops Schedule

[illegible]

Schedule for the remaining work to get to SIT



System Sizing for Production

Table : System Sizing (Pre-Prod/Production)

OBJECT	MBIS	AIM X ^M (SN)	MS SQL	IPC/EAG	LMS	LOG/REPORT	SCSB	MARIADB (LMS)	MGMT SERVER	ANSIBLE
DEPLOY	RAW	RAW	RAW	RAW	RAW	RAW	RAW	RAW	RAW	RAW
RAM (GB)	32	64	64	32	32	16	24	16	8	1
APP + STORAGE HDD (GB)	100	150	500 + 10 TB for DB	400	200 + 40GB	50+300	200	400	200	100
OS	Linux - RHEL 8.0	Linux - RHEL 8.0	Windows Server201 9	Windows Server 2019	Windows Server 2019	Linux -RHEL 8.0	Linux - RHEL 8.0	Linux - RHEL 8.0	Windows Server 2019	Linux - RHEL 8.0
VCPU	12	16	16	16	8	4	12	2	4	2
High- Availabili ty	HA	-	HA	HA	HA	-	HA	HA	-	-
No. of servers	2	3	2	2	2	1	2	2	1	1

s9(2)(a)

s9(2)(a)

From the BCU Software Design Document – Note still under review process.
Provided as part of the licensing discussion

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 1 February 2022, 10.00am-11.00am
Location	Meeting held online via Teams
Agenda	1 February 2022 Agenda
Attendees	Stephen Dunstan (Chair) s 9(2)(a) [Redacted] s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous Minutes of 14 December 2021

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies were received from s9(2)(a)
- 1.2. Minutes of previous meeting were approved.
- 1.3. Quite a number of core design documents have been signed off, some with caveats. However, there are some that still require further effort to complete; SDD, IBW and CSCRD documents are still in a cycle of review and update. Additional scheduled workshops have been pushed out a few days to allow both NEC and MBIE time to do the actual update/review work required. There have been situations where material for workshops is only provided within the workshop, rather than prior, for proper review/ preparation. Written confirmation has been received from s9(2)(a) that NEC have enough information, and that close out of these last design documents, will not impact their build timeframes or revised SIT entry date they have provided to us.
- 1.4. One of the open actions for NEC is to provide information around licensing and the gap between non-production environments and requirements. Rob has come back this morning with updated costs around this. There is a significant figure attached to that, so some further consideration and discussion will be needed. Stephen s9(2)(a) are to meet to review MBIE delay impact costs and review with Stephen, with a view to starting discussions with NEC to work through financial relief options soon. This needs to be sorted ahead of s9(2)(a) leaving the company in April.

- 1.5. s9(2)(b)(ii)

- 1.6. s9(2)(b)(ii)

- 1.7. Steering Group acknowledged the effort being put in from the subject matter experts and their knowledge.

2. NEC Attendance 10.15am s9(2)(a)

- 2.1. Rob Old and Kobus Van Zyl attended the call.
- 2.2. IDme SDD Design Document – a further workshop is scheduled tomorrow, but NECAM have not finalised previous feedback updates. This document has grown to circa 400 pages now so is taking some time and NEC requested this workshop to be re-prioritised.
- 2.3. The CSCRD design document (Reveal) is with NEC after receiving feedback from the MBIE team over the last few days. This document is the priority for NEC from a build perspective and needs to get finalised for the development team. s9(2)(a) requested this to be prioritised over the SDD and IBW designs at this point. Workshops will be rescheduled to prioritise this design. s9(2)(a) confirmed the revised milestone date (16th June 22) for NEC SIT Entry is unchanged, assuming the Reveal CSCRD document is locked and finalised soon. The belief is this is reasonably close to final, but the development team need this ASAP. BCU Project Team agreed to this re-prioritisation. s9(2)(a) re-iterated that information needs to be provided to allow the BCU team time to review documentation in a timely manner, and that MBIE are waiting on NEC for an updated CSCRD to be provided. The outstanding documents are currently all with NEC.
- 2.4. Resourcing was raised by Steering Group and discussions around this are ongoing with NECAM and NEC Japan. s9(2)(a) is picking up with the team at NECAM next week. Locally in New Zealand, NEC NZ are in the process of recruiting additional architectural resource to support s9(2)(a) and address some of the security issues raised by MBIE cyber security with NEC. This should help take some of the load off s9(2)(a) and prevent him from being overwhelmed and a bottleneck for information going through between MBIE and NECAM.
- 2.5. s9(2)(a) flagged that the reporting from NEC does not signal resourcing as an issue, and this should be reflected in future reports. NEC concurred.
- 2.6. s9(2)(a) confirmed sending the details around cost implications for the licensing changes and the MBIE team will follow-up on this with S once they've looked through this.
- 2.7. s9(2)(a) indicated NEC will do a re-planning of their work effort once the design work is finalised. Again, s9(2)(a) did not expect this to impact the June SIT Entry date.
- 2.8. s9(2)(a) enquired about the burndown report that MBIE had asked for. NEC have been prioritising the design documentation. Once that is complete, and the re-planning is done they will be able to provide this to MBIE. s9(2)(a) is going to ask s9(2)(a) to check what they do at NECAM in terms of tracking and monitoring development and how far through they are. s9(2)(a) suggested NECAM must already have this in place for their sprint cycles and could this not be leveraged for the MBIE burn down reporting requirement.
- 2.9. s6(a)
- 2.10. Stephen re-iterated the importance of the June SIT Entry date and asked that this be strongly communicated to NECAM and NEC Japan. s9(2)(a) emphasized that there is still a strong desire to bring that date forward if possible, and Stephen confirmed that there will need to be reporting to track and measure progress soon.
- 2.11. s9(2)(b)(ii)

3.
 - 3.1. NEC left the meeting at 10.40am.

4. Steering Group

4.1. s9(2)(b)(ii)

- 4.2. BCU team have asked NEC if they can explore whether there are components of their software solution that can be deployed into SIT any earlier than June. This is seen as providing a number of benefits for both teams, but also helping to mitigate delivery quality risk, by providing early visibility delivery quality and functional fit. Caution was noted by s9(2)(a) that there is no desire to distract NEC from having the complete solution in SIT in June.
- 4.3. Full re-planning for the project was expected to have been in place at the end of January, however due to the effort going into the design work there has not been capacity to achieve this. This will now be completed mid-February. The re-planning is still based around the critical NEC SIT Entry date of 16 June. Based on this, non-impacting changes would go into pre-prod prior to Christmas '22, impacting changes in January '23, and Production Go-Live around mid-March 2023. The June NEC SIT Entry date is critical, if that June date slips there would be a high likelihood the mid-March timeframe would extend out further.

5. Commercial Updates

- 5.1. s9(2)(a) has stepped into his position on the project for commercial support and will be a regular Steering Group meeting attendee.
- 5.2. s9(2)(b)(ii)

6. Other Project Updates

- 6.1. Stephen, s9(2)(a) will meet to have the commercial discussion around NEC cost relief and options, review the project budget and see what can be moved.
- 6.2. s9(2)(a) are getting stretched by conflicting priorities. This is a business risk from s9(2)(a) perspective, and the re-opening of the border will only compound this. The BCU Project Team will look to provide a resource requirement view for the SME's to s9(2)(a) to assist with appropriate planning. Once the design phase is complete the need for their time will reduce to some extent.
- 6.3. We are continuing to progress what else we can do with other vendors inclusive of:
- Biographic tuning work with Intech.
 - Biometric tuning with NEC is just starting, though threshold information and an action is on NEC to arrange a meeting on this.
 - Datacom – DMS changes and migration.
 - DXC build is well advanced.
 - Azure API interface management with Theta.

The Steering Group meeting ended at 10.55am.

7. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
-----	------	--------	-------	-----------------

AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	01/02 : design has progressed significantly and now understood/ documented. Close if agreed by chair. 14/12 Still pending. This action relates to comments made about customisations made to the 'core'. MBIE is not wanting or expecting customisations to the core, so require an explanation in relation to the comment. 22/11 Still pending 02/11 In progress
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	01/02 : Overview given by s9(2)(a) Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
AP#141	30/11	NEC to explore licensing implications of multiple servers with s9(2)(a), MBIE need to provide NEC with the latest environment design to be sent to s9(2)(a)	s9(2)(a)	01/02 : Carried over 14/12 Information on licensing structure has been provided to MBIE. Further information required to outline specific financial impact of changes to requirements.
AP#145	14/12	s9(2)(a) to confirm a date for a detailed step through the NEC plan so MBIE re-planning can be confirmed by end of January 2022.	s9(2)(a)	01/02 : Carried over

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)(a)	01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. s9(2)(a) to confirm status with s9(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.
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	s9(2)(a)	01/02: Carried over. Focus on design closure has restricted ability to respond to material provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and new action raised s9(2)(a) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments.	s9(2)(a)	01/02 : Costing material received from s9(2)(a) today to be reviewed. 14/12 Outline of current licensing limits and environment data volumes has been

				provided; however, cost options are still required to allow MBIE to make an informed decision on how to progress. 22/11 Still pending 02/11 Still pending 19/10 In progress
--	--	--	--	--

8. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#150	01/02/22	s9(2)(b)(ii)	s9(2)(a)	01/02 Opened.
AP#149	01/02/22	s9(2) to provide s9(2) with a paragraph of wording around importance of NEC meeting the SIT June date.	s9(2)(a)	01/02 Opened.
AP#148	01/02/22	Stephen, s9(2)(a) to meet and discuss commercials.	s9(2)(a)	01/02 Opened.
AP#144	14/12	s9(2)(a) to follow-up with DXC and Datacom to confirm the plan for migrating data into the format NEC need, and let NEC know.	s9(2)(a)	01/02 Open update required
AP#143	30/11	s9(2)(a) to arrange Maintenance & Support sessions with NEC in early January.	s9(2)(a)	01/02 : Carried over. Moved to Feb due to design closure focus
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	01/02 : Again raised with NEC in the meeting. Nothing received to date. 14/12 Raised again at todays meeting. Yet to be incorporated into status reporting. 22 Nov Yet to be incorporated into reporting

				02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#130	21/09	Provide visibility (to Shelley) of biometric tuning timeframe	S	01/02 : Update required 14/12 Carried over 22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.

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 s9(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#146	14/12	s9(2)(a) to provide MBIE with the plan for IPE workshops.	s9(2)(a)	01/02 : Remaining workshop schedules have high visibility. Action can be closed.
AP#147	14/12	s9(2)(a) to revise the wording of the issue around the delay in the NEC report to simplify and better characterise the reasons as multi-faceted.	s9(2)(a)	01/02 : Wording revised and re-issued. Action Closed.

AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	01/02: Migration Plan approved. Action Closed 14/12 The Migration Plan is included in the Design Documents being closed out. Once the Migration artifact is approved this action can be closed. 30/11 Has been outstanding for some time. NEC were unaware of current state. Kobus to follow up and advise progress and revised delivery date. 22/11 Still pending. 02/11 Still pending. 19/10 In progress. 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(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. s9(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#142	30/11	s9(2)(a) to confirm status of the Change Request and whether it has been signed by the Minister.	s9(2)(a)	14/12 Change Request has been fully approved. Action can be closed.
AP#142	30/11	s9(2)(a) to provide MBIE with clarification around the customisation that has been required to date based on MBIE's requirements.	s9(2)(a)	14/12 Closed, s9(2)(a) provided a written report at the meeting.
AP#140	22/11	NEC NZ to ask NECAM about reducing customizations that could speed up the build process.	s9(2)(a)	14/12 Action closed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	14/12 Completed – Action can be closed 22 Nov Treasury have endorsed the CR and it has progressed to the Minister(s) for sign off 02/11 Draft memo prepared and reviewed. 19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s9(2)(a) send memo to s9(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#127	07/09/21	Follow up with s9(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.	s9(2)(a)	22 Nov Completed and closed 02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared.

				21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.
--	--	--	--	---

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.

RAG Status

RAG Status

Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Status summary

- Document reviews taking longer than planned due to the reviews on the design and not just the document. Updates from previous workshops missed in the documents.
 - Issue this week - 2 key resources off ill, Key person for the Integra-ID (IBW) CCRD took time off for the CNY.
- SW Development Milestone 1: Development and Dev Test complete. SW now in for QA testing.
- SW Development Milestone 2: Development started this week. Need the Reveal CSCRD and Integra-ID (IBW) CCRD complete as this is required for this work. Eam are continuing with what is agreed to but concerned that changes may result in rework.
- Data Migration Development - Tool Development completed. Tested with our test data. Waiting for sample data from the Customer.
 - Demographics Loading
 - Facial Data Loading. - The extraction tool needs changes to extract multiple faces per event.
 - NIST files loading - NIST file uploading to Archive storage is completed and tested. Waiting for sample data from the Customer to test extraction and registration.
- AP#48** - NEC documents being reviewed in workshops. Taking more workshops than planned.
 - Focus on the documents that are needed first as to have minimum impact on the development. Of the Reveal development started on draft documents.
 - Has resulted in rework as documents are changed.
- AP#116** - Formal feedback on how NEC have handled migration in the past - Provided.
- AP#123** - Support agreement being worked on.
- AP#131** - Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments. Still in progress. Part of the discussions regarding licenses.
- AP#136** - Reveal Core capability was being customised. Reveal has been made fully customised in that the Core Requirements document (CCRD) has been incorporated into the customisation document. (CSCRD)
- AP#138** - Burn down view. Initial plan provided. To be regularly updated. Not yet being worked on a there needs to be a replanning done once all the requirement documents are approved. New changes that are impacting work already done as well as additional work resulting from the workshops first needs to be scoped and replanned.
- AP#139** - Current build state.- Milestone 1 work near complete. Review of the reveal wireframes and CSCRD document are resulting in rework on work already done. Need to be completed soon as to prevent delays in the start of the next round of development.**AP#141** - Licensing under discussion. The BCU SDD document defines the number of servers required to meet the requirements.
- AP#141** - NEC to explore licensing implications of multiple servers - Part of ongoing Licensing discussions.
- AP#145** - s9(2)(a) to confirm a date for a detailed step through the NEC plan. Still to be planned. Focus now on design documents
- AP#146** - IPE SDD workshop held on 17th and 18th Jan 2022. Document to be released for further review once the screenshots have been updated. Test plan workshop planned for 26th Jan.
- Security issues identified. NEC to provide a plan and schedule as to ensure that the product delivered to MBIE (IPE & BCU) pass security accreditation prior to entering Production.
- UAT/Pre-prod/Prod environment design - NEC to provide Datacom the required information as to work on the design of these environments

Status summary			RAG Status	
Planned Achievements Last Period			Key Activities Next Period	
- Ongoing review of documents in workshops. Of the key documents are taking multiple workshops to complete and to review updates. - Development work to progress on the draft documents. - Kick off workshop for the start running facial images as to set Matching Scores and matching thresholds. NEC to confirm the version of NeoFace to be used.			- MBIE to provide feedback on the latest Reveal wireframes. Updates to be reviewed next week. - NEC to deliver updated Reveal CSCRD. Review workshop planned for next week. - NEC to update the IBW CCRD. Next review workshop to be held next week. - SDD Workshops held on 19 and 21 Jan. Document increased from about 100 pages to over 400 pages therefore more detail to be reviewed that was being seen for the first time. Further review to be held on 2 Feb. Expect many changes and many further workshops to get finalised..	
Actual Achievements Last Period			Changes made	
- Reviews and workshops continue. - Development work continued over the past few weeks and the team are progressing well. Issue is the amount of rework and new work being encountered from the document reviews. - Kick off workshop for the start running facial images as to set Matching.			MBIE have requested NEC provide a full-time Test Lead/resource for a period of at least 4 months. NEC is currently assessing the availability and impact of this request.	
Risks & Issues			Decisions Required/Escalations	
	Severity	Likelihood	Decisions Required - Licensing. - Support, and software maintenance. - Offsetting costs – Continue the discussions - Stephen and Neille.	
To be updated				
What's working well			What we need to improve	
Document / Design review workshops involving the NEC developers as to get improved turnaround for updates as well for the development team to get a better understanding of the requirements.			- s9(2)(b)(ii) [REDACTED] - Early view of the product on the NEC NZ QA test site.	

Document Review Status

BCU Deliverables to MBIE	Brief Status
MBIE BCU Migration Plan	Approved
System Interface Document IRD (All Interfaces)	Approved
Reveal Workflows	Approved
Reveal User Interfaces - Wireframes	Approved – but during the Reveal CSCRD review further changes were required that as to tie up with comments and changes in the reveal CSCRD. Latest changes reviewed in Friday's workshop but still some minor changed to be made.
Reveal CSCRD	Follow up workshop to be held 3 Feb. Moved as to allow for MBIE to complete the review. MBIE comments received – Tuesday 1 Feb.
Integra-ID (IBW) CCRD	Reviewed 20 th -21 st Jan 2022. Follow up review workshop to be scheduled. Updated document to be sent to MBIE.
SDD System Design Document	Workshop held on 19 and 21 January. Follow up review workshop to be scheduled. Large number of comments and changes to work through. Team need to focus on the reveal documents as this is critical for the development team. SDD to remain a high priority. S6(c) NEC to provide plan for path to ensure all SW meets the security requirements.
Infrastructure Design	Approved.
Reporting Requirements	Review workshop to be held on 8 Feb.
MBIE Biometric Capability Update Test plan	Approved.
IPE Deliverables to MBIE	Priority
IPE SDD	Workshop held on 17 - 18 January. Updates in progress. To be sent to MBIE on 3 Feb. Follow up review workshop to be scheduled. As the updates are on screen captures, the product first needs to be updated as to capture the new screen shots. Security issues raised as well as request to move to S6(c)
IPE Test Plan	Sent to MBIE on 3 Feb for review. Follow up review workshop to be scheduled.

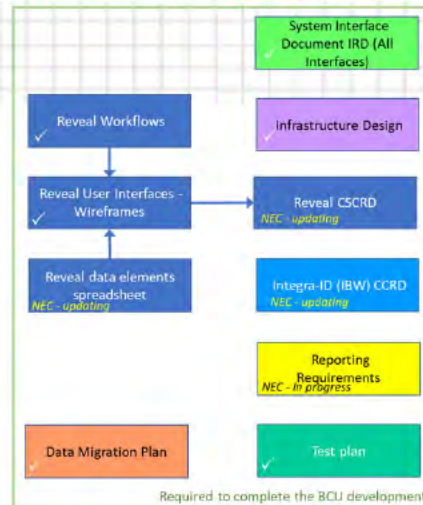
Document / Design Review Workshops Schedule

		NZ		USA	
		29-Nov-21	30-Nov-21	29-Nov-21	30-Nov-21
		1-Dec-21	2-Dec-21	1-Dec-21	2-Dec-21
		3-Dec-21	4-Dec-21	3-Dec-21	4-Dec-21
		5-Dec-21	6-Dec-21	5-Dec-21	6-Dec-21
		7-Dec-21	8-Dec-21	7-Dec-21	8-Dec-21
		9-Dec-21	10-Dec-21	9-Dec-21	10-Dec-21
		11-Dec-21	12-Dec-21	11-Dec-21	12-Dec-21
		13-Dec-21	14-Dec-21	13-Dec-21	14-Dec-21
		15-Dec-21	16-Dec-21	15-Dec-21	16-Dec-21
		17-Dec-21	18-Dec-21	17-Dec-21	18-Dec-21
		19-Dec-21	20-Dec-21	19-Dec-21	20-Dec-21
		21-Dec-21	22-Dec-21	21-Dec-21	22-Dec-21
		23-Dec-21	24-Dec-21	23-Dec-21	24-Dec-21
		25-Dec-21	26-Dec-21	25-Dec-21	26-Dec-21
		27-Dec-21	28-Dec-21	27-Dec-21	28-Dec-21
		29-Dec-21	30-Dec-21	29-Dec-21	30-Dec-21
		31-Dec-21	1-Jan-22	31-Dec-21	1-Jan-22
		2-Jan-22	3-Jan-22	2-Jan-22	3-Jan-22
		4-Jan-22	5-Jan-22	4-Jan-22	5-Jan-22
		6-Jan-22	7-Jan-22	6-Jan-22	7-Jan-22
		8-Jan-22	9-Jan-22	8-Jan-22	9-Jan-22
		9-Jan-22	10-Jan-22	9-Jan-22	10-Jan-22
		10-Jan-22	11-Jan-22	10-Jan-22	11-Jan-22
		11-Jan-22	12-Jan-22	11-Jan-22	12-Jan-22
		12-Jan-22	13-Jan-22	12-Jan-22	13-Jan-22
		13-Jan-22	14-Jan-22	13-Jan-22	14-Jan-22
		14-Jan-22	15-Jan-22	14-Jan-22	15-Jan-22
		15-Jan-22	16-Jan-22	15-Jan-22	16-Jan-22
		16-Jan-22	17-Jan-22	16-Jan-22	17-Jan-22
		17-Jan-22	18-Jan-22	17-Jan-22	18-Jan-22
		18-Jan-22	19-Jan-22	18-Jan-22	19-Jan-22
		19-Jan-22	20-Jan-22	19-Jan-22	20-Jan-22
		20-Jan-22	21-Jan-22	20-Jan-22	21-Jan-22
		21-Jan-22	22-Jan-22	21-Jan-22	22-Jan-22
		22-Jan-22	23-Jan-22	22-Jan-22	23-Jan-22
		23-Jan-22	24-Jan-22	23-Jan-22	24-Jan-22
		24-Jan-22	25-Jan-22	24-Jan-22	25-Jan-22
		25-Jan-22	26-Jan-22	25-Jan-22	26-Jan-22
		26-Jan-22	27-Jan-22	26-Jan-22	27-Jan-22
		27-Jan-22	28-Jan-22	27-Jan-22	28-Jan-22
		28-Jan-22	29-Jan-22	28-Jan-22	29-Jan-22
		29-Jan-22	30-Jan-22	29-Jan-22	30-Jan-22
		30-Jan-22	31-Jan-22	30-Jan-22	31-Jan-22
		31-Jan-22	1-Feb-22	31-Jan-22	1-Feb-22
		1-Feb-22	2-Feb-22	1-Feb-22	2-Feb-22
		2-Feb-22	3-Feb-22	2-Feb-22	3-Feb-22
		3-Feb-22	4-Feb-22	3-Feb-22	4-Feb-22
		4-Feb-22	5-Feb-22	4-Feb-22	5-Feb-22
		5-Feb-22	6-Feb-22	5-Feb-22	6-Feb-22
		6-Feb-22	7-Feb-22	6-Feb-22	7-Feb-22
		7-Feb-22	8-Feb-22	7-Feb-22	8-Feb-22
		8-Feb-22	9-Feb-22	8-Feb-22	9-Feb-22
		9-Feb-22	10-Feb-22	9-Feb-22	10-Feb-22
		10-Feb-22	11-Feb-22	10-Feb-22	11-Feb-22

BCU Deliverables to MBIE	Priority
MBIE BCU Migration Plan	1
System Interface Document IRD (All Interfaces)	1
Reveal Workflows	1
Reveal User Interfaces - Wireframes	1
Reveal CCRD	2
Reveal CSCRD	2
Integra-ID (IBW) CCRD	2
SDD System Design Document	3
Infrastructure Design	3
Reporting Requirements	3
MBIE Biometric Capability Update Test plan	3

Key

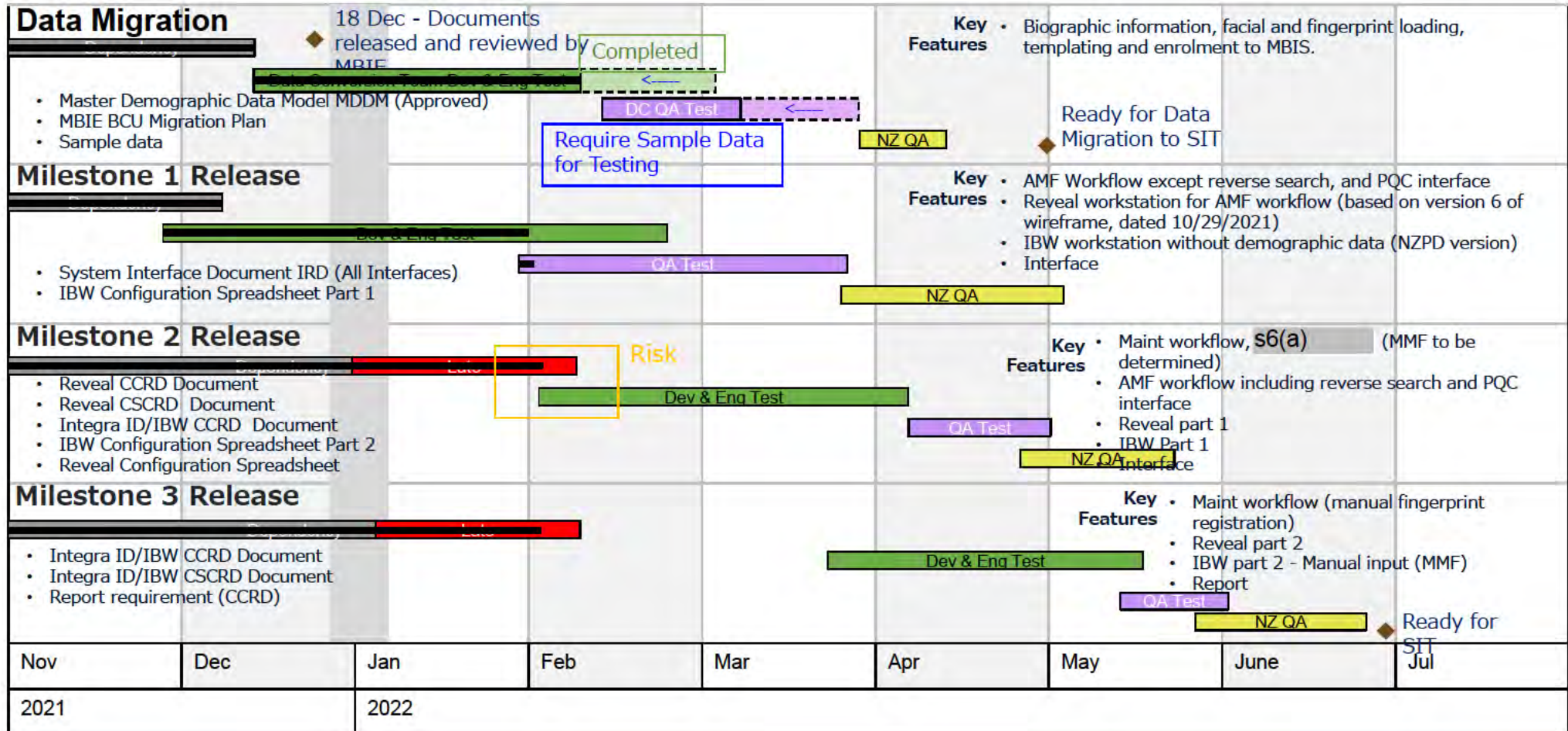
Date document to be released to MBIE for review	Blue
Date of review workshop	Yellow
Change of plan	Purple



Required to complete the BCU development



Schedule for the remaining work to get to SIT



System Sizing for Production

Table : System Sizing (Pre-Prod/Production)

OBJECT	MBIS	AIM X ^M (SN)	MS SQL	IPC/EAG	LMS	LOG/REPORT	SCSB	MARIADB (LMS)	MGMT SERVER	ANSIBLE
DEPLOY	RAW	RAW	RAW	RAW	RAW	RAW	RAW	RAW	RAW	RAW
RAM (GB)	32	64	64	32	32	16	24	16	8	1
APP + STORAGE HDD (GB)	100	150	500 + 10 TB for DB	400	200 + 40GB	50+300	200	400	200	100
OS	Linux - RHEL 8.0	Linux - RHEL 8.0	Windows Server201 9	Windows Server 2019	Windows Server 2019	Linux -RHEL 8.0	Linux - RHEL 8.0	Linux - RHEL 8.0	Windows Server 2019	Linux - RHEL 8.0
VCPU	12	16	16	16	8	4	12	2	4	2
High- Availabili ty	HA	-	HA	HA	HA	-	HA	HA	-	-
No. of servers	2	3	2	2	2	1	2	2	1	1

s9(2)(a)

From the BCU Software Design Document – Note still under review process.
Provided as part of the licensing discussion

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



3644 Biometric Capability Update - Project Status Report - 3 Mar 2022

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	0%	
Overall Status	●	Status as at 25/02/2022 Overview: The focus at the delivery level continues to be the drive to close out and approve all NEC detailed design(s) documentation. This has proven to be a significant challenge to ensure the vendor can articulate a correct and accurate view of the design as agreed and worked through in the workshop sessions. Most of these documents, some with caveats, are approved, but there are several still requiring significant input from the vendor. The project has completed its re-planning based on the revised timeframes supplied by the key vendor s9(2)(b)(ii) The project expects this information within the next reporting period. There is a high possibility this information will impact the re-planning just completed. The project continues to make good progress on work with other vendors where possible where not impacted by NEC delays. Several vendors have now moved to a holding situation or are paused. The project continues to look for options to 'skinny' down costs to assist with the project remaining within its approved funding with the now extended delivery duration; this is primarily around vendor effort and internal resourcing. A new change request for an extended delivery duration is being prepared, which may also include a request for additional funding. s9(2)(b)(ii) Comments With a large reliance on NEC America for solution development, NEC NZ's highest risk is the current threat of resource impact from the Omicron variant of Covid-19. This is then the projects highest risk as any delay to development will potentially delay revised milestone dates further. The SIT Entry milestone date remains critical to the revised delivery schedule. The situation is being monitored closely. High priority Issues include: • Close out and Approval of all NEC design documentation • Alignment of re-planning timeframes with NEC timeframe review • Publication of a new and confirmed project delivery schedule • Development of a revised 'go-to-green' plan Actions being taken to mitigate key risks and issues, including: • Close monitoring of Covid impacts on NECAM development resources • Refreshed WFH arrangements for NZ based project teams s9(2)(b)(ii) • The BCU Project Steering Group continues to actively monitor project status, currently meeting fortnightly. A progress update at these meetings from the key vendor (NEC) stakeholders' forms part of this monitoring. • 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.



Phase	Deliver	Start Date	22 Aug 19	End Date	17 Dec 21	Active Risks	18	Active Issues	7
-------	---------	------------	-----------	----------	-----------	--------------	----	---------------	---

2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	A	A	Funding required to complete delivery of the project is being reviewed as part of re-planning..
Schedule	R	R	The Schedule status remains Red. s9(2)(b)(ii) Once an approved chedule is in place it will be uploaded to Project Server
Scope	A	G	The project scope is clear
Risks	R	R	Revised key NEC dates are at risk due to their workforce impacted by covid-omicron.(US based) s9(2)(b)(ii)
Issues	R	R	s9(2)(b)(ii)
Resources	A	A	Resourcing remains Amber. Recruitment for vacant project roles have been put on hold pending re-planning and cost reduction efforts.
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: 23 Dec 2021

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
Revised delivery schedule shared with the key vendor InTech Biographic Tuning progressed NEC design documentation close out progressed Backfill migration to the UAT environment progressed NEC Workflow development progressed SIT infrastructure build progressed Commercial discussion with NEC regarding cost relief started	Confirm project delivery re-planning with key vendor Assess NEC re-planning All NEC Designs approved Infrastructure (SIT) build complete Update BCU Part B designs Progress range of BCU early releases pre migration Progress NEC workflow development Progress SIT Infrastructure updated build



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

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Feb 28, 2022

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$2,865,949	\$6,550,170	\$14,743,901	\$8,193,731
Opex Spend	\$273,938	\$179,333		(\$179,333)
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$10,274,034	\$23,041,442	\$22,151,986	(\$889,456)
Opex Spend	\$274,158	\$179,553	\$46,272	(\$133,281)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
8144	IF the Covid-19 pandemic results in staff at NECAM being off sick THEN this may result in work not progressing on time and the SIT delivery date being at risk.	Monitor closely	High	Medium	Open
8319	IF there is widespread community spread of Covid-19 in the community in NZ THEN there may be an increase in absenteeism that slows work from being able to progress.	Follow safe working practices and guidelines as issued by MBIE	High	Medium	Open
7890	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	Medium	Open
8295	IF derived cost savings to accommodate a revised delivery schedule are insufficient THEN current approved funding may be insufficient to deliver the project.	1. Reduce resource where possible 2. Put vendors on hold where possible	High	High	Open
8507	IF NEC fail to address the caveats mentioned by MBIE when approving	1. Either ensure that a meeting to go through and sight evidence	High	High	Open



	designs THEN NEC may be moving ahead with an unapproved design.	of the caveats for each design being actioned, or a date for when these will be provided to MBIE for final approval/sign-off of the design documentation.			
8432	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

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	08 Apr 22
1773	s9(2)(b)(ii)	Re-plan project Reduce immediate project costs where possible Manage other vendors	High	15 Mar 22
1439	s9(2)(b)(ii)	• Escalate issue to Stephen Dunstan to raise with s9(2)(a) NEC • Obtain confirmed delivery dates for missed NEC milestones • Assess impact to overall BCU project schedule	High	15 Mar 22
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	15 Mar 22

*** 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 to Go-Live with their first release	Approved	11 Dec 2020



		in July 2021. BCU AMS code will be dormant/disabled for the majority of the release until such time as BCU Go-Live occurs.		
--	--	--	--	--

*** 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.			



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 8 February 2022, 11.30am-12.00pm
Location	Meeting held online via Teams
Agenda	8 February 2022 Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a) [Redacted] [Redacted]
Apologies	s9(2)(a)
Documents	Previous Minutes of 1 February 2022

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies were received from s9(2)(a)
- 1.2. Minutes of previous meeting were approved.
- 1.3. A brief update on the CSCRD workshop held since the last Steering Grp meeting was given.
- 1.4. s9(2)(b)(ii) Resources is showing Green when there has been a lot of discussion about constraints in this area, nothing listed in the risks and issues section at all, Budget and Benefits showing as green.

2. NEC Attendance 11.38am s9(2)(a)

- 2.1. s9(2) attended the call.
- 2.2. Minutes of last week's Steering Group meeting were approved by NEC.
- 2.3. A new architect s9(2)(a) has joined NEC in Wellington and is currently being brought up to speed with the project. He will initially focus on data migration.
- 2.4. An additional Biometrics engineer, s9(2)(a) is completing another project but will be brought on to provide support for s9(2)(a). This is being done to mitigate any risk of s9(2)(a) becoming a single point of failure.
- 2.5. An additional project manager to lighten the load on s9(2)(a) and focus on the integration work is also being added to the project.
- 2.6. s9(2)(a) will be attending a meeting this Thursday with s9(2)(a) to discuss delay cost relief options for the project.
- 2.7. NECAM and Japan have confirmed that Milestone #1 is in local test and QA, and effort on Milestone #2 work is underway.
- 2.8. s9(2) reiterated the need for traceability of design back to the requirements. MBIE cannot be sure that the design documents reflect the full set of business requirements without that traceability, and this has become even more important given MBIE has minimal, and sometimes no time to review document refreshes ahead of design workshops. s9(2)(a) noted that NEC recognize the need for this to be done and reported that NEC have had a BA looking at this, but they have struggled to progress it as they do not have enough familiarity with the project. More work is being done in this area with

s9(2)(a) assistance as it's been recognised that having people close to and understanding the project is a necessity.

- 2.9. s9(2)(a) queried whether the documents are being reviewed and maintained from an end-to-end perspective – to ensure consistency across and within documents. s9(2)(a) assured him that this was happening behind the scenes.
- 2.10. NEC confirmed that development remains on track at this stage. S stated that they are not where they would like to be on completion of the designs and would not want to be in this situation in two weeks' time.
- 2.11. s9(2) re-iterated the need for there to be sufficient time for the MBIE team to review design documents once they are updated.
- 2.12. s9(2)(a) queried whether the NECAM team have a comprehensive understanding of MBIE's business requirements – the ultimate aim is successful delivery of those. s9(2)(a) responded that they are well aware of those, so understanding shouldn't be a problem.
- 2.13. s9(2)(ba)(ii) [REDACTED]
[REDACTED] There is no further update on resolution of those at this point, however.
- 2.14. Steering Group raised the need to refine the reporting, and s9(2)(a) will arrange a Teams session with s9(2)(a)
- 2.15. s6(a) [REDACTED]

3.

- 3.1. NEC left the meeting at 11.56am.

4. Other Project Updates

- 4.1. No further updates.

The Steering Group meeting ended at 11.57am.

5. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	08/02 : Carried over 01/02 : design has progressed significantly and now understood/ documented. Close if agreed by chair. 14/12 Still pending. This action relates to comments made about customisations made to the 'core'. MBIE is not wanting or expecting customisations to the core, so require an explanation in relation to the comment. 22/11 Still pending 02/11 In progress

AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	08/02 : Again discussed as part of reporting in general and stressed that this is a mandatory requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	08/02 : Retain Monitoring 01/02 : Overview given by s9(2)(a) Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
AP#141	30/11	NEC to explore licensing implications of multiple servers with s9(2)(a), MBIE need to provide NEC with the latest environment design to be sent to Kobus.	s9(2)(a)	08/02 : Carried over 01/02 : Carried over 14/12 Information on licensing structure has been provided to MBIE. Further information required to outline specific financial impact of changes to requirements.
AP#151	08/02	s9(2)(a) will arrange a Teams session with s9(2)(a) to discuss the reporting and refine this.	s9(2)(a)	08/02 Opened.

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	08/02 : Verbally confirmed by s9(2)(a) no impact currently. Monitor. 01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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 s9(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 s9(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. s9(2)(a) to confirm status with s9(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.
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)	08/02 : Carried over 01/02: Carried over. Focus on design closure has restricted ability to respond to material provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and new action raised s9(2)(a) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided

6. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#150	01/02/22	s9(2)(ba)(ii)	s9(2)(a)	01/02 Opened.
AP#144	14/12	s9(2)(a) to follow-up with DXC and Datacom to confirm the plan for migrating data into the format NEC need, and let NEC know.	s9(2)(a)	08/02 : Carried over 01/02 Open update required
AP#143	30/11	s9(2)(a) to arrange Maintenance & Support sessions with NEC in early January.	s9(2)(a)	08/02 : Carried over 01/02 : Carried over. Moved to Feb due to design closure focus
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	08/02 : Carried over 01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	08/02 : Again raised with NEC in the meeting. Some line items included in the governance report, but limited information. 01/02 : Again raised with NEC in the meeting. Nothing received to date. 14/12 Raised again at todays meeting. Yet to be incorporated into status reporting. 22 Nov Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.

AP#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	08/02 : Update required 01/02 : Update required 14/12 Carried over 22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.

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 s9(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.	

8. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#148	01/02/22	Stephen, s9(2)(a) to meet and discuss commercials.	s9(2)(a)	08/02 : Meeting held. Next steps agreed. Can be Closed. 01/02 Opened.
AP#149	01/02/22	s9(2)(a) to provide Stephen with a paragraph of wording around importance of NEC meeting the SIT June date.	s9(2)(a)	08/02 : Completed. Closed 01/02 Opened.
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-pRobuctive environments.	s9(2)(a)	08/02 : Can be closed.

				01/02 : Costing material received from s9(2)(a) today to be reviewed. 14/12 Outline of current licensing limits and environment data volumes has been provided; however, cost options are still required to allow MBIE to make an informed decision on how to progress. 22/11 Still pending 02/11 Still pending 19/10 In progress
AP#145	14/12	s9(2)(a) to confirm a date for a detailed step through the NEC plan so MBIE re-planning can be confirmed by end of January 2022.	s9(2)(a)	08/02 : Scheduled for 14/02. Action can be Closed 01/02 : Carried over
AP#146	14/12	s9(2)(a) to provide MBIE with the plan for IPE workshops.	s9(2)(a)	01/02 : Remaining workshop schedules have high visibility. Action can be closed.
AP#147	14/12	s9(2)(b)(ii) [REDACTED]	s9(2)(a)	01/02 : Wording revised and re-issued. Action Closed.
AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	01/02: Migration Plan approved. Action Closed 14/12 The Migration Plan is included in the Design Documents being closed out. Once the Migration artifact is approved this action can be closed. 30/11 Has been outstanding for some time. NEC were unaware of current state. s9(2)(a) to follow up and advise progress and revised delivery date. 22/11 Still pending. 02/11 Still pending. 19/10 In progress. 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at

				the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(2)(a) -confirmed no licencing cost implications for 5m to 7.1m images. 10/08 Sizing underway now. There is more data in SIT and PreProB than the SoW accommodates options need to be worked through and assessed. s9(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#142	30/11	s9(2)(a) to confirm status of the Change Request and whether it has been signed by the Minister.	s9(2)(a)	14/12 Change Request has been fully approved. Action can be closed.
AP#142	30/11	s9(2)(a) to provide MBIE with clarification around the customisation that has been required to date based on MBIE's requirements.	s9(2)(a)	14/12 Closed, s9(2)(a) provided a written report at the meeting.
AP#140	22/11	NEC NZ to ask NECAM about reducing customizations that could speed up the build process.	s9(2)(a)	14/12 Action closed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	14/12 Completed – Action can be closed 22 Nov Treasury have endorsed the CR and it has progressed to the Minister(s) for sign off 02/11 Draft memo prepared and reviewed. 19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval.

				24/08 Revised presentation with stakeholders for feedback. s9(2)(a) to send memo to s9(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#127	07/09/21	Follow up with s9(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.	s9(2)(a)	22 Nov Completed and closed 02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared. 21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.

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.

RAG Status

RAG Status

Budget	Schedule	Scope	Risk	Issue	Resource	Benefits	Overall

Status summary

- SW Development Milestone 1: Development and Dev Test complete. SW now in for QA testing.
- SW Development Milestone 2: Development has started on areas where there is confidence that there will be no further changes. Further work dependent on the Reveal CSCRD document being approved with caveats for the three areas not yet fully complete (Treatment of NFRs, reports, database size).
- As the Integra-ID (IBW) CCRD is not yet complete and reviewed, the IBW development is to be moved to Milestone 3 phase.
- The project is to be replanned once the Reveal CSCRD is conditionally approved. The original planning was done in November 2021 based on the design documents at that time. These design documents have undergone significant updates and changes stemming from the review workshops.
- Data Migration Development - Tool Development completed. Tested with our test data. Extraction of sample data for QA in progress.
- **AP#48** - NEC documents being reviewed in workshops. Taking more workshops than planned.
 - Focus on the documents that are needed first as to have minimum impact on the development.
- **AP#123** - Support agreement being worked on.
- **AP#131** - Provide MBIE with detail of impacts on commercials of data volumes in non-productive environments. Still in progress. Part of the discussions regarding licenses.
- **AP#136** - Reveal Core capability was being customised. Reveal has been made fully customised in that the Core Requirements document (CCRD) has been incorporated into the customisation document. (CSCRD)
- **AP#138** - Burn down view. Initial plan provided. To be regularly updated. Not yet being worked on as there needs to be a replanning done once all the requirement documents are approved. New changes that are impacting work already done as well as additional work resulting from the workshops first needs to be scoped and replanned.
- **AP#139** - Current build state.- Milestone 1 development complete. In QA testing. Version to be installed on the NZ QA - Start of local QA testing. Milestone 2 development has started but is dependent on the Reveal CSCRD document being approved with caveats for the three areas not yet fully complete (Treatment of NFRs, reports, database size). As the Integra-ID (IBW) CCRD is not yet complete and reviewed, the IBW development is to be moved to Milestone 3 development. The project is to be replanned once the Reveal CSCRD is conditionally approved. The original planning was done in November 2021 based on the design documents at that time. These design documents have undergone significant updates
- **AP#141** - NEC to explore licensing implications of multiple servers - Part of ongoing Licensing discussions. The BCU SDD document defines the number of servers required to meet the requirements.
- **AP#145** - s9(2)(a) to confirm a date for a detailed step through the NEC plan. Done on 14 Feb. NEC to provide updates on of the task durations. Data Migration duration provided.
- **AP#146** - IPE SDD workshop held on 17th and 18th Jan 2022. Document to be released for further review once the screenshots have been updated. Test plan workshop planned for 26th Jan.
- **AP#151** - Reports. NEC working on updating the reports provided and the process whereby MBIE can extract data as to create their own reports. Key area is the ability to extract data from the database backups in the Data Warehouse.
- Security issues identified. NEC to provide a plan and schedule as to ensure that the product delivered to MBIE (IPE & BCU) pass security accreditation prior to entering Production.

Business
Owner:

s9(2)(a)

Project
Manager:

s9(2)(a)

Customer:

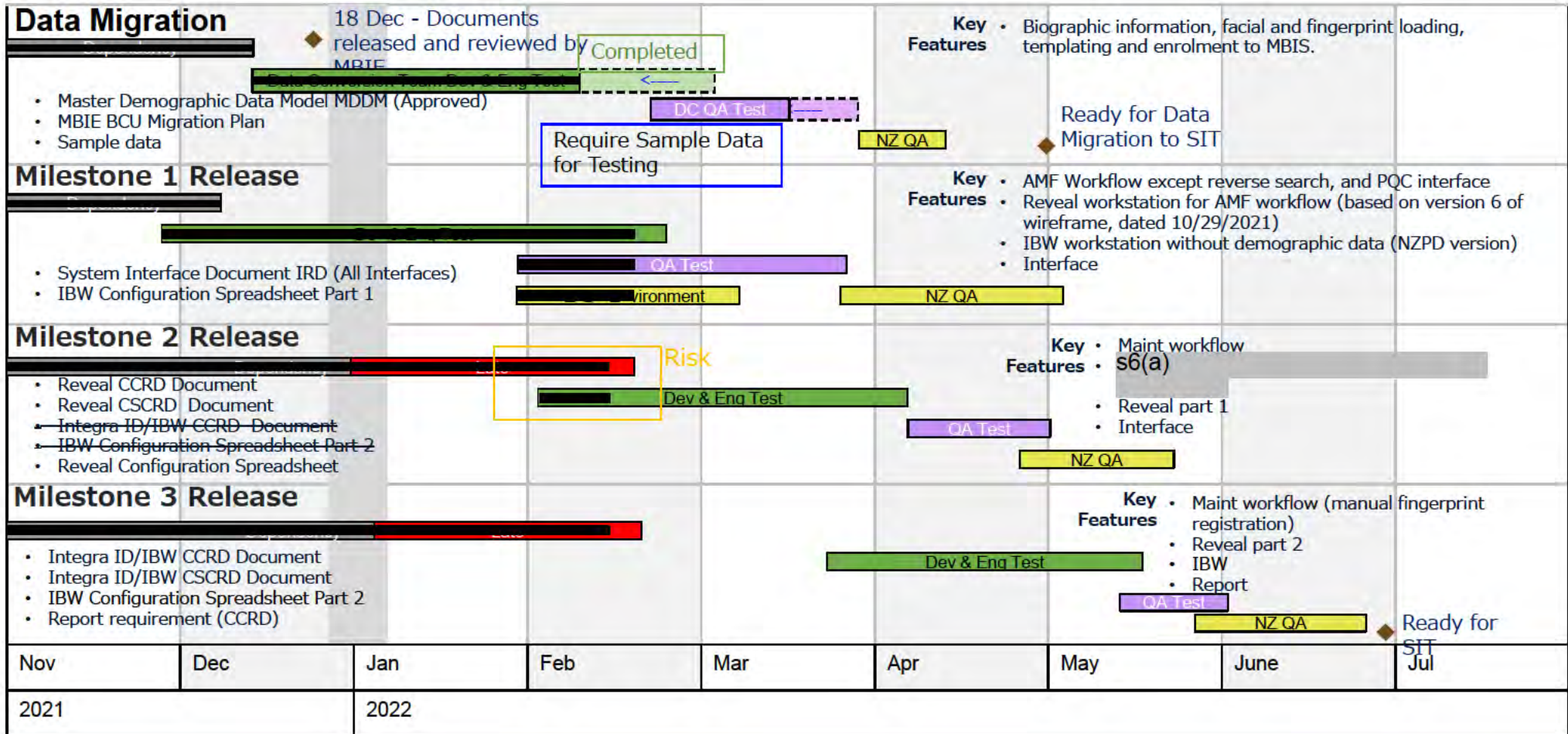
MBIE

Status summary			RAG Status	
Planned Achievements Last Period			Key Activities Next Period	
- Ongoing review of documents in workshops. Of the key documents are taking multiple workshops to complete and to review updates. - Development work for Milestone 2 to progress on the draft documents. - NEC to assist with installing NeoFace v4,1 and licenses onto the test harness in Christchurch so that MBIE can start running facial images as to set Matching Scores and matching thresholds. - Review the NEC project schedule as to confirm timelines for the deployment into SIT / UAT / Pre-prod / Prod - Release the Integra-ID (IBW) CCRD to MBIE for review. Plan review workshop - Release the Reporting Requirement Document to MBIE for review. Plan review workshop - Release the System Design Document (SDD) to MBIE for review. Plan review workshop			- NEC to review any comments stemming from the MBIE review of the Reveal CSCRD. - Review workshop planned for next week. - Release the Integra-ID (IBW) CCRD to MBIE for review. Plan review workshop - Release the Reporting Requirement Document to MBIE for review. Plan review workshop - Release the System Design Document (SDD) to MBIE for review. Plan review workshop - NEC to provide the update schedule for the non development activities taking place as to enter SIT. This will assume that the replanned development schedule will meet the June 2022 delivery date. - Replan the development schedule based on the approved (conditionally) Reveal CSCRD.	
Actual Achievements Last Period			Changes made	
- Reviews and workshops continue. - Development work for Milestone 2 started. - NeoFace v4,1 and licenses installed onto the test harness in Christchurch so that MBIE can start running facial images as to set Matching Scores and matching thresholds. - Master schedule (all vendors) Reviewed with s9(2)(a) NEC to conform of the time for of the tasks. - Not achieved – Release of the Integra-ID (IBW) CCRD, Reporting Requirement Document and the System Design Document (SDD) to MBIE for review.			MBIE have requested NEC provide a full-time Test Lead/resource for a period of at least 4 months. NEC is currently assessing the availability and impact of this request.	
Risks & Issues			Decisions Required/Escalations	
Schedule to enter SIT. NEC to do a replanning as to determine the development effort for the MBIE specific Reveal development. Mitigation is to put additional resources onto the project. NEC management will need to assist with prioritising resource allocation.			Decisions Required - Licensing. - Support, and software maintenance. - Offsetting costs – Continue the discussions - s9(2)(a)	
What's working well			What we need to improve	
Document / Design review workshops involving the NEC developers as to get improved turnaround for updates as well for the development team to get a better understanding of the requirements.			- s9(2)(ba)(ii) - Early view of the product on the NEC NZ QA test site.	

Document Review Status

BCU Deliverables to MBIE	Brief Status
Reveal User Interfaces - Wireframes	Approved
Data Element Spreadsheet	Reviewed with MBIE and updates provided. Part of current Reveal document review.
Reveal CSCRD	Document released to MBIE to review- 13 Feb. MBIE doing an end-to-end review of the Reveal artifacts now that these have been reviewed individually.
Integra-ID (IBW) CCRD	Reviewed 20 th -21 st Jan 2022. Internal NEC reviews taking place as to ensure all changes are adequately addressed. Follow up review workshop to be scheduled. Updated document to be sent to MBIE.
SDD System Design Document	Workshop held on 19 and 21 January. Follow up review workshop to be scheduled. Large number of comments and changes to work through. Team need to focus on the reveal documents as this is critical for the development team. SDD to remain a high priority. s6(a) s9(2)(b)(ii)
Reporting Requirements	Still in progress. Review workshop to be held
MBIE BCU Migration Plan	Approved
System Interface Document IRD (All Interfaces)	Approved
Reveal Workflows	Approved
Infrastructure Design	Approved.
MBIE Biometric Capability Update Test plan	Approved.
IPE Deliverables to MBIE	Brief Status
IPE SDD	Workshop held on 17 - 18 January. Updates in progress. To be sent to MBIE on 3 Feb. Follow up review workshop to be scheduled. As the updates are on screen captures, the product first needs to be updated as to capture the new screen shots. Security issues raised as well as request to ensure that the PCs and Tablet are s6(c) capable.
IPE Test Plan	Sent to MBIE on 3 Feb for review. Follow up review workshop to be scheduled.

Schedule for the remaining work to get to SIT



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 22 February 2022, 11.30am-12.30pm
Location	Meeting held online via Teams
Agenda	22 February 2022 Agenda
Attendees	Stephen Dunstan (Chair), s9(2)(a) [Redacted] [Redacted]
Apologies	s9(2)(a) [Redacted]
Documents	Previous Minutes of 8 February 2022

1. Project update and briefing ahead of NEC participation

- 1.1. Apologies were received from s9(2)(a) [Redacted] Both have moved into new roles with nominated delegates provided.
- 1.2. Minutes of previous meeting were approved.
- 1.3. Work on closing out the design documentation is still on going. s9(2)(b)(ii) [Redacted]
[Redacted] The CSCRD document is the priority from an NEC perspective but still requires updating with previous MBIE feedback and has several sections that are yet to be addressed. s9(2)(b)(ii) [Redacted]
[Redacted]
- 1.4. A meeting has been scheduled for Wednesday 23rd February to review Delivery and Governance reporting from NEC. s9(2)(b)(ii) [Redacted]
[Redacted]
- 1.5. The BCU project delivery schedule has been revised based on the NEC timeframes for SIT entry and implementation provided to us prior to Christmas. This revision has now been shared/ walked through with NEC. s9(2)(b)(ii) [Redacted]
[Redacted]
[Redacted] This constitutes circa 2 months of additional time in the schedule. Rob at NEC has confirmed until the NEC re-planning exercise is complete, and dates have a firm commitment from NEC, he is unable to confirm previously provided milestone dates

100%. This means we are unable to lock in the new delivery schedule at this point, and as noted earlier. NEC governance reporting is signalling the key SIT Entry milestone is under pressure.

2. NEC Attendance 11.40am s9(2)(a)

- 2.1. s9(2)(a) attended the call.
 - 2.2. Minutes of last week's Steering Group meeting were approved by NEC.
 - 2.3. Confirmed that a reporting review meeting has been scheduled for tomorrow with the MBIE team.
 - 2.4. s9(2)(b)(ii)
[REDACTED]
 - 2.5. Significantly expanded timeframes previously baselined for NEC data migration activities have been following review of the revised delivery schedule. s9(2)(a) is exploring options for running some tasks in parallel to minimize the overall impact on the NEC delivery schedule. This adds a further two months to the BCU project schedule.
 - 2.6. NEC have told their executive leadership team that they need to confirm the June SIT Entry milestone date with confidence. At this stage, there is no available information to say this date won't be met, but MBIE are seeking assurance on this as the June date is critical to the revised delivery schedule. Rob and Kobus are being told by NEC the SIT entry date is still on track, but they have concerns that there is delivery risk at the NECAM end. Steve Graham has been vocal about this with NEC Japan, and Rob expects he will have expressed similar concerns regarding the June date and reliance on NECAM to deliver on schedule.
 - 2.7. It was commented that the latest governance reporting seems to be signalling concerns around the SIT deployment date being under pressure. s9(2)(a) noted that until the design exercise has surfaced considerably more complexity than NEC had expected and they are re-planning based on this additional knowledge to confirm the June SIT delivery. s9(2)(a) noted that the NEC re-planning exercise is of concern to MBIE, as MBIE current plan is based on the pre-Christmas assurances from NEC that SIT entry, with a quality product, would happen in June, and if that NEC re-planning exercise results in a changed timeframe this will have major consequences for the BCU project, requiring further MBIE re-planning. NEC Japan expect to see a new updated schedule internally next Tuesday.
 - 2.8. MBIE confirmed that the SIT Entry date and timeframes presented previously by NEC need to be confirmed, and that all teams within NEC that have any input to the schedule must endorse the tasks and durations prior to this re-confirmation to MBIE – drip-feeding schedule updates can't happen. MBIE reiterated that a June SIT entry date in June is on the critical path for the re-plan, which involves multiple service providers.
 - 2.9. Reporting out of the NECAM team is limited and is reliant on the sessions s9(2)(a) has with the team.
 - 2.10. Stephen requested that he'd like to meet with the NEC Japan and NECAM executives, and that's something s9(2)(a) supports. Stephen would like that to happen within the next week. **Action** s9(2)(a) **arrange meeting.**
 - 2.11. The need for the NEC re-planning is driven by the changed state of the design documents, i.e. being more advanced than they were when the original planning prior to Christmas was done and re-shuffling the order of development because some of the documents aren't signed off yet.
 - 2.12. MBIE are looking to provide conditional sign-off of the CSCRD design document. It is acknowledged there are still three outstanding areas within the document yet to be covered, however these do not have a bearing on the NEC build effort. Once the CSCRD is approved the NEC re-planning can be completed.
 - 2.13. No workshops scheduled for the coming week, once the NECAM team have reviewed the documents they will schedule further workshops.
 - 2.14. The action point (AP#141) around licensing implications of multiple servers can be closed, as it was a clarification that has now been resolved.
- 3.
- 3.1. NEC left the meeting at 12.05pm.

4. Commercial Update

4.1. s9(2)(b)(ii)

4.2. Change Request #4 for DXC is in-flight for approval and is progressing for sign-off.

5. Project Update

5.1. NEC design documentation: The CSCRD document has been returned to NEC for further action. A conditional sign-off of this design has been discussed with them. IPE documents and IBW documents remain outstanding, along with the SDD. The SDD covers the non-functional requirements, s9(2)(b)(ii) NEC's ability to resource across multiple design documents simultaneously has been a challenge, and they are unable at this point to provide due dates for these design documents.

5.2. Vendors: DXC are going on hold apart from work around data migration. Datacom are progressing changes with IGMS, DMS, and data migrations. Theta have paused BCU work for approximately two months. s9(2)(b)(ii)

There is no BCU schedule impact of this pause. Argonaut have progressed as far as possible at this point and are now on hold. InTech are progressing tuning and build effort. They are a little behind schedule but there is no major concern at this point.

5.3. s9(2)(b)(ii)

5.4. Infrastructure – SIT/UAT: progressing well and exploring disaster recovery options.

The Steering Group meeting ended at 12.18pm.

6. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#151	22/02	Arrange meeting for Stephen with NEC Japan/ NECAM	s9(2)	22/02: Opened
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	22/02: Will be discussed as part of the Reporting review session scheduled for this week. 08/02 : Again discussed as part of reporting in general and stressed that this is a mandatory requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being

AP#	Date	Action	Owner	Update/Comments
				required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	22/02: Retain Monitoring 08/02 : Retain Monitoring 01/02 : Overview given by s9(2)(a) Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
P#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	22/02: Again, verbally confirmed by s9(2)(a) Monitor post outcome of NEC re-plan 08/02 : Verbally confirmed by s9(2)(a) no impact currently. Monitor. 01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to

AP#	Date	Action	Owner	Update/Comments
				this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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

AP#	Date	Action	Owner	Update/Comments
				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 s9(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 s9(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. s9 to confirm status with s9(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.
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	s9(2)(a)	22/02: Carried over 08/02 : Carried over 01/02: Carried over. Focus on design closure has restricted ability to respond to material provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and

AP#	Date	Action	Owner	Update/Comments
		resolve. Suggested don't start with a contract as get caught up in wording		new action raised s9(2)(a) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided

7. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#152	22/02/22	s6(c)	s9(2)(a)	22/02 Opened.
AP#150	01/02/22	s6(a)	s9(2)(a)	22/02: Feedback received from MBIE cyber security and passed on to NEC. 01/02 Opened.
AP#143	30/11	s9(2)(a) to arrange Maintenance & Support sessions with NEC in early January.	s9(2)(a)	22/02: Carried over 08/02 : Carried over 01/02 : Carried over. Moved to Feb due to design closure focus
AP#137	22/11		s9(2)(a)	22/02: Carried over. TBC by s9(2)(a) 08/02 : Carried over

AP#	Date	Action	Owner	Update/Comments
		s9(2)(b)(ii)		01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.

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 s9(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#130	21/09	Provide visibility s9(2)(a) of biometric tuning timeframe	s9(2)(a)	22/02: Completed. Closed. 08/02 : Update required 01/02 : Update required 14/12 Carried over 22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.

AP#	Date	Action	Owner	Update/Comments
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	22/02: Request made to NEC. Will also be raised in reporting review session. Closed. 08/02 : Again raised with NEC in the meeting. Some line items included in the governance report, but limited information. 01/02 : Again raised with NEC in the meeting. Nothing received to date. 14/12 Raised again at todays meeting. Yet to be incorporated into status reporting. 22 Nov Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#144	14/12	s9(2)(a) to follow-up with DXC and Datacom to confirm the plan for migrating data into the format NEC need, and let NEC know.	s9(2)(a)	22/02: Completed. Closed 08/02 : Carried over 01/02 Open update required
AP#151	08/02	s9(2)(a) will arrange a Teams session with s9(2)(a) to discuss the reporting and refine this.	s9(2)(a)	22/02: Scheduled for 23/02. Closed 08/02 Opened. 22/02 Arranged for 23 Feb.
AP#141	30/11	NEC to explore licensing implications of multiple servers with s9(2)(a), MBIE need to provide NEC with the latest environment design to be sent to s9(2)(a)	s9(2)(a)	22/02: Closed – point clarified as no impact to licensing. 08/02 : Carried over 01/02 : Carried over 14/12 Information on licensing structure has been provided to MBIE. Further information required to outline specific financial impact of changes to requirements.
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	22/02: Closed 08/02 : Carried over 01/02 : design has progressed significantly and now understood/ documented. Close if agreed by chair. 14/12 Still pending. This action relates to comments made about

AP#	Date	Action	Owner	Update/Comments
				customisations made to the 'core'. MBIE is not wanting or expecting customisations to the core, so require an explanation in relation to the comment. 22/11 Still pending 02/11 In progress
AP#148	01/02/22	Stephen, s9(2)(a) to meet and discuss commercials.	s9(2)(a)	08/02 : Meeting held. Next steps agreed. Can be Closed. 01/02 Opened.
AP#149	01/02/22	s9(2)(g)(ii) to provide Stephen with a paragraph of wording around importance of NEC meeting the SIT June date.	s9(2)(a)	08/02 : Completed. Closed 01/02 Opened.
AP#131	19/10	Provide MBIE with detail of impacts on commercials of data volumes in non-Probuctive environments.	s9(2)(a)	08/02 : Can be closed. 01/02 : Costing material received from Rob Old today to be reviewed. 14/12 Outline of current licensing limits and environment data volumes has been provided; however, cost options are still required to allow MBIE to make an informed decision on how to progress. 22/11 Still pending 02/11 Still pending 19/10 In progress
AP#145	14/12	s9(2)(a) to confirm a date for a detailed step through the NEC plan so MBIE re-planning can be confirmed by end of January 2022.	s9(2)(a)	08/02 : Scheduled for 14/02. Action can be Closed 01/02 : Carried over
AP#146	14/12	s9(2)(a) to provide MBIE with the plan for IPE workshops.	s9(2)(a)	01/02 : Remaining workshop schedules have high visibility. Action can be closed.
AP#147	14/12	s9(2)(a) to revise the wording of the issue around the delay in the NEC report to simplify and better characterise the reasons as multi-faceted.	s9(2)(a)	01/02 : Wording revised and re-issued. Action Closed.
AP#116	27/07/21	Formal feedback on how NEC have handled migration in the past will be provided in next two weeks.	s9(2)(a)	01/02: Migration Plan approved. Action Closed 14/12 The Migration Plan is included in the Design Documents being closed

AP#	Date	Action	Owner	Update/Comments
				out. Once the Migration artifact is approved this action can be closed. 30/11 Has been outstanding for some time. NEC were unaware of current state. s9(2)(a) to follow up and advise progress and revised delivery date. 22/11 Still pending. 02/11 Still pending. 19/10 In progress. 06/10 NEC is reviewing the migration approach for approval. Team is currently resizing based on database and new images included in migration. NEC will be delivering a detailed migration plan to MBIE in the next two weeks. 07/09 Still compiling, MBIE have requested by Friday 17 September at the latest. s9(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. s9(2)(a) have been meeting with project architects about sizing queries related to the NEC design proposal. s9(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 PreProB than the SoW accommodates options need to be worked through and assessed. s9(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#142	30/11	s9(2)(a) to confirm status of the Change Request and whether it has been signed by the Minister.	s9(2)(a)	14/12 Change Request has been fully approved. Action can be closed.

AP#	Date	Action	Owner	Update/Comments
AP#142	30/11	s9(2)(a) to provide MBIE with clarification around the customisation that has been required to date based on MBIE's requirements.	s9(2)(a)	14/12 Closed, s9(2)(a) provided a written report at the meeting.
AP#140	22/11	NEC NZ to ask NECAM about reducing customizations that could speed up the build process.	s9(2)(a)	14/12 Action closed.
AP#111	13/07/21	Draft Minister Memo and Treasury Presentation and get reviews underway.	s9(2)(a)	14/12 Completed – Action can be closed 22 Nov Treasury have endorsed the CR and it has progressed to the Minister(s) for sign off 02/11 Draft memo prepared and reviewed. 19/10 In progress 07/09 Drafted and included in pack that has been submitted for out of cycle approval. 24/08 Revised presentation with stakeholders for feedback. s9(2)(a) to send memo to s9(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#127	07/09/21	Follow up with s9(2)(a) to s9(2)(b)(ii)	s9(2)(a)	22 Nov Completed and closed 02/11 Change request format changed as requested by treasury. Reviewed with feedback incorporated. Next steps for submission to ministers to be clarified 19/10 Reformatted CR03 material being reviewed. 06/10 An internal briefing meeting was held before the meeting with the MBIE Treasury analyst. Some reformatting of the material is required. This is currently being prepared.

AP#	Date	Action	Owner	Update/Comments
				21/7 All CR#3 material has gone to Treasury. We are currently awaiting feedback.



3644 Biometric Capability Update - Project Status Report - 3 Mar 2022

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: s9(2)(a) | **Project Manager:** s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	0%		Status as at 25/02/2022
Overall Status	●		Overview: The focus at the delivery level continues to be the drive to close out and approve all NEC detailed design(s) documentation. s9(2)(b)(ii) Most of these documents, some with caveats, are approved, but there are several still requiring significant input from the vendor. The project has completed its re-planning based on the revised timeframes supplied by the key vendor (NEC). Review of this re-planning with the vendor has identified some omissions on the vendor side which has resulted in additional time added to some delivery schedule tasks. s9(2)(b)(ii) The project expects this information within the next reporting period. There is a high possibility this information will impact the re-planning just completed. The project continues to make good progress on work with other vendors where possible where not impacted by NEC delays. Several vendors have now moved to a holding situation or are paused. The project continues to look for options to 'skinny' down costs to assist with the project remaining within its approved funding with the now extended delivery duration; this is primarily around vendor effort and internal resourcing. A new change request for an extended delivery duration is being prepared, which may also include a request for additional funding. s9(2)(b)(ii) Comments With a large reliance on NEC America for solution development, NEC NZ's highest risk is the current threat of resource impact from the Omicron variant of Covid-19. This is then the projects highest risk as any delay to development will potentially delay revised milestone dates further. The SIT Entry milestone date remains critical to the revised delivery schedule. The situation is being monitored closely. High priority Issues include: • Close out and Approval of all NEC design documentation • Alignment of re-planning timeframes with NEC timeframe review • Publication of a new and confirmed project delivery schedule • Development of a revised 'go-to-green' plan Actions being taken to mitigate key risks and issues, including: • Close monitoring of Covid impacts on NECAM development resources • Refreshed WFH arrangements for NZ based project teams • Escalation by INZ to NEC of the failure to meet the SIT Entry milestone including direct discussion with Japanese and American NEC management. • The BCU Project Steering Group continues to actively monitor project status, currently meeting fortnightly. A progress update at these meetings from the key vendor (NEC) stakeholders' forms part of this monitoring. • 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.



Phase	Deliver	Start Date	22 Aug 19	End Date	17 Dec 21	Active Risks	18	Active Issues	7
-------	---------	------------	-----------	----------	-----------	--------------	----	---------------	---

2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	A	A	Funding required to complete delivery of the project is being reviewed as part of re-planning..
Schedule	R	R	The Schedule status remains Red. As a result of the NEC delay to the SIT Entry milestone a further re-planning exercise has been completed. The project is currently dependant on the key vendor committing to the re-planning outcomes. (pending). Once this is acheived, a new change request (CR#4) for an extended delivery duration will be drafted. Once an approved chedule is in place it will be uploaded to Project Server
Scope	A	G	The project scope is clear
Risks	R	R	Revised key NEC dates are at risk due to their workforce impacted by covid-omicron.(US based) s9(2)(b)(ii)
Issues	R	R	s9(2)(b)(ii)
Resources	A	A	Resourcing remains Amber. Recruitment for vacant project roles have been put on hold pending re-planning and cost reduction efforts.
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: 23 Dec 2021

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
Revised delivery schedule shared with the key vendor InTech Biographic Tuning progressed NEC design documentation close out progressed Backfill migration to the UAT environment progressed NEC Workflow development progressed SIT infrastructure build progressed Commercial discussion with NEC regarding cost relief started	Confirm project delivery re-planning with key vendor Assess NEC re-planning All NEC Designs approved Infrastructure (SIT) build complete Update BCU Part B designs Progress range of BCU early releases pre migration Progress NEC workflow development Progress SIT Infrastructure updated build



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

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Feb 28, 2022

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$2,865,949	\$6,550,170	\$14,743,901	\$8,193,731
Opex Spend	\$273,938	\$179,333		(\$179,333)
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$10,274,034	\$23,041,442	\$22,151,986	(\$889,456)
Opex Spend	\$274,158	\$179,553	\$46,272	(\$133,281)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
8144	IF the Covid-19 pandemic results in staff at NECAM being off sick THEN this may result in work not progressing on time and the SIT delivery date being at risk.	Monitor closely	High	Medium	Open
8319	IF there is widespread community spread of Covid-19 in the community in NZ THEN there may be an increase in absenteeism that slows work from being able to progress.	Follow safe working practices and guidelines as issued by MBIE	High	Medium	Open
7890	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	Medium	Open
8295	IF derived cost savings to accommodate a revised delivery schedule are insufficient THEN current approved funding may be insufficient to deliver the project.	1. Reduce resource where possible 2. Put vendors on hold where possible	High	High	Open
8507	IF NEC fail to address the caveats mentioned by MBIE when approving	1. Either ensure that a meeting to go through and sight evidence	High	High	Open



	designs THEN NEC may be moving ahead with an unapproved design.	of the caveats for each design being actioned, or a date for when these will be provided to MBIE for final approval/sign-off of the design documentation.			
8432	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

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	08 Apr 22
1773	NEC SIT Entry Delay	Re-plan project Reduce immediate project costs where possible Manage other vendors	High	15 Mar 22
1439	NEC have not met their initial BCU IDme v2 milestones due 30-Sep-20	• Escalate issue to Stephen Dunstan to raise with s9(2)(a) NEC • Obtain confirmed delivery dates for missed NEC milestones • Assess impact to overall BCU project schedule	High	15 Mar 22
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	15 Mar 22

*** 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 to Go-Live with their first release	Approved	11 Dec 2020



		in July 2021. BCU AMS code will be dormant/disabled for the majority of the release until such time as BCU Go-Live occurs.		
--	--	--	--	--

*** 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.			

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

Overall RAG Status		Mitigation
Commentary of overall status	Project delivery dates have moved beyond original schedule.	NEC NZ are working closely with NECAM to confirm the delivery schedule with support from NEC Japan Executives. Additional resource is being assigned to the project across NEC NZ, NECAM and NEC Japan.

RAG Status of key Measures BCU		
Scope		Clarity of scope detail has improved during the design document review process
Budget		Costs remain as quoted in the SoW
Schedule		Delivery into SIT is past due. An updated schedule is to be completed by CoB 4 March US time
Resource		Additional resource being assigned to the project. s9(2)(a) continue to work on ensuring correct persons available for the project. QA team size increased to support complex workflow testing. Market search underway for local Technical Lead.
Commercial		Licensing and Support under discussion
Relationship		Relationship is good at an individual level with MBIE and NEC teams working well together. s9(2)(b)(ii)

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

Progress Towards Milestones-BCU				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	90% Complete		Update due following replanning.
M3a	Out of the Box Design	100% Complete		Feature development of non-customised components complete.
M3b	Completion of Detailed Design	% Complete	TBC	Documentation taking longer than expected to finalise and sign off.
M4	Delivery	% Complete	TBC	Milestone 1: Dev complete. Now in QA. Most complex part of the project – Workflows and Interfaces. Milestone 2: Dev 50% complete. Priority has been placed on the development critical path. This has now broadened to include deployment, user manuals and training. Additional capacity has been assigned by NEC. Review of third-party apps underway to ensure compliance with Security requirements.

Progress Towards Milestones-IPE				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	100% Complete		To be updated based on current hardware selection and supply chain issues.
M3a	Completion of Detailed Design	80% Complete	TBC	SDD has been reviewed. Still minor changes required.

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

				Hardware selection made by MBIE – issue with selected fingerprint scanner (component supply chain). Alternative available. Awaiting decision from MBIE.
M3b	Delivery of NEC Test Plan	80% Complete		Complete and in for review. Will require an update if the HW selection changes (fingerprint scanner).
M4	Hardware Procurement	10% Complete	June 2022	Laptops for fixed kit ordered. Once HW costs approved, purchase of Toughpads and accessories to commence. Six sets of each to be purchased early (2x WinTel, 2x for SIT, 2x NEC test)
M5a	Delivery of NEC's IPE software phase 1: SIT	0% Complete	TBC	Now synced with BCU SIT Date.
M6	Delivery of NEC's IPE software phase 2: UAT	0% Complete	TBC	Not started.
M7	Delivery of NEC's IPE software phase 3: Pre-Prod	0% Complete	TBC	Not started.
M8	Support Establishment	0% Complete	TBC	Not started.
M9	Delivery of NEC's IPE software phase 4: Production	0% Complete	TBC	Not started.

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

Top 3 Risks			
#	Description	Impact	Mitigation
R1	Time it is taking to complete design documents.	Schedule - NEC Development. Delay in MBIE's ability to provide information to inform other vendors' planning.	Final workshops arranged.
R2	Delay to entering SIT – June 2022	Reviewing the design documents has highlighted that the design is more complex than what was known in November 2021. The current replanning will determine if the risk of moving the SIT date transitions to being an issue.	Review of schedule now that the detailed design is more mature, and the MS 1 development is complete.
R3	Resourcing - Covid	Key resources have already been impacted by Covid (US & Japan). Risk that key NZ personnel across stakeholder groups may be impacted.	Using Covid prevention practices. Spreading knowledge where possible to mitigate single points of failure.

Top 3 Issues			
#	Description	Impact	Commentary
I1	System design information not yet available to finalise the SIT development and planning UAT development.	Delay in MBIE signing off on the SIT environment.	New SE appointed to the project, Workshop to be arranged for outstanding SIT information.
I2	Architectural Queries and requested information from other vendors not being responded to as quickly as desired.	Impact to other vendors on the project as they are unable to complete their designs.	There is an internal NEC process for managing these and all other queries. NEC has been prioritising the ones impacting the NEC design.
I3	Updated schedule for BCU and IPE.	Impact to MBIE master schedule.	

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

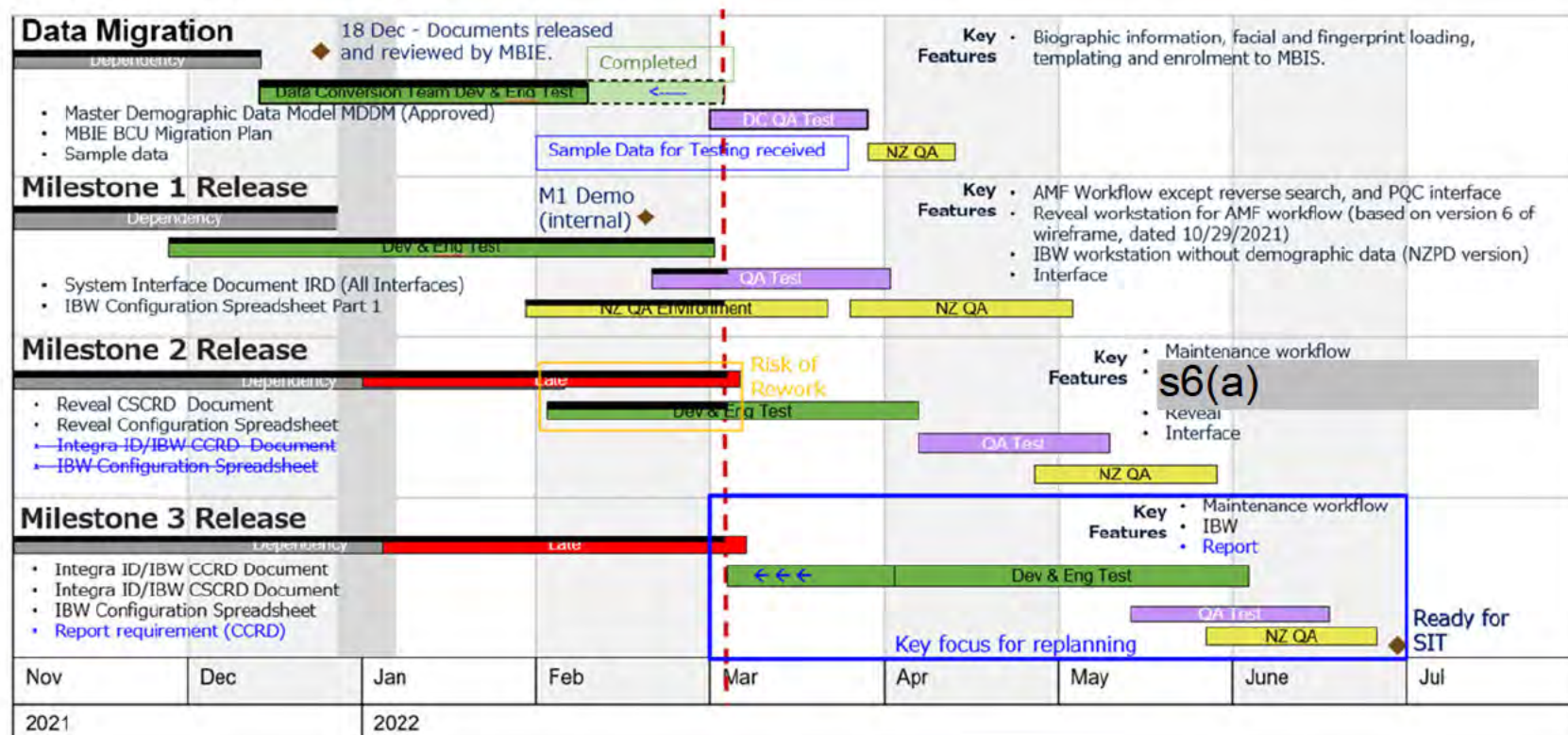
Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#151		Arrange meeting for Stephen with NEC Japan/ NECAM.	s9(2)(a)	25/2/2022	3/3: Done 22/02: Opened	Done
AP#138		Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)		3/3: Getting information from the Dev and QA teams. Will start reporting on MS1 Q testing and MS2 development progress. 22/02: Will be discussed as part of the Reporting review session scheduled for this week	In progress
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)		3/3: Shown in schedule attached. Replanning in progress and schedule to be provided. 22/02: Retain Monitoring	Status

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	Due by	3/3: NEC Review: • Reveal CSCRD – need conditional approval by 7/3. Already impacting MS2 development. • Integra-ID (IBW) CCRD – Need approval by 11/3 as to start planning MS3 development. • Report Requirement – Required for MS3 development but info needed for MBIE to develop own reports that are not OOTB. • System Design Document (SDD) – not critical for NEC development. Key information for MBIE to develop from.	Ongoing
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.	s9(2)(a)	ASAP	3/3: Meeting schedule for 04/03 with s9(2)(a) to progress commercial discussions. The support agreement will be discussed.	

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

Current Schedule – 3 March 2022



- Data Migration: development complete. Sample data provided for Dev and QA testing
- MS1 (workflows): development complete. Demo given. Now in QA testing. Will take the longest to test due to the number of workflows.
- MS2 (Reveal): now only focussed on Reveal progressing well. Dev planned to be complete early April
- MS3 (Integra-ID + Reporting) is the focus of the replan. To start earlier than originally planned. All the Integra-ID work is now in this. May require 3 additional sprints to complete the Dev and QA.

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

Design Document Status – 3 March 2022

BCU Deliverables to MBIE	Brief Status
Reveal User Interfaces - Wireframes	Updates were required after the MBIE Reveal artifact review. Provided to MBIE for review - 1 March Review workshop to be held - 4 March
Data Element Spreadsheet	Provided to MBIE for review - 1 March Review workshop to be held - 4 March
Reveal CSCR	Document released to MBIE for review - 1 March Review workshop to be held - 4 March
Integra-ID (IBW) CCRD	Updated and sent to MBIE for review – 3 March
Integra-ID (IBW) Configuration Spreadsheet	Reviewed by MBIE. Currently being updated. Due to be re-release to MBIE - 8 March
SDD System Design Document	Many changes after MBIE review. NEC have prioritised the Reveal CSCR and Integra-ID CCRD documents over the SDD as those two documents are on the NEC Development critical path.
Reporting Requirements	Still in progress

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report

MBIE BCU Migration Plan	Approved
System Interface Document IRD (All Interfaces)	Approved
Reveal Workflows	Approved
Infrastructure Design	Approved
MBIE Biometric Capability Update Test plan	Approved
IPE Deliverables to MBIE	Brief Status
IPE SDD	MBIE has provided feedback. NEC are working on addressing the feedback.
IPE Test Plan	Sent to MBIE on 3 Feb for review. Follow up review workshop to be scheduled.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 8 March 2022, 11.30am-12.30pm
Location	Meeting held online via Teams
Agenda	8 March 2022 Agenda
Members	Stephen Dunstan (Chair), s9(2)(a)
Attendees	s9(2)(a) s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous Minutes of 22 February 2022

1. Project update and briefing ahead of NEC participation

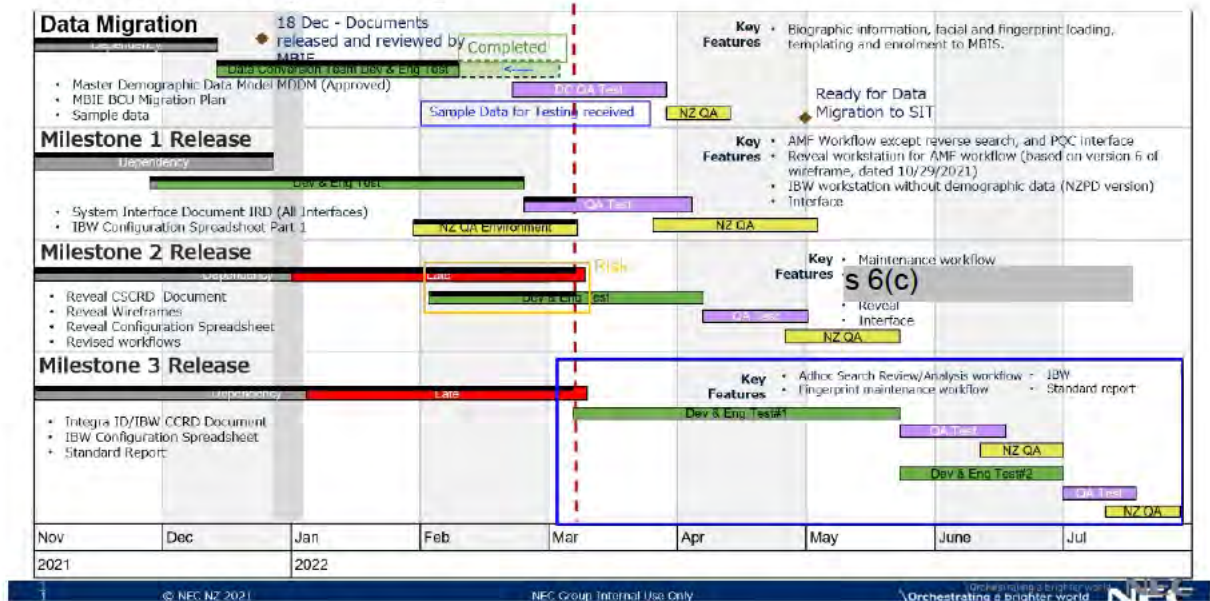
- 1.1. Minutes of previous meeting were taken as approved.

2. NEC Attendance 11.35am s9(2)(a)

- 2.1. s9(2)(a) attended the call.
- 2.2. Introductions from the group for incoming s9(2)(a)
- 2.3. The outcome of the re-planning exercise NEC has been undertaking was received by Stephen Dunstan from s9(2)(a) on Saturday 5th March. s9(2)(a) shared a copy of the delivery schedule that extends as far as the SIT Entry milestone, on-screen for the group. This revised schedule shows the SIT Entry milestone extended to the end of July 2022. (see: diagram included below).
- 2.4. s9(2)(a) who took the group through the background detail of the revised plan.
- 2.5. Data migration was presented as largely on-track and of no concern at this point.
- 2.6. NEC Milestone 1 Release was delivered into QA (NECAM) last week by the engineering team and is now being tested by the QA team.
- 2.7. Milestone 2 Release: the IBW documentation not being finalised is presenting an issue. The proposal is to de-scope this from Milestone 2 and put it into Milestone 3. The rest of Milestone 2 work is underway and progressing.
- 2.8. The CSCRD document for Reveal; a point has been raised regarding the ability to perform a search on the 'unknown face' repository. This function has not been planned for and therefore to maintain the schedule for release 2, this function is proposed to be delivered post-SIT. Exact detail of the requirement is to be clarified. s9(2)(a)
- 2.9. Milestone 3 will be focused on reporting and IBW. Intention is for a workshop to be held this week to finalise these requirements so that development work can begin.
- 2.10. The revised plan presented would shift the missed SIT Entry milestone date from November 2021 to the end of July 2022. s9(2)(a) stressed there was no buffer in this revised timing.
- 2.11. s9(2)(a) indicated they expect testing results of the Milestone 1 Release to inform the testing effort required for subsequent milestone releases 2 & 3.

- 2.12. A request was made for s9(2)(a) to attend future Steering Group meetings. This was agreed and it s9(2)(b)(ii)
- 2.13. A question was asked about the environment readiness at NEC NZ. NEC NZ confirmed this is ready, and that the NZ QA team are working with NECAM QA to get familiarity working with the software.
- 2.14. NEC were asked about their confidence to run and integrate multiple release streams through their QA process. s9(2)(b)(ii) noted there was not a lot of QA overlap in the plan but conceded integrating the release streams was unknown and could raise unforeseen issues. Concern was raised about the lack of any buffer/ contingency for anything to go wrong in the plan that was been presented. s9(2)(b)(ii) commented the revised plan was a best-case scenario, and to some extent driven by the need to shorten the SIT Entry delivery as much as possible.
- 2.15. NEC were asked what their confidence was in meeting the revised SIT Entry date at the end of July. Eugene indicated the NECAM development team are 80% confident of doing this but caveated that by saying that QA testing would inform confidence levels further as the testing progressed. To lift the NEC confidence level to 90%, s9(2) indicated that the end of August would be a more comfortable timeframe. MBIE indicated that it would be preferred that the date is one in which both MBIE and NEC can have a high level of confidence of not slipping again. s9(2)(b)(ii)
- 2.16. NEC indicated the risk to the timeline lies in QA testing of the workflows, and that results from testing of Milestone 1 will indicate if everything is working as expected. The timeframe to get to this point of understanding is the end of March/early April. It was reiterated the key complexity of the solution is in the workflows.
- 2.17. In response to questions about the non-functional requirements (NFR's) stream, it was explained this was being looked at in parallel but was not currently impacting development. MBIE stressed the non-functional requirements that need to be in place for SIT Entry must be considered alongside the application development. s9(2)(a) confirmed the revised NEC plan does not include consideration of NFR's. s9(2)(b)(ii)
- Action:** s9(2) to arrange a session to workshop/ agree with NEC the mandatory NFRs for SIT Entry.
- 2.18. s9(2)(a) reiterated again the importance of having a validated NEC delivery plan through to production solution deployment. NEC acknowledged that work on an end-to-end view of the NEC schedule is underway. NEC couldn't provide a date for when this will be available this will be followed up and provided to MBIE by s9(2)(a) noted the need for a requirements traceability matrix to provide confidence that the design is addressing requirements and how. s9(2)(a) will provide an update on progress. s9(2)(a)
- 2.19. A question was raised around resourcing and whether NEC has sufficient/correct resourcing in place to enable them to meet the revised dates and deliver the solution. s9(2)(a) reported recruitment is being progressed for a local QA lead and someone to handle documentation. NECAM has had additional capacity from a system engineering team perspective. NEC confirmed they are clear on what they need now in terms of resourcing.
- 2.20. Stephen re-iterated the need for a burndown chart and tracking towards SIT Entry against the schedule and the need for a full plan through to solution deployment. NECAM have committed to providing a weekly burndown update. s9(2)(a) will be meeting with the US team Project Managers later this week to confirm what that report looks like.
- 2.21. s9(2)(a) noted the functional requirement to match 'unknown face' to unknown database was raised in the NEC draft high level plan as something that has yet to be scoped and NEC had proposed that it be delivered post SIT entry. s9(2)(a) noted this is something that the MBIE project team believe was let go during last Friday's workshop. s9(2)(a) to confirm with s9(2)(a) MBIE's subject matter expert.
- 2.22. The Solution Support/ Maintenance agreement remains a priority for NEC NZ. This was previously put on hold to focus on re-planning but will now be reactivated.
Action: s9(2)(a) to reactivate and progress.

Schedule Replanning



2.23. NEC left the meeting at 12.20pm.

3. Post NEC Progress Update Discussion

3.1. The meeting discussed NEC's update. s9(2)(b)(ii)

[REDACTED]

Stephen noted that our key focus remains getting the remaining NEC design document reviews, once the updated documents are provided by NEC, turned around as quickly as possible. Patrick responded that all that could be done to expedite this is being done.

4. Commercial Update

4.1. s9(2)(b)(ii)

[REDACTED]

5. Project Update

- 5.1. It was agreed that confirmed NEC end-to-end delivery dates, that we can have confidence in, are vital, so that wider BCU project re-scheduling can be finalized and confirmed with our other delivery partners.
- 5.2. Will need to submit a Project Change Request through the governance process shortly and consider the best way to present to the financial and schedule implications to the ICDC. Stephen noted that closing out the NEC cost relief provision proposal and working through capital conservation options, together with identifying alternative capital funding options need to be continued with urgency.

Action: s9(2)(a)

The Steering Group meeting ended at 12.25pm.

6. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#154	08/03	NEC acknowledged that work on an end-to-end view of the NEC schedule is underway. NEC couldn't provide a date for when this will be provided to MBIE, but this will be followed up and provided to MBIE by s9(2)(a) along with an update on progress in tracking back to the requirements.	s9(2)(a)	08/03: Opened.
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	08/03: Carried over 22/02: Will be discussed as part of the Reporting review session scheduled for this week. 08/02 : Again discussed as part of reporting in general and stressed that this is a mandatory requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting.

AP#	Date	Action	Owner	Update/Comments
				19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	08/03: Retain Monitoring 22/02: Retain Monitoring 08/02 : Retain Monitoring 01/02 : Overview given by Rob Old. Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
P#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	08/03: NEC replan outcome has slipped the planned SIT Entry milestone to end of July '22. Design documents remain open. Retain monitor. 22/02: Again, verbally confirmed by s9(2)(a) Monitor post outcome of NEC re-plan 08/02 : Verbally confirmed by s9(2)(a) no impact currently. Monitor. 01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone.

AP#	Date	Action	Owner	Update/Comments
				19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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.

AP#	Date	Action	Owner	Update/Comments
				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 s9(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 s9(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. s9(2)(a) to confirm status with s9(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.
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.	s9(2)(a)	08/03: Discussed and agreed to reactivate. 22/02: Carried over 08/02 : Carried over 01/02: Carried over. Focus on design closure has restricted ability to respond to material

AP#	Date	Action	Owner	Update/Comments
		Suggested don't start with a contract as get caught up in wording		provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and new action raised s9(2)(a) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided

7. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#156	08/03/22	s9(2)(a) to reactivate and work to progress support discussions with NEC.	s9(2)(a)	08/03 Opened.
AP#155	08/03/22	s9(2)(a) to confirm the 'unknown faces' query with s9(2)(a) and that it's not needed.	s9(2)(a)	08/03 Opened.
AP#153	08/03/22	Project Team to meet and workshop with NEC around the SIT mandatory NFRs and a plan that runs through duration into production and an end-to-end view of NEC delivery.	s9(2)(a)	08/03 Opened.

AP#	Date	Action	Owner	Update/Comments
AP#152	22/02/22	s9(2)(b)(ii)	s9(2)(a)	s9(2)(b)(ii)
AP#150	01/02/22	s9(2)(b)(ii)	s9(2)(a)	s9(2)(b)(ii)
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	08/03: Carried over. TBC by s9(2)(a) 22/02: Carried over. TBC by s9(2)(a) 08/02 : Carried over 01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.

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 s9(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#143	30/11	s9(2)(a) to arrange Maintenance & Support sessions with NEC in early January.	s9(2)(a)	08/03: Action closed and replaced with new action #156 22/02: Carried over 08/02 : Carried over 01/02 : Carried over. Moved to Feb due to design closure focus
AP#151	22/02	Arrange meeting for Stephen with NEC Japan/ NECAM	s9(2)(a)	08/03: Meeting has occurred. Action Closed 22/02: Opened
AP#130	21/09	Provide visibility (to s9(2)(a) of biometric tuning timeframe	s9(2)(a)	22/02: Completed. Closed. 08/02 : Update required 01/02 : Update required 14/12 Carried over 22 Nov In progress. Dependency on NEC input which has a capacity constraint now 02/11 In progress 19/10 In progress. 06/10 Planning in progress and will be shared once completed.
AP#135	19/10	Request NEC to include burn down view of progress to SIT entry milestone in status reporting	s9(2)(a)	22/02: Request made to NEC. Will also be raised in reporting review session. Closed. 08/02 : Again raised with NEC in the meeting. Some line items included in the governance report, but limited information. 01/02 : Again raised with NEC in the meeting. Nothing received to date. 14/12 Raised again at today's meeting. Yet to be incorporated into status reporting. 22 Nov Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.

AP#	Date	Action	Owner	Update/Comments
AP#144	14/12	s9(2)(a) to follow-up with DXC and Datacom to confirm the plan for migrating data into the format NEC need, and let NEC know.	s9(2)(a)	22/02: Completed. Closed 08/02 : Carried over 01/02 Open update required
AP#151	08/02	s9(2)(a) will arrange a Teams session with s9(2)(a) to discuss the reporting and refine this.	s9(2)(a)	22/02: Scheduled for 23/02. Closed 08/02 Opened. 22/02 Arranged for 23 Feb.
AP#141	30/11	NEC to explore licensing implications of multiple servers with Mark Pritchard, MBIE need to provide NEC with the latest environment design to be sent to Kobus.	s9(2)(a)	22/02: Closed – point clarified as no impact to licensing. 08/02 : Carried over 01/02 : Carried over 14/12 Information on licensing structure has been provided to MBIE. Further information required to outline specific financial impact of changes to requirements.
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	22/02: Closed 08/02 : Carried over 01/02 : design has progressed significantly and now understood/ documented. Close if agreed by chair. 14/12 Still pending. This action relates to comments made about customisations made to the 'core'. MBIE is not wanting or expecting customisations to the core, so require an explanation in relation to the comment. 22/11 Still pending 02/11 In progress

AP#	Date	Action	Owner	Update/Comments
AP#144	14/12	s9(2)(a) to follow-up with DXC and Datacom to confirm the plan for migrating data into the format NEC need, and let NEC know.	s9(2)(a)	22/02: Completed. Closed 08/02 : Carried over 01/02 Open update required
AP#151	08/02	s9(2)(a) will arrange a Teams session with s9(2)(a) to discuss the reporting and refine this.	s9(2)(a)	22/02: Scheduled for 23/02. Closed 08/02 Opened. 22/02 Arranged for 23 Feb.
AP#141	30/11	NEC to explore licensing implications of multiple servers with s 9(2)(a) , MBIE need to provide NEC with the latest environment design to be sent to Kobus.	s9(2)(a)	22/02: Closed – point clarified as no impact to licensing. 08/02 : Carried over 01/02 : Carried over 14/12 Information on licensing structure has been provided to MBIE. Further information required to outline specific financial impact of changes to requirements.
AP#136	02/11	Provide detail on 'Core' customisations	s9(2)(a)	22/02: Closed 08/02 : Carried over 01/02 : design has progressed significantly and now understood/ documented. Close if agreed by chair. 14/12 Still pending. This action relates to comments made about customisations made to the 'core'. MBIE is not wanting or expecting customisations to the core, so require an explanation in relation to the comment. 22/11 Still pending 02/11 In progress

BCU Overall RAG Status		Mitigation
Commentary of overall status	Behind schedule. Project is larger and more complex than estimated from the design documents in Nov 2021.	Ongoing replanning. Additional resource being allocated to the project.
IPE Overall RAG Status		Mitigation
Commentary on overall status	Finalising the HW requirements and approval.	Preparing documented metrics on alternative mobile scanner due to preferred scanner being unavailable. This will allow MBIE to make an informed decision on an alternative.

RAG Status of key Measures BCU		
Scope		Understanding of scope improved during the design document review process.
Budget		NEC project cost unchanged. Maintenance and support now being discussed.
Schedule		Updated SIT schedule has been provided. End to end schedule being developed for first release in the next 2-3 weeks.
Resource		Technical Lead being recruited. Plan to bring on Technical Writer and local QA Lead. s9(2)(a) added to the project as an additional PM.
Commercial		Licensing and Support under discussion.
Relationship		Relationship remains good however will only improve as we get runs on the board and start to deliver against the updated schedule.

Progress Towards Milestones-BCU				
M1	Discovery Artefacts	100% Complete	Due date	Complete
M2	Project Schedule	60% Complete	Due date	Schedule to SIT completed. End to end schedule due in 2-3 weeks.

M3a	Out of the Box Design	80% Complete	Due date	Feature development of non-customised components complete. Review of third-party apps underway as to ensure compliance with Security requirements.
M3b	Completion of Detailed Design	80% Complete		Ongoing reviews of documentation.
M4	Delivery	% Complete	July 2022	Milestone 1: Dev complete. Now in QA. Most complex part of the project – Workflows and Interfaces. Now in for QA. Milestone 2: Dev 70% complete. Requires 2 additional weeks to complete due to changes stemming from Reveal document changes. Focus has been on development. Now also focusing on deployment, user manuals, training, support and licensing.

Progress Towards Milestones IPE				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	100% Complete		To be updated based on current hardware selection and supply chain issues.
M3a	Completion of Detailed Design	80% Complete	Due date	SD has been reviewed. Still minor changes required. Hardware selection made by MBIE – issue with selected fingerprint scanner (component supply chain). Alternative available.
M3b	Delivery of NEC Test Plan	80% Complete	Due date	Complete and in for review. Will require an update if the HW selection changes (Fingerprint scanner).
M4	Hardware Procurement	10% Complete	June 2022	Laptops for fixed kit ordered. Once HW costs approved, purchase of Toughpads and accessories to commence.
M5a	Delivery of NEC's IPE software phase 1: SIT	0% Complete	Due date	Now synced with BCU SIT Date.

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report



M6	Delivery of NEC's IPE software phase 2: UAT	0% Complete	Due date	Not started.
M7	Delivery of NEC's IPE software phase 3: Pre-Prod	0% Complete	Due date	Not started.
M8	Support Establishment	0% Complete	Due date	Not started.
M9	Delivery of NEC's IPE software phase 4: Production	0% Complete	Due date	Not started.

Top 3 Risks			
#	Description	Impact	Mitigation
R1	Time it is taking to get the design documents complete.	Schedule - NEC Development, Delay in information to MBIE for other vendors to do their development.	Final workshops arranged. Escalation to NECAM with assurance it is a top priority.
R2	QA Testing taking longer than planned. Test scripts require update due to recent design document changes that impact the workflow (MS1).	Testers having to make changes to the test scripts instead of testing. Risk of delay.	Update of test scripts delayed till design documents approved. Changed tests will need to be rerun. Could result in false failures.
R3	Addressing all NFRs.	All required security NFRs do not enter SIT. Extension in SIT/UAT timeframe.	NFRs being reviewed to mitigate the risk and to confirm how the different NFRs will be validated.

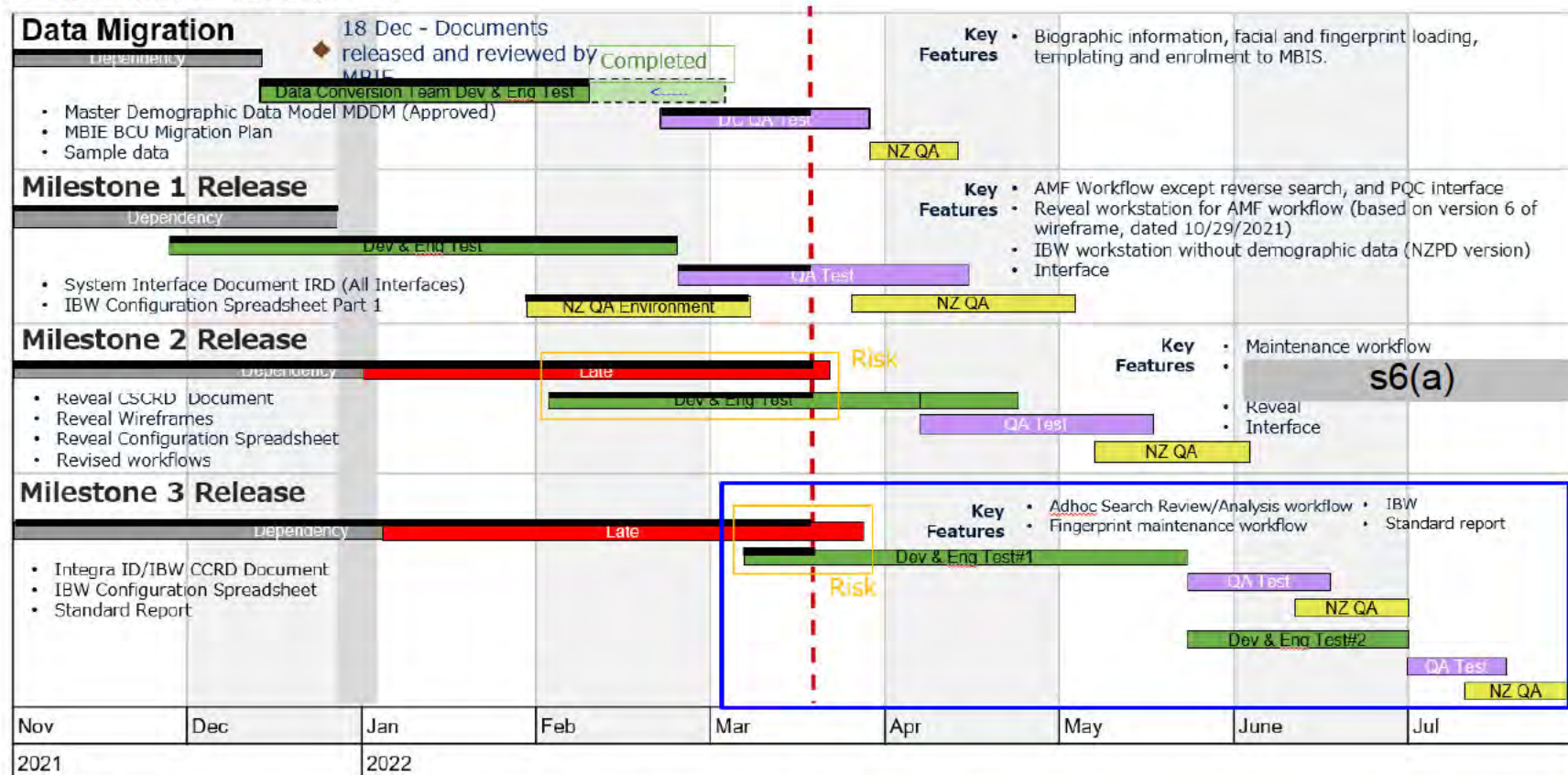
Top 3 Issues

#	Description	Impact	Commentary
I1	System design information not yet available to finalise the SIT development and for planning UAT development.	Delay in MBIE signing off on the SIT environment.	New SE appointed to the project, Workshop to be arranged for outstanding SIT information.
I2	Architectural Queries and requested information from other vendors not being responded to.	Impact to other vendors on the project as they are unable to complete their designs.	There is an internal NEC process for managing these and all queries. NEC have been focusing on the ones impacting the NES design and not focusing on those for the other vendors.
I3	Delay to entering SIT – target date now end of July 2022.	Impacts over all project schedule.	MBIE reviewing the option between July and August releases and the impact to both Business and the planning with the other vendors. Additional development and test resources added.

Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#138		Include burn down view of progress to SIT entry milestone in status reporting.	s9(2) ()	Due by	17/3 – information available in NECAM TFS, not yet provided for the reports.	In progress
AP#139	22/11	NEC to provide an update on current build state.	s9(2) ()	Due by	3/3: Shown in schedule attached.	Ongoing
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) ()	Due by	17/3: NEC Review: • Reveal CSCRD – Still in review process. MS2 development requires 2 additional weeks (8 April to 22 April) due to rework stemming from latest document changes. Does not impact the overall schedule as there is a different team working on the Milestone 3 development. • Integra-ID (IBW) CCRD – Feedback received from MBIE, still work to be done. MS3 development started (7 March) with second development team. • Report Requirement – Required for MS3 development but info needed for MBIE to develop own reports that are not OOTB. • System Design Document (SDD) – not critical for MBIE development. Does contain NFR treatments and capacity planning, Key information for MBIE to develop from.	Ongoing

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.	s9(2)(a)		17/3: Discussions underway between MBIE and NEC to progress both software maintenance and support. NEC is drafting a Support Agreement as a starting point to then collaboratively complete with MBIE. Draft should be ready for MBIE to review by mid April.	
--------	----------	--	----------	--	--	--

Current Schedule – 15 March 2022



- Data Migration: development complete. Sample data provided for Dev and QA testing.
- MS1 (workflows): development complete. Demo given. Now in QA testing. Will take the longest to test due to the number of workflows.
- MS2 (Reveal): now only focussed on Reveal. Progressing well. Due to late changes in Reveal, 2 extra Dev weeks required.
- MS3 (Integra-ID + Reporting): To start earlier than originally planned.

Design Document Status – 16 March 2022

BCU Deliverables to MBIE	Brief Status
Reveal User Interfaces - Wireframes	MBIE review feedback – 11 March Update sent to MBIE – 17 March
Reveal Data Element Spreadsheet	MBIE review feedback – 11 March Update sent to MBIE – 18 March
Reveal CSCRD	MBIE review feedback – 11 March Update sent to MBIE – 17 March
Integra-ID (IBW) CCRD	MBIE Review feedback received 17 March. NEC in the process of reviewing.
Integra-ID (IBW) Configuration Spreadsheet	MBIE Review feedback received 17 March. NEC in the process of reviewing.
IDme SDD System Design Document	Many changes after MBIE review. Plan to complete the document done – planned release date 8 April.
IDme Reporting Requirements	Still in progress. Constantly being delayed due to resource constraints
IDme Traceability	To be completed once the development documents are done.
IDme Migration Plan	Approved
IDme System Interface Document IRD (All Interfaces)	Approved Although approved, one additional field needs to be added.
Reveal Workflows	Approved

IDme Infrastructure Design	Approved.
IDme Test plan	Approved.

IPE Deliverables to MBIE	Brief Status
IPE SDD	MBIE has provided feedback.
IPE Hardware Specification	Preparing documented metrics on alternative mobile scanner due to preferred scanner being unavailable. This will allow MBIE to make an informed decision on an alternative.
IPE Test Plan	IPE Test Plan almost ready for approval.
IPE Traceability	In progress. Has been updated with the latest information in the SDD.



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 22 March 2022, 11.30am-12.30pm
Location	Meeting held online via Teams
Agenda	22 March 2022 Agenda
Members	Stephen Dunstan (Chair), s9(2)(a)
Attendees	s9(2)(a) s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous Minutes of 8 March 2022

1. s9(2)(a) chaired the meeting as Stephen's attendance was delayed by conflicting meeting.
2. **Project update and briefing ahead of NEC participation**
 - 2.1. Minutes of previous meeting were taken as approved.
 - 2.2. It's unclear whether NEC are reporting Red based on the existing schedule or their revised one. Need to confirm.
 - 2.3. s9(2)(b)(ii)
 - 2.4. MBIE BCU Project Team are still waiting on NEC to provide the end-to-end planning dates as there is currently no visibility beyond the SIT entry date. s9(2)(b)(ii)
 - 2.5. We are planning based on a revised August 2022 date for NEC SIT Entry. NEC have indicated they have a 90% confidence level of making the August date, rather than 80% confidence for a July delivery. The project team is still requiring an end-to-end schedule view and seeking this from NEC at the earliest opportunity s9(2)(a) indicated last week this will be at least 2-3 weeks away (this had previously been indicated at the schedule catch-up on Monday 14 March). Having this end-to-end view, and NEC confidence in delivery, and taking into account dependencies with the wider project delivery of MBIE and our partners, is critical for us to confirm a delivery plan with any confidence.
 - 2.6. In terms of % complete for the design work, IDme is 60-65% complete (five out of nine artifacts are complete). This is lower than the 80% estimate from NEC. The NFRs and traceability are a long way off.
 - 2.7. There have been ongoing discussions around IPE hardware design. The fingerprint scanner device MBIE had opted for is no longer available, so we are going through a process to identify an alternative that delivers a similar quality level.
 - 2.8. s9(2)(a)

s9(2)(b)(ii)

2.9. s9(2)(b)(ii)

2.10. It was raised that the BCU Project Status report needs to indicate current financial forecasting and re-phasing as this isn't correctly reflected in the February progress report.

3. Commercial review.

3.1. Ongoing discussions are underway with NEC around the Licensing/Maintenance and Support Model fees. The next meeting is scheduled for 23 March 2022. Both Maintenance and Support contracts (SoW's) will be required to be negotiated as soon as possible.

3.2. A further Change Request (CR#4) is in the process of being developed, contingent on the NEC end-to-end schedule being provided.

3.3. s9(2)(b)(ii)

4. NEC Attendance 12.00pm s9(2)(b)(ii) Stephen Dunstan joined the meeting partway through this update.

4.1. s9(2)(a) attended the call.

4.2. NEC approved the minutes of the previous 8 March meeting.

4.3. NEC acknowledged there is still some detail and work to be done on the NEC Governance reporting. A further session on reporting is to be held on 23 March internally within NEC to confirm the detail of what will be provided weekly in terms of burndown from NECAM. This will include discussion of how to track progress along with mitigations. The Steering Group noted that the most recent NEC report has no date.

4.4. NEC expect to provide a detailed schedule up to SIT Entry to MBIE later this week.

4.5. Maintenance cost discussions are ongoing with another meeting due to take place tomorrow 23 March 2022.

4.6. The Technical Lead candidate NEC had made an offer to has fallen through, a verbal acceptance is in place with a second candidate and is pending finalised paperwork.

4.7. NEC committed to providing an end-to-end schedule within 2-3 weeks in the schedule meeting on Monday 14th March. This would mean MBIE would have it on or before 5th April 2022. Three weeks from today's Steering Group meeting is 12th April 2022. s9(2)(a) didn't believe that was the case, however noted that he would do what he could to reduce the time required to a minimum. **Action:** s9(2)(a) to expedite the sessions on the end-to-end schedule with the MBIE team given the urgency and fact this is a dependency for the BCU Project Team to progress the schedule and budget work. By the end of this week, s9(2)(a) will update MBIE on a date for this and confirm if this can be sooner than 12 April.

4.8. The draft SDD document due date is 8 April 2022.

4.9. The Steering Group clarified with NEC that the overview red status commentary in the NEC Governance report referencing schedule delay, was based on the November 2021 missed SIT Entry date. It was acknowledged that reporting commentary indicating we're behind schedule against that date is of little value as the approved schedule was unable to be met once the SIT Entry milestone was missed in Nov '21. At this point there is no revised schedule as that is dependent on a revised and confirmed end to end plan from NEC.

4.10. s9(2)(b)(ii)

4.11. Concern was raised by the project team around the NFRs still needing to be reviewed and incorporated into the development and planning. NEC are working through this from a software and systems engineering perspective and it will be documented as part of the SDD due on 8 April 2022.

- 4.12. s9(2)(b)(ii) [REDACTED]
- 4.13. Based on the testing from Milestone 1 so far, NEC confirmed there have been no major issues identified. NEC confirmed that results from the remainder of the testing phase for their Milestone 1 release will provide more confidence and certainty of build quality for later milestones, assuming no major issues come to light through the remainder of testing.
- 4.14. NEC left the meeting at 12.32pm.

5. Post NEC Progress Update Discussion

- 5.1. The Steering Group agreed that it was vital to get NEC to provide the end-to-end schedule as soon as possible. Good news on Milestone 1 testing, and that it would provide further confidence for NEC in meeting the August SIT entry date.
- 5.2. Change Request is being developed for governance review re the changed project schedule, however we need a firm end-to-end plan from NEC to provide confidence in support of that.
- 5.3. s9(2)(a) has another meeting with the NEC Japan executive next week and will invite s9(2)(a) to attend this. He is confident that this meeting is working well and that the reputational risk and impacts, related to non-delivery are well understood.
- 5.4. s9(2)(b)(ii) [REDACTED]

The Steering Group meeting ended at 12.35pm.

6. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#154	08/03	NEC acknowledged that work on an end-to-end view of the NEC schedule is underway. NEC couldn't provide a date for when this will be provided to MBIE, but this will be followed up and provided to MBIE by s9(2)(a) along with an update on progress in tracking back to the requirements.	s9(2)(a)	22/3: s9(2)(a) to expedite the sessions on the end-to-end schedule with the MBIE team as it is a dependency. By end of this week s9(2)(a) will update MBIE on a date for this if this can be sooner than 12 April. 08/03: Opened.
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	22/03: Still a work in progress. Carried over. 08/03: Carried over 22/02: Will be discussed as part of the Reporting review session scheduled for this week. 08/02 : Again discussed as part of reporting in general and stressed that this is a mandatory requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting

AP#	Date	Action	Owner	Update/Comments
				02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	22/03: NEC noted that testing of the milestone 1 build was progressing well at this point. 08/03: Retain Monitoring 22/02: Retain Monitoring 08/02 : Retain Monitoring 01/02 : Overview given by Rob Old. Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
P#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)(a)	22/03 Awaiting NEC re-plan due by 4 April 2022. 08/03: NEC replan outcome has slipped the planned SIT Entry milestone to end of July '22. Design documents remain open. Retain monitor. 22/02: Again, verbally confirmed by s9(2)(a) Monitor post outcome of NEC re-plan 08/02 : Verbally confirmed by s9(2)(a) no impact currently. Monitor. 01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec)

AP#	Date	Action	Owner	Update/Comments
				02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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

AP#	Date	Action	Owner	Update/Comments
				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 Malcolm 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 ^{s9(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 ^{s9(2)(a)} to confirm status with ^{s9(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.

AP#	Date	Action	Owner	Update/Comments
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	s9(2)(a)	22/03: Discussions re maintenance and licensing cost model continue. NEC preparing a draft support SoW for discussion. 08/03: Discussed and agreed to reactivate. 22/02: Carried over 08/02 : Carried over 01/02: Carried over. Focus on design closure has restricted ability to respond to material provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and new action raised s9(2)(a) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided

7. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#156	08/03/22	s9(2)(a) to reactivate and work to progress support discussions with NEC.	s9(2)(a)	22/03 Underway. 08/03 Opened.

AP#	Date	Action	Owner	Update/Comments
AP#155	08/03/22	s9(2)(a) to confirm the 'unknown faces' query with s 9(2) and that it's not needed.	s9(2)(a)	22/03: Carried over. Initial indications are that it is not needed. 08/03 Opened.
AP#152	22/02/22	s9(2)(b)(ii)	s9(2)(a)	22/03: Updated following review. This should be ready by close-of-business today. 08/03: Draft with s9(2)(a) for review. Has also been shared with s9(2)(a). Will be reviewed by Legal once feedback from s9(2)(a) is received. 22/02 Opened.
AP#150	01/02/22	s9(2)(b)(ii)	s9(2)(a)	s9(2)(b)(ii)
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	s9(2)(b)(ii) 08/03: Carried over. TBCS 22/02: Carried over. TBCS 08/02 : Carried over 01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.

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 s9(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#153	08/03/22	Project Team to meet and workshop with NEC around the SIT mandatory NFRs and a plan that runs through duration into production and an end-to-end view of NEC delivery.	s9(2)(a)	22/03 Meeting held on 14 March, with NEC committing to an end-to-end schedule in 2-3 weeks time. Action Closed as we have an open NEC AP#154 for the end-to-end schedule. 08/03 Opened.
AP#137	22/11	s9(2)(b)(ii) [Redacted] [Redacted] [Redacted]	s9(2)(b)	s9(2)(b)(ii) [Redacted] [Redacted] 08/03: Carried over. TBC s9(2)(a) 22/02: Carried over. TBC by s9(2)(a) 08/02 : Carried over 01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.

BCU Overall RAG Status		Mitigation
Commentary of overall status	Behind original schedule. New SIT date at risk due to ongoing changes/clarifications.	Escalation of changes/clarifications and request to MBIE to finalise documents to enable teams to focus on delivery.
IPE Overall RAG Status		Mitigation
Commentary on overall status	Finalising the HW requirements and approval.	Documented metrics on alternative mobile scanner due to preferred scanner being unavailable. Awaiting feedback from MBIE.

RAG Status of key Measures BCU		
Scope		Ongoing changes/clarifications at a very detailed level risk pushing the revised SIT date out further.
Budget		NEC project cost unchanged. Maintenance and support now being discussed.
Schedule		Updated SIT schedule has been provided. End to end schedule to be delivered to MBIE on 4 April 2022.
Resource		We have had verbal acceptance for the Technical Lead role on 2 occasions with both candidates pulling out. Recruitment ongoing. Local QA Lead starting on 4 April 2022.
Commercial		Licensing and Support under discussion.
Relationship		s9(2)(b)(ii)

Progress Towards Milestones-BCU				
M1	Discovery Artefacts	100% Complete		Complete
M2	Project Schedule	80% Complete	04/04/2022	Schedule to SIT completed. End to end schedule due 4 April 2022.
M3a	Out of the Box Design	80% Complete	30/04/2022	Feature development of non-customised components complete. Review of third-party apps underway as to ensure compliance with Security requirements.

Progress Towards Milestones-BCU				
M3b	Completion of Detailed Design	80% Complete	TBC	Ongoing reviews of documentation.
M4	SIT Delivery	% Complete TBC	2022	Milestone 1: Dev complete. Now in QA. Most complex part of the project – Workflows and Interfaces. Now in for QA. Milestone 2: Dev 70% complete. Requires additional work to complete due to changes stemming from Reveal document changes. Focus has been on development. Now also focusing on deployment, user manuals, training, support and licensing.
M5	UAT Delivery	0% Complete	Jan 2023	Not Started
M6	Pre-Prod delivery	0% Complete	May 2023	Not Started
M7	Production delivery	0% Complete	July 2023	Delivery for DR test. Go live – Aug 2023
M8	End of Early Life Support	0% Complete	Oct 2023	2 months past go live.

Progress Towards Milestones IPE				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	100% Complete		To be updated based on current hardware selection and supply chain issues.
M3a	Completion of Detailed Design	80% Complete	TBC Dependency on confirmation of hardware spec	SD has been reviewed. Still minor changes required. Hardware selection made by MBIE – issue with selected fingerprint scanner (component supply chain). Alternative available.

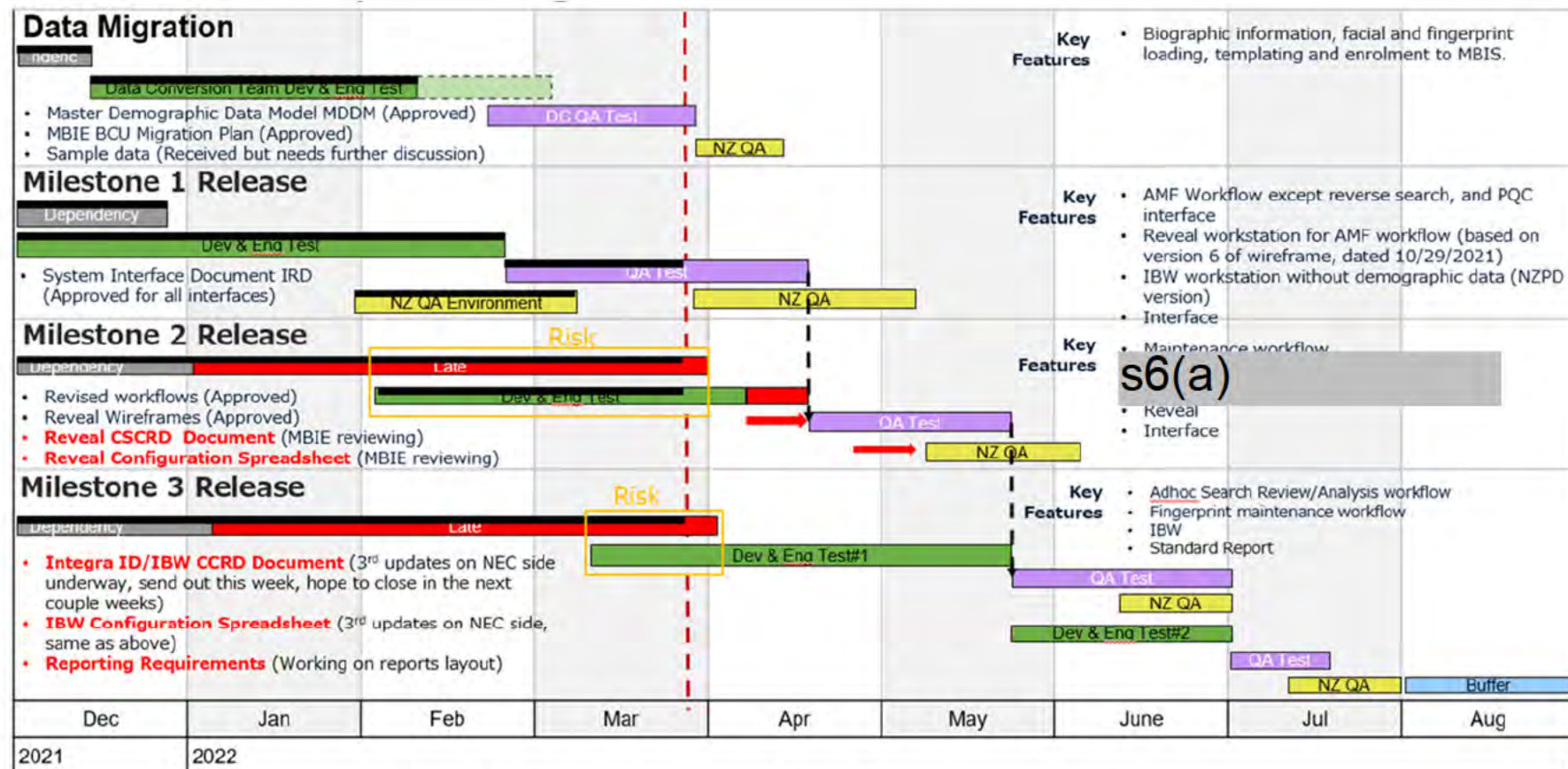
Progress Towards Milestones IPE				
M3b	Delivery of NEC Test Plan	80% Complete	TBC Dependency on confirmation of hardware spec	Complete and in for review. Will require an update if the HW selection changes (Fingerprint scanner).
M4	Hardware Procurement	10% Complete	June 2022	Laptops for fixed kit ordered. Once HW costs approved, purchase of Toughpads and accessories to commence.
M5a	Delivery of NEC's IPE software phase 1: SIT	0% Complete	July 2022	Now synced with BCU SIT Date.
M6	Delivery of NEC's IPE software phase 2: UAT	0% Complete	Jan 2023	Not started.
M7	Delivery of NEC's IPE software phase 3: Pre-Prod	0% Complete	May 2023	Not started.
M8	Support Establishment	0% Complete	TBC	Not started.
M9	Delivery of NEC's IPE software phase 4: Production	0% Complete	May 2023 for DR test. July 2023. Go live Aug 2023	Not started.

Top 3 Risks			
#	Description	Impact	Mitigation
R1	Time it is taking to get the design documents complete.	Risk that the schedule may move out Delay in information to MBIE for other vendors to do their development.	s9(2)(b)(ii)
R2	QA Testing taking longer than planned. Test scripts require update due to recent design document changes that impact the workflow (MS1).	Testers having to make changes to the test scrips instead of testing. Risk of delay.	Additional test resource being committed to the project. NZ QA Lead starting on 4 April 2022.
R3	Addressing all NFRs.	All required security NFRs do not enter SIT. Extension in SIT/UAT timeframe.	NFRs being reviewed to mitigate the risk and to confirm how the different NFRs will be validated.

Top 3 Issues			
#	Description	Impact	Commentary
I1	System design information not yet available to finalise the SIT development and for planning UAT development.	Delay in MBIE signing off on the SIT environment.	New SE appointed to the project, Workshop to be arranged for outstanding SIT information.
I2	s9(2)(b)(ii)	s9(2)(b)(ii)	s9(2)(b)(ii)
I3	Delay to entering SIT – target date now end of July 2022.	Impacts overall project schedule.	MBIE reviewing the impact to both Business and the planning with the other vendors. Additional development and test resources added.

Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#138		Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	28/03/22	01/04/22 First burndown view received from NECAM on 25/03/22 and included in weekly reporting.	Closed
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)		3/3: Shown in schedule attached.	Closed
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	Due by	17/3: NEC Review: • Reveal CSCRD – Review workshop #8 - 31 March. MS2 development requires 2 additional weeks (8 April to 22 April) due to rework stemming from latest document changes. Does not impact the overall schedule as there is a different team working on the Milestone 3 development. • Integra-ID (IBW) CCRD – Workshops held 25 + 29 March. Next 30 March. MS3 development started (7 March) with second development team. • Report Requirement – Required for MS3 development but info needed for MBIE to develop own reports that are not OOTB. • System Design Document (SDD) – not critical for MBIE development. Does contain NFR treatments and capacity planning, Key information for MBIE to develop from. Due for internal review 4 April. Plan to release to MBIE 8 April.	Ongoing

Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
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.	s9(2)(a)		31/3/22 Maintenance and support discussions between MBIE and NEC ongoing. NEC is drafting a Support Agreement as a starting point to then collaboratively complete with MBIE. Draft will be ready for MBIE to review on 19 April 2022. Note-there is reference to an ITIL Service Transition Manual in contractual documentation. We assume this is an internal MBIE document and request a copy to reference as part of developing the support agreement.	



Data Migration: development complete. Sample data provided for Dev and QA testing.

- MS1 (workflows): Now in QA testing. Will take the longest to test due to the number of workflows.
- MS2 (Reveal): now only focussed on Reveal. Due to late changes in Reveal, 2 extra Dev weeks required.
- MS3 (Integra-ID + Reporting): Driving schedule for dev completion date - end July.

Current Schedule –Showing schedule to meet the end July (with risk) date.

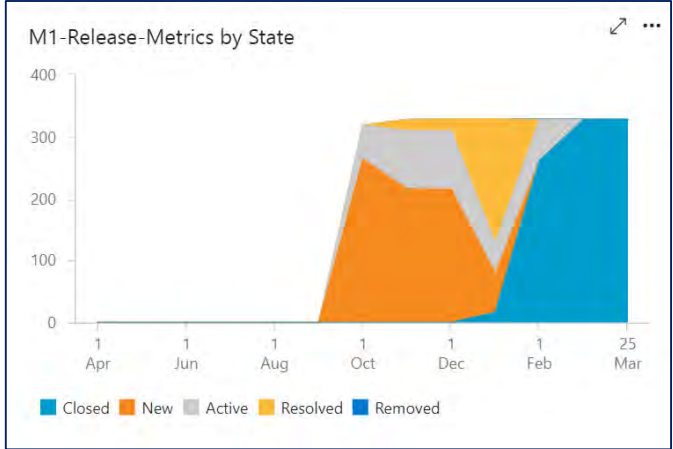
• **Design Document Status – 29 March 2022**

BCU Deliverables to MBIE	Brief Status
Reveal User Interfaces - Wireframes	MBIE review feedback due – 29 March Review workshop = 31 March
Reveal Data Element Spreadsheet	MBIE review feedback due – 29 March Review workshop = 31 March
Reveal CSCRD	MBIE review feedback due – 29 March Review workshop = 31 March
Integra-ID (IBW) CCRD	MBIE Review feedback received 17 March Review workshops held 25 March; 29 March. Next session 30 March
Integra-ID (IBW) Configuration Spreadsheet	MBIE Review feedback received 17 March Review workshops held 25 March; 29 March. Next session 30 March
IDme SDD System Design Document	Many changes after MBIE review. Plan to complete the document done – planned release date 8 April
IDme Reporting Requirements	Still in progress. Constantly being delayed due to resource constraints
IDme Traceability	To be completed once the development documents are done
IDme Migration Plan	Approved
IDme System Interface Document IRD (All Interfaces)	Approved Although approved, one additional field needs to be added

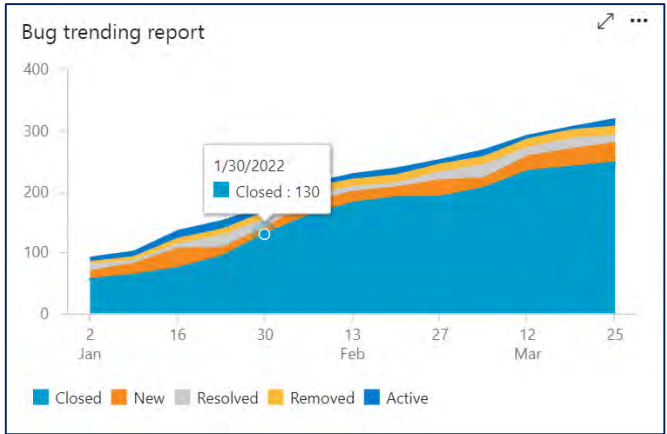
Reveal Workflows	Approved
IDme Infrastructure Design	Approved
IDme Test plan	Approved

IPE Deliverables to MBIE	Brief Status
Hardware Requirements	v2.2 received 16 March.
IPE SDD	MBIE has provided feedback.
IPE Hardware Specification	Preparing documented metrics on alternative mobile scanner due to preferred scanner being unavailable. This will allow MBIE to make an informed decision on an alternative.
IPE Test Plan	IPE Test Plan almost ready for approval.
IPE Traceability	In progress. Has been updated with the latest information in the SDD.

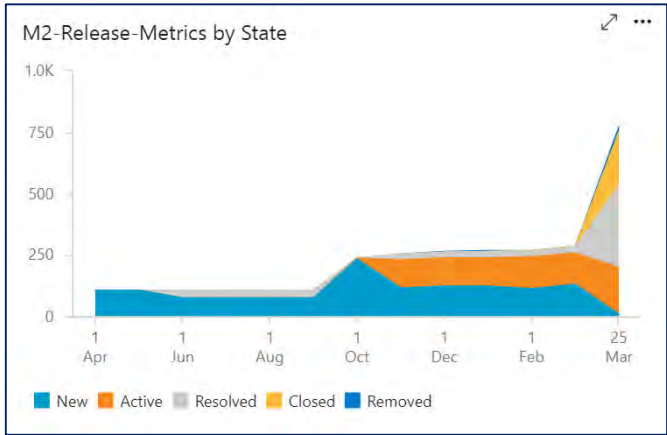
Milestone 1 & 2 development Status – 29 March 2022



Milestone 1 Status - development stories in the NECAM TFS System.
Shows development complete mid-February



Defects resulting from Testing of MS1 – both Dev testing ad QA.
Dev team are focusing on closing defects as to ensure QA testing not blocked.



Milestone 2 Status - development stories in the NECAM TFS System.
Shows. Development ongoing.
Note the sharp increase from mid Feb is due to new stories being added as the Reveal CSCRD and wireframes are being reviewed.



3644 Biometric Capability Update - Project Status Report - 25 Mar 2022

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:

s9(2)(a)

Project Manager:

s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	64	Comments	Status as at 25/03/2022 Overview: The focus at the delivery level continues to be the drive to close out and approve all NEC detailed design(s) documentation. s9(2)(ba)(i)
Overall Status			Several more designs have been completed during the period and several that have previously been approved with caveats have now been updated. There remain several designs still requiring significant input from the vendor. As reported last period, NEC have undertaken a re-planning of the delivery of their solution into the first MBIE environment. The outcome of this activity has moved the delivery date out one month and caveated with no contingency. s9(2)(b)(ii) The project is still waiting for a full end to end delivery schedule from NEC to enable a confident integrated delivery schedule to be base lined and approved. This information from NEC is due within the next reporting period. There is a high possibility this information will further impact the re-planning completed by the project. The project continues to make good progress on work with other vendors where possible and where not impacted by NEC delays. Several vendors have now moved to a holding situation or are paused. The project continues to look for options to 'skinny' down costs to assist with the project remaining within its approved funding with the now extended delivery duration; this is primarily around vendor effort and internal resourcing. Current project forecasting has been re-phased out into FY 22/23. A new change request for an extended delivery duration is being prepared, which may also include a request for additional funding. s9(2)(b)(ii) The SIT Entry milestone date remains critical to the revised delivery schedule. The situation is being monitored closely. High priority Issues include: • Close out and Approval of all NEC design documentation • Alignment of re-planning timeframes with NEC end to end delivery schedule • Publication of a new integrated and confirmed project delivery schedule ready for base lining • Development of a revised 'go-to-green' plan Actions being taken to mitigate key risks and issues, including: • Close monitoring of Covid impacts on NECAM development resources • Refreshed WFH arrangements for NZ based project teams • s9(2)(b)(ii)



- The BCU Project Steering Group continues to actively monitor project status, currently meeting fortnightly. A progress update at these meetings from the key vendor (NEC) stakeholders from both NZ and USA forms part of this monitoring.
- 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.

Phase	Deliver	Start Date	22 Aug 19	End Date	31 Nov 22	Active Risks	18	Active Issues	7
-------	---------	------------	-----------	----------	-----------	--------------	----	---------------	---

2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	A	A	Funding required to complete delivery of the project is being reviewed as part of re-planning..
Schedule	R	R	The Schedule status remains Red s9(2)(b)(ii) The project is currently dependant on the key vendor (NEC) providing a full end to end re-planning of their schedule through to production deployment. Once this is achieved, a new change request (CR#4) for an extended delivery duration will be drafted. Once an approved schedule is in place it will be uploaded to Project Server
Scope	A	G	The project scope is clear
Risks	R	R	Revised key NEC dates are at risk due to their workforce impacted by covid-omicron.(US based) s9(2)(b)(ii)
Issues	R	R	The Project is currently managing a number of Issues related to the non performance of the key vendor. Escalations are in place.
Resources	A	A	Resourcing remains Amber. Recruitment for vacant project roles have been put on hold pending re-planning and cost reduction efforts.
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:
03 Mar 2022

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
• Delivery schedule revised again after NEC re-planning outcome received. • InTech Biographic Tuning results in review with business • InTech updated design/ specification under review • InTech SIT deployment planning progressed • NEC design documentation close out progressed • IQ Office trickle migration in UAT progressed • IGMS – AMS Backfill migration to the PreProd environment progressed	• Incorporate NEC end to end scheduling into revised integrated project delivery schedule • All NEC Designs approved Infrastructure (SIT) build complete • Progress range of BCU early releases pre migration • Progress NEC workflow testing • Progress SIT Infrastructure updated build • Progress Datacom DMS changes in SIT • Progress business review of biometric tuning results



- Datacom system test exit reports in review
- Datacom DMS Changes and DMA Migration planning in SIT progressed
- Datacom Wintel IPE Hardware and Software packaging progressed
- Commercial discussion with NEC regarding cost relief progressed
- Updated System Test Exit report from DXC for second tranche AMS changes progressed and in review

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	16 Jul 22	16 Jul 22	◆
Project Closure Report Approved	31 Nov 22	31 Nov 22	◆

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

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Mar 31, 2022

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$154,351	\$6,491,658	\$14,743,901	\$8,252,243
Opex Spend	\$304,407	\$273,938		(\$273,938)
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$7,562,436	\$22,982,930	\$22,151,986	(\$830,944)
Opex Spend	\$304,627	\$274,158	\$46,272	(\$227,886)

6. ESCALATED RISKS FOR THIS PROJECT:

ID	Description	Treatments And Controls	Inherent Risk Score	Controlled Risk Score	Status
8144	IF the Covid-19 pandemic results in staff at NECAM being off sick THEN this may result in work not progressing on time and the SIT delivery date being at risk.	Monitor closely	High	Medium	Open
8319	IF there is widespread community spread of Covid-19 in the community in NZ THEN there may be an increase in absenteeism that slows work from being able to progress.	Follow safe working practices and guidelines as issued by MBIE	High	Medium	Open
7890	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	High	Medium	Open



		remediate as needed 2. Ensure the detailed design is traceable back to all requirements at a detailed level (and that Requirements are sufficiently elaborated).			
8295	IF derived cost savings to accommodate a revised delivery schedule are insufficient THEN current approved funding may be insufficient to deliver the project.	1. Reduce resource where possible 2. Put vendors on hold where possible	High	High	Open
8507	IF NEC fail to address the caveats mentioned by MBIE when approving designs THEN NEC may be moving ahead with an unapproved design.	1. Either ensure that a meeting to go through and sight evidence of the caveats for each design being actioned, or a date for when these will be provided to MBIE for final approval/sign-off of the design documentation.	High	High	Open
8432	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

7. ESCALATED ISSUES FOR THIS PROJECT:

ID	Title	Treatment Actions	Priority	Due Date
1773	NEC SIT Entry Delay (Milestone not met – est 7-9 month delay)	• Re-plan project • Reduce immediate project costs where possible • Manage other vendors	High	15 Apr 22
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	31 Apr 22
1774	No end-to-end planning view from NEC to enable MBIE to complete overall project replan.	s9(2)(b)(ii)	High	15 Apr 22

*** 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 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.	Approved	11 Dec 2020

*** 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 30 April '22 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.			



BCU Project Steering Group

Meeting Minutes

Date & Time	Tuesday 5 April 2022, 11.30am-12.30pm
Location	Meeting held online via Teams
Agenda	Agenda
Members	Stephen Dunstan (Chair), s9(2)(a)
Attendees	s9(2)(a) s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous minutes of 22 March 2022

1. Project update and briefing ahead of NEC participation

A workshop with NEC is to be held on Thursday 7th April to work through any showstoppers for approval of remaining design documents. s9(2)(a) to assemble an agenda for the workshop on Thursday.

2. NEC attendance 11:35am

- Minutes of previous meeting were taken as approved.
- The intention is to hold a workshop between MBIE stakeholders, the BCU Project Team and NEC team on Thursday 7th April with the purpose of it being a circuit-breaker. NEC raised concerns as to whether the workshop would be useful given the latest feedback received from the BCU team on impediments for sign-off. NEC were unsure that a workshop on Thursday would be productive given the detail that's required.
- The need for an IBW product demo was discussed.
- s9(2)(b)(ii)
- The agenda and working principles for the workshop on Thursday were discussed.
 - Don't re-litigate what's already agreed.
 - As much standard functionality as possible.
 - Achieving a resolution or decision.
 - Escalate early.
 - Commitment to dates.
- s9(2)(a) will chair the workshop on Thursday.
- NEC requested specifics regarding the documents that need attention rather than general themes.

- NEC will provide a list of NECAM attendees to s9(2)(a) to inform the agenda.
- The BCU team perspective is that the questions being raised are not about changing the product but understanding how it works in the context of the wider solution and ensuring it meets the requirements.
- s9(2)(a) asked if there has been a traceability of the requirements against solution capability. It was confirmed that the traceability matrix from NEC is still a work-in-progress yet to be provided to the MBIE project team.
- NEC highlighted that anything that NEC are asked to focus on will have an impact on timeframes as there is not much ability to work on multiple workstreams in parallel. This has previously been raised with NEC as an issue by the BCU project team, as parallel workstreams will continue to be a required element of this project and key to achieving timeframes.
- The BCU team is reviewing the design documentation to ascertain that it meets the requirements. This is being done in the absence of the traceability being provided by NEC and in the absence of an understanding of out of the box functionality which has to date been unable to be included in sessions. The BCU project team need to understand that MBIE will be getting a solution that is fit-for-purpose.
- For the IBW Demo - the BCU project team to highlight the 3-4 focus areas that we need to see within the product.
- An IBW product demo was provided a year ago, but it was raised that the BCU team seeing a demo isn't necessarily helpful in ascertaining that the solution meets the requirements. Technical understanding of the detail is needed in the absence of any traceability to confirm the capability meets the requirements. Key obstacles to success are: Is it going to meet the requirement, and how do we avoid making assumptions at the detailed level to ensure both parties have the same understanding.
- The intention for Thursday's workshop is to identify roadblocks but the key issue is getting the right people to inform decisions. Turnaround time was raised as being an issue to get information back to inform those decisions, as some responses on queries and document updates are taking an inordinate amount of time. NEC disputed this, citing the level of detail being asked of them.
- Steering Group asked if the BCU Project Team can triage the kind of questions that have been going back and forth. It was confirmed this has been happening to some degree with the business representatives during the workshops.
- Consistency in documentation has been a constant theme in preventing approvals and sign-off of design documents. In many cases updates are made in one area but haven't been addressed in other areas. Sweeping through the documentation to ensure that a decision or change is applied consistently everywhere has been necessary and time consuming. The concern from the MBIE project team being that inconsistencies in documentation for a technical product can lead to inconsistencies in the developed solution.
- The BCU project team noted that some approvals to date have been caveated with follow-up actions required. This approach has been taken to avoid unreasonably hold up approvals. It was agreed the sign-off approach of using caveats will be stopped, with documents only signed-off once at an acceptable standard.
- The IBW design documentation is close to being approved. The BCU team will identify the key requirements that the business has doubts or concerns about for the NEC solution workshop. A list of 3-10 big issues to query on product capability may be helpful. s9(2)(a) will take this offline and talk to the team to identify the list of requirements/design areas of concern. The latest IBW CCRD and Configuration Spreadsheet versions from NEC are a dependency on MBIE being able to put the list together. This list will inform Thursday's agenda with the top items MBIE sees as needing to be resolved. A product demo that is tailored to these areas necessary would be very useful in assisting to resolve these.
- The preference from NEC is to focus on IBW as this is the critical documentation that may impact build activity.
- The SDD still requires a reasonable amount of updating, with a focus on the NFRs, which is a further key outstanding area for MBIE to have clarity on.

NEC left the meeting at 12.25pm

3. Post NEC Progress Update Discussion

- BCU team will put together a list of key focus areas where issues or roadblocks lie for the workshop on Thursday.

- BCU team received an end-to-end schedule document this morning from NEC to review and see what NEC are thinking in terms of timeframes.
- In the NEC project report, there are some new graphs that are giving representation of progress. These will require some explanation from NEC to ensure the Steering Group are able to read these correctly and understand the information being presented, s9(2)(b)(ii)
- The BCU team will identify focus areas in both the IBW design documents, and in the SDD, the document that ties the whole solution together, which is significantly larger. The SDD document was last reviewed in January of this year when several workshops took place. NEC are due to deliver an updated / revised version of the document from those workshops on 8 April 2022. s9(2)(b)(ii)

4. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#154	08/03	NEC acknowledged that work on an end-to-end view of the NEC schedule is underway. NEC couldn't provide a date for when this will be provided to MBIE, but this will be followed up and provided to MBIE by s9(2)(a) along with an update on progress in tracking back to the requirements.	s9(2)(a)	07/04: Revised schedule for review received today from NEC. 22/3: s9(2)(a) to expedite the sessions on the end-to-end schedule with the MBIE team as it is a dependency. By end of this week s9(2)(a) will update MBIE on a date for this if this can be sooner than 12 April. 08/03: Opened.
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	07/04: This week's NEC report contains several graphs depicting progress. NEC will need to walk the group through the graphs and the underpinning measurement detail to clarify the information being shown. 22/03: Still a work in progress. Carried over. 08/03: Carried over 22/02: Will be discussed as part of the Reporting review session scheduled for this week. 08/02 : Again discussed as part of reporting in general

AP#	Date	Action	Owner	Update/Comments
				and stressed that this is a mandatory requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	07/04: Carried over 22/03: NEC noted that testing of the milestone 1 build was progressing well at this point. 08/03: Retain Monitoring 22/02: Retain Monitoring 08/02 : Retain Monitoring 01/02 : Overview given by Rob Old. Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
P#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)(a)	07/04: Confirmed there is no impact at this point. Continue to monitor closely. 22/03 Awaiting NEC re-plan due by 4 April 2022.

AP#	Date	Action	Owner	Update/Comments
				and stressed that this is a mandatory requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	07/04: Carried over 22/03: NEC noted that testing of the milestone 1 build was progressing well at this point. 08/03: Retain Monitoring 22/02: Retain Monitoring 08/02 : Retain Monitoring 01/02 : Overview given by Rob Old. Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.
P#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)(a)	07/04: Confirmed there is no impact at this point. Continue to monitor closely. 22/03 Awaiting NEC re-plan due by 4 April 2022.

AP#	Date	Action	Owner	Update/Comments
				08/03: NEC replan outcome has slipped the planned SIT Entry milestone to end of July '22. Design documents remain open. Retain monitor. 22/02: Again, verbally confirmed by ^{50(2)(a)} Monitor post outcome of NEC re-plan 08/02 : Verbally confirmed by ^{50(2)(a)} no impact currently. Monitor. 01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 21/09 Status reporting does not raise any concern. Continuing in parallel.

AP#	Date	Action	Owner	Update/Comments
				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 s9(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

AP#	Date	Action	Owner	Update/Comments
				MBIE. 08/04 Further elaboration of requirements delivered 31 Mar. Next steps MBIE to review s9(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. s9(2)(a) to confirm status with s9(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.
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	s9(2)(a)	07/04: A list of questions/clarifications has gone back to NEC on the proposed Maintenance Model. 22/03: Discussions re maintenance and licensing cost model continue. NEC preparing a draft support SoW for discussion. 08/03: Discussed and agreed to reactivate. 22/02: Carried over 08/02 : Carried over 01/02: Carried over. Focus on design closure has restricted ability to respond to material provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and new action raised s9(2)(a) to

AP#	Date	Action	Owner	Update/Comments
				set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided

5. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#157	07/04/22	Agenda for Thursday's workshop to be drawn up and sent out with input on attendees and agenda items to come from s9(2)(a)	s9(2)(a)	07/04: New
AP#156	08/03/22	s9(2)(a) to reactivate and work to progress support discussions with NEC.	s9(2)(a)	07/04: Ongoing 22/03 Underway. 08/03 Opened.
AP#155	08/03/22	s9(2)(a) to confirm the 'unknown faces' query with	s9(2)(a)	07/04: Confirmed. Can be closed.

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.	

7. Recently Closed actions

AP#	Date	Action	Owner	Update/Comments
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	s9(2)(b)(ii) 08/03: Carried over. s 9(2)(g)(ii) 22/02: Carried over. s 9(2)(g)(ii) 08/02 : Carried over 01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.
AP#153	08/03/22	Project Team to meet and workshop with NEC around the SIT mandatory NFRs and a plan that runs through duration into production and an end-to-end view of NEC delivery.	s9(2)(a)	22/03 Meeting held on 14 March, with NEC committing to an end-to-end schedule in 2-3 weeks time. Action Closed as we have an open NEC AP#154 for the end-to-end schedule. 08/03 Opened.
AP#137	22/11	s9(2)(b)(ii)	s9(2)(a)	s9(2)(b)(ii) 08/03: Carried over. TBC by s 9(2)(g)(ii) 22/02: Carried over. TBC by s 9(2)(g)(ii) 08/02 : Carried over 01/02 : Carried over 14/12 Carried over 30/11 Bullets for inclusion, submitted to Stephen for review.

BCU Overall RAG Status		Mitigation
Commentary of overall status	Behind original schedule. Target SIT entry now 4 August 2022.	Good meeting on 7 Aug involving exec sponsor. IBW now signed off, Reveal doc with MBIE for final approval. Focus now on SDD and reporting.
IPE Overall RAG Status		Mitigation
Commentary on overall status	Finalising the HW requirements and approval. Note: There is a three-month lead time on hardware. If MBIE do not select hardware before the end of April it risks impacting SIT.	Documented metrics on alternative mobile scanner due to preferred scanner being unavailable. Awaiting feedback from MBIE.

RAG Status of key Measures BCU		
Scope		IBW and Reveal signed off. SDD and Reporting documents still to do. Some risk of scope creep in Reporting
Budget		NEC project cost unchanged. Maintenance and support now being discussed.
Schedule		Target SIT entry date is now 4 August 2022. RAG is red as this is later than the original milestone.
Resource		Local QA lead has started, additional System Engineer and Technical Engineer being onboarded. A new project structure has been implemented within NEC NZ. It formally splits the project into 4 streams and sees Rob Old take up a Programme Management function across the streams (see Appendix A)
Commercial		Licensing and Support under discussion.
Relationship		Relationship still in amber. The session on 7 April was very positive. Some frustration remains within both project teams

Progress Towards Milestones-BCU				
M1	Discovery Artefacts	100% Complete		Complete
M2	Project Schedule	80% Complete	15/04/2022	Schedule to SIT completed. End to end schedule due 15 April 2022.
M3a	Out of the Box Design	80% Complete	30/04/2022	Feature development of non-customised components complete. Review of third-party apps underway as to ensure compliance with Security requirements.
M3b	Completion of Detailed Design	85% Complete	TBC	Ongoing reviews of documentation.
M4	SIT Delivery	50% Complete	4 August 2022	Data Migration – Dev and Testing Complete. Working on the following Tool development: 1) NIST Extraction; 2) NIST Registration 3) NIST De dupe. Milestone 1: Dev complete. Now in for QA. Milestone 2: Dev 90% complete. Requires additional work to complete due to changes stemming from Reveal document changes. Milestone 3 development started now that Integra-ID (IBW) documents are conditionally approved. Focus has been on development. Now also focusing on deployment, user manuals, training, support and licensing.
M5	UAT Delivery	0% Complete	Jan 2023	Not Started
M6	Pre-Prod delivery	0% Complete	May 2023	Not Started
M7	Production delivery	0% Complete	July 2023	Delivery for DR test. Go live – Aug 2023
M8	End of Early Life Support	0% Complete	Oct 2023	2 months past go live.

Progress Towards Milestones IPE				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	100% Complete		To be updated based on current hardware selection and supply chain issues.
M3a	Completion of Detailed Design	80% Complete	TBC Dependency on confirmation of hardware spec	SDD has been reviewed. Still minor changes required. Hardware selection made by MBIE – issue with selected fingerprint scanner (component supply chain). Alternative available.
M3b	Delivery of NEC Test Plan	85% Complete	TBC Dependency on confirmation of hardware spec	Complete and in for review. Will require an update if the HW selection changes (Fingerprint scanner).
M4	Hardware Procurement	10% Complete	June 2022	Laptops for fixed kit ordered. Once HW costs approved, purchase of Toughpads and accessories to commence.
M5a	Delivery of NEC's IPE software phase 1: SIT	0% Complete	July 2022	Now synced with BCU SIT Date.
M6	Delivery of NEC's IPE software phase 2: UAT	0% Complete	Jan 2023	Not started.
M7	Delivery of NEC's IPE software phase 3: Pre-Prod	0% Complete	May 2023	Not started.
M8	Support Establishment	0% Complete	TBC	Not started.

Progress Towards Milestones IPE				
M9	Delivery of NEC's IPE software phase 4: Production	0% Complete	May 2023 for DR test. July 2023. Go live Aug 2023	Not started.

Top 3 Risks			
#	Description	Impact	Mitigation
R1	Time it is taking to get the design documents complete.	Risk that the schedule may move out Delay in information to MBIE for other vendors to do their development.	We must put a stake in the ground and get sign off on design documents. Any further tweaking will result in dates shifting.
R2	QA Testing taking longer than planned. Test scripts require update due to recent design document changes that impact the workflow (MS1).	Testers having to make changes to the test scripts instead of testing. Risk of delay.	Additional test resource being committed to the project. NZ QA Lead started on 4 April 2022.
R3	Addressing all NFRs.	All required security NFRs do not enter SIT. Extension in SIT/UAT timeframe.	NFRs being reviewed to mitigate the risk and to confirm how the different NFRs will be validated.

Top 3 Issues			
#	Description	Impact	Commentary
I1	Reporting Requirements document delayed	MBIE does not currently have a good understanding of the solution reporting capability and needs additional information from NEC to lift this understanding for appropriate decisions regarding reporting to be made.	Additional information on the reports is being added to the SDD document. Content of reports and source of data can be discussed prior to the release of the document. Detail of reporting layout to be in document. Target delivery date of 22 April 2022 for Reporting document.
I2	Architectural Queries and requested information from other vendors not being responded to.	Impact to other vendors on the project as they are unable to complete their designs.	There is an internal NEC process for managing these and all queries. NEC have been focusing on the ones impacting the NES design and not focusing on those for the other vendors.
I3	Delay to entering SIT – target date now 4 August 2022.	Impacts overall project schedule.	MBIE reviewing the impact to both Business and the planning with the other vendors. Additional development and test resources added.

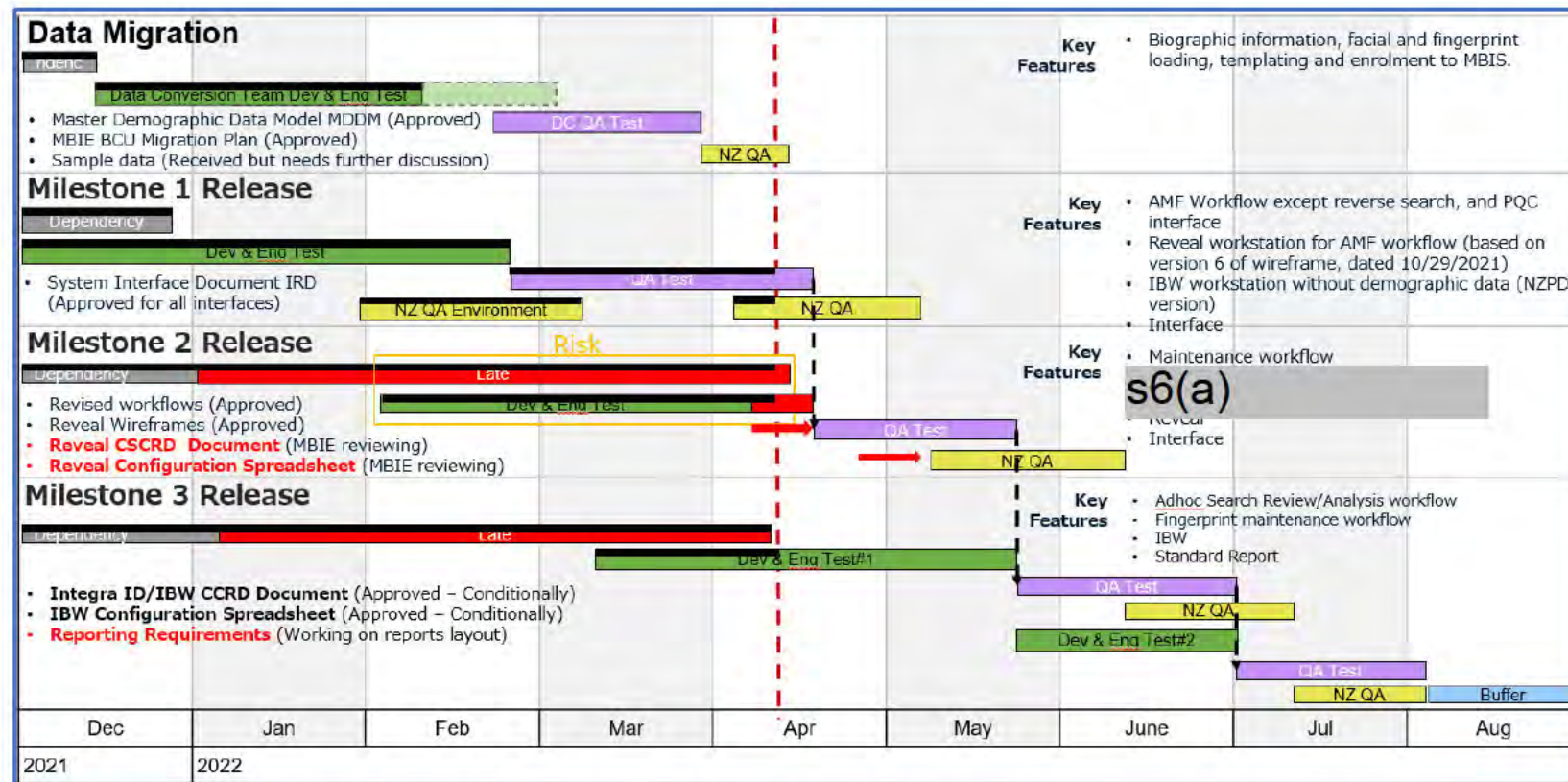
**MBIE Biometric Capability Upgrade and In Person Enrolment
Weekly Report**



Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	Due by	13/4: NEC Review: • Integra-ID (IBW) CCRD / Configuration Spreadsheet – Conditionally approved – 8 April • Reveal CSCRD / Configuration Spreadsheet / Wireframes – Under review at MBIE. Feedback expected by COB 13 April • Report Requirement – Required for MS3 development but info needed for MBIE to develop own reports that are not OOTB. Scheduled to be released to MBIE on 22 April • System Design Document (SDD) – Updated draft provided. Further update due from NECAM 15 April.	Ongoing
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.	s9(2)(a)		13/4/22 Maintenance and support discussions between MBIE and NEC ongoing. NEC is drafting a Support Agreement - in progress. First draft due 19 April. Will be discussed with MBIE following internal NEC QA.	

MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report

Current Schedule –Showing schedule to meet the 4 August (with risk) date.



- Data Migration: development complete and tested. Working on the Tool development 1) NIST Extraction; 2) NIST Registration; 3) NIST De-dup.
- MS1 (workflows): Now in QA testing. Will take the longest to test due to the number of workflows.
- MS2 (Reveal): now only focussed on Reveal. Due to late changes in Reveal, 2 extra Dev weeks required.
- MS3 (Integra-ID + Reporting): Driving schedule for dev completion date - end July

MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



Design Document Status – 13 April 2022

BCU Deliverables to MBIE	Brief Status
Reveal CSCRD	Released to MBIE for review – 8 April Planned to be Conditionally approved – 14 April
Reveal Workflows	Planned to be Conditionally approved – 14 April
Reveal User Interfaces - Wireframes	3x wireframes updated Released to MBIE for review – 8 April Planned to be Conditionally approved – 14 April
Reveal Data Element Spreadsheet	Released to MBIE for review – 8 April Planned to be Conditionally approved – 14 April
Integra-ID (IBW) CCRD	Released to MBIE – 8 April Conditionally approved – 8 April
Integra-ID (IBW) Configuration Spreadsheet	Released to MBIE – 7 April. Conditionally approved – 8 April
IDme SDD System Design Document	Many changes after MBIE review. Plan to complete the document done – planned release date 15 April Open items: • Ensure latest changes to Reveal and IBW included. • Ensure all diagrams are correct and descriptions match. • Of the comments are being worked on. Internal workshops ongoing to resolve. • Last round of Internal reviews. Note: Architecture has been designed for forecast capacity derived from the information in the NFR Support Data Doc. To be updated when MBIE have confirmed or provided an update to these figures.
IDme Reporting Requirements	Still in progress. Planned to be released to MBIE – 22 April

MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



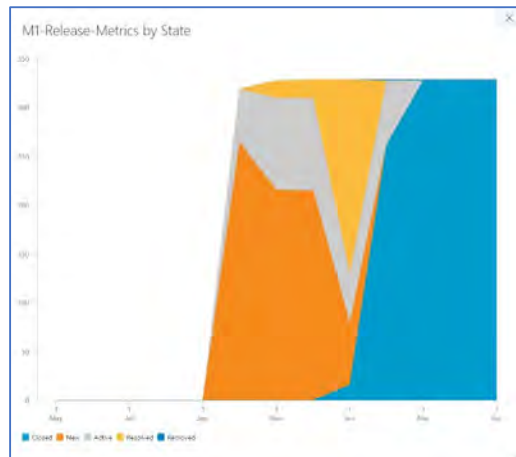
BCU Deliverables to MBIE	Brief Status
IDme Migration Plan	Approved Update required – MBIE Request for the IDME solution to provide a “de-dupe” process to identify the discrepancies of multiple fingerprint sets under same client ID. Include batch tool for 1: few per AMS Client and outputting of 1: few results during the initial load/catchup load. Exact process still being redetermined.
IDme System Interface Document IRD (All Interfaces)	Approved Update requested by MBIE: • Include details of the AMS DB Messages content. • Implement recent changes to DB16A message. ○ added “Biometric Capture Location” ○ Add skip details for IPE Face, Fingerprint and Travel Document
IDme Infrastructure Design	Approved
IDme Test plan	Approved
IDme Traceability	In progress. To be completed once the development documents are done

MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



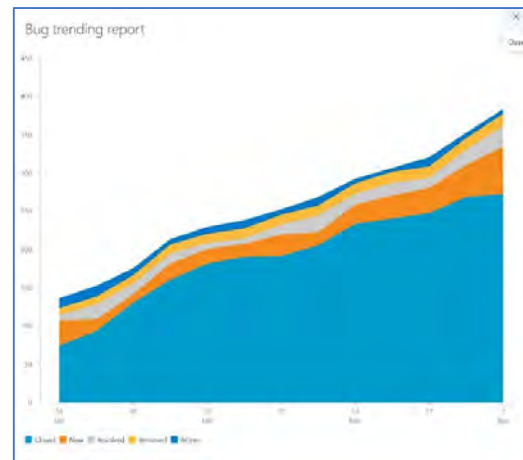
IPE Deliverables to MBIE	Brief Status
Hardware Requirements	v2.2 received 16 March.
IPE SDD	MBIE has provided feedback. Update due 14 April
IPE Hardware Specification	Sent to MBIE for review – 8 April
IPE Test Plan	IPE Test Plan almost ready for approval. To be updated once all HW is confirmed
IPE Traceability	In progress. Has been updated with the latest information in the SDD.

Milestone 1 & 2 development Status – 7 April 2022

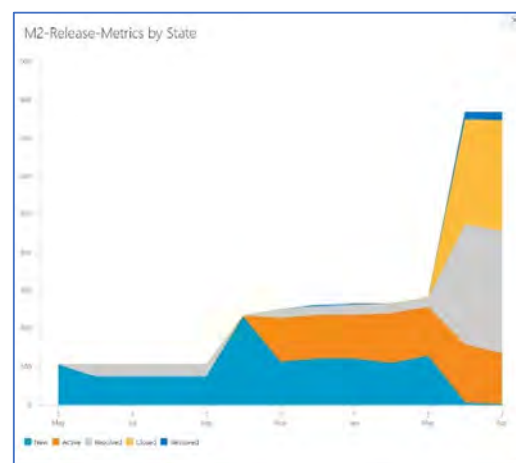


Milestone 1 (Workflows) development has been completed and Dev Test Complete.

Currently in QA Testing.



Milestone 1 (Workflows) Dev Test and QA Testing Defects.



Milestone 2 (Reveal) Development status.

Note that the newer Reveal stories have been added to MS3. This is to allow the majority of the Reveal screens to be made available to continue testing of the Workflows for Milestone 1.

Appendix A

MBIE BCU/IPE Project Structure-NZ

s9(2)(a)





3644 Biometric Capability Update - Project Status Report - 28 Apr 2022

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:

s9(2)(a)

Project Manager:

s9(2)(a)

1. EXECUTIVE SUMMARY:

% Complete	64%	
Overall Status		
	Comments	Status as at 29/04/2022 Overview: The focus at the delivery level continues to be the drive to close out and approve all NEC detailed design(s) s9(2)(b)(ii) further key designs have been completed during the period. There remain several designs still requiring significant input from the vendor, however. These are the subject of internal escalation within the vendor organisation. As reported last period, the project is waiting for a full end to end delivery schedule from NEC to enable a confident integrated delivery schedule to be base lined and approved. This information from NEC was due within the last reporting period but has not been received. This matter is also under escalation with NEC stakeholders. There is a high possibility this information will further impact the re-planning completed by the project. The project continues to make good progress on work with other vendors where possible and where not impacted by NEC delays. Several vendors have now moved to a holding situation or are paused. The project continues to look for options to 'skinny' down costs to assist with the project remaining within its approved funding with the now extended delivery duration; this is primarily around vendor effort and internal resourcing. Current project forecasting has been re-phased out into FY 22/23. A new change request for an extended delivery duration is being prepared, which may also include a request for additional funding. The escalation of the breach of delivery milestone (M04 - SIT Entry) remains in place with NEC. Senior stakeholders from both INZ and NEC New Zealand, America and Japan are involved. s9(2)(b)(ii) The SIT Entry milestone date remains critical to the revised delivery schedule. The situation is being monitored closely. High priority Issues include: • Close out and Approval of all NEC design documentation • Alignment of re-planning timeframes with NEC end to end delivery schedule • Publication of a new integrated and confirmed project delivery schedule ready for base lining • Development of a revised 'go-to-green' plan Actions being taken to mitigate key risks and issues, including: • Close monitoring of Covid impacts on NECAM development resources • Refreshed WFH arrangements for NZ based project teams • Escalation by INZ to NEC of the failure to meet the SIT Entry milestone, and duration for completion of design documentation. This includes direct discussion with Japanese and American NEC management. • The BCU Project Steering Group continues to actively monitor project status, currently meeting fortnightly. A progress update at these meetings from the key vendor (NEC) stakeholders from both NZ and USA forms part of this monitoring. • 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.

Phase	Deliver	Start Date	22 Aug 19	End Date	30 Nov 22	Active Risks	17	Active Issues	5
-------	---------	------------	-----------	----------	-----------	--------------	----	---------------	---

2. RAG STATUS SUMMARY:

Section	Prev. Status	Curr. Status	Comments
Budget	A	A	Funding required to complete delivery of the project is being reviewed as part of re-planning..
Schedule	R	R	The Schedule status remains Red. The project is currently dependant on the key vendor (NEC) providing a full end to end re-planning of their schedule through to production deployment. Once this is achieved, a new change request (CR#4) for an extended delivery duration will be drafted. Once an approved schedule is in place it will be uploaded to Project Server
Scope	A	G	The project scope is clear
Risks	R	R	s9(2)(b)(ii)
Issues	R	R	s9(2)(b)(ii)
Resources	A	A	Resourcing remains Amber. Recruitment for vacant project roles have been put on hold pending re-planning and cost reduction efforts.
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: 25 Mar 2022

3. PROGRESS SUMMARY POINTS:

Progress Since Last Report:	Upcoming activities for next period:
- InTech Biographic Tuning results business review progressed - InTech updated design/ specification under review - InTech SIT deployment planning progressed - NEC design documentation close out progressed - IQ Office trickle migration in UAT progressed - Datacom IGMS design progressed - Theta Azure build stream progressed (APIM) - Datacom Wintel IPE Hardware and Software packaging progressed - Commercial discussion with NEC regarding cost relief progressed - Updated System Test Exit report from DXC for second tranche AMS changes progressed. Bug fixes remediated and report re-issued.	- Incorporate NEC end to end scheduling into revised integrated project delivery schedule - All NEC Designs approved - Progress IQ Office Trickle Migration in UAT - Progress Planning for DMS Trickle Migration in UAT - Start Backfill Migration in Pre Prod environment - Submit Part B updates for IQ Office, IGMS and APIM to ARG (9May)



--	--

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	16 Jul 22	◆
Project Closure Report Approved	17 Dec 21	30 Nov 22	◆

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

5. FINANCIAL PERFORMANCE SUMMARY:

For the Period Ending Apr 27, 2022

Current Year Financial Summary	YTD Actuals	Current Year Forecast	Current Year App. Funding	Forecast Variance to App. Funding
Capex Spend	\$391,722	\$6,141,199	\$6,024,000	(\$117,199)
Opex Spend	\$352,663	\$339,243		(\$339,243)
Full Project Financial Summary	LTD Actuals	Total Forecast	Total App. Funding	Forecast Variance to App. Funding
Capex Spend	\$7,799,807	\$22,632,471	\$22,151,986	(\$480,485)
Opex Spend	\$352,883	\$339,463	\$46,272	(\$293,191)

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	Medium	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	High	Medium	Open



		at a detailed level Request early demo during wire frame stage.			
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	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 July 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

7. ESCALATED ISSUES FOR THIS PROJECT:

ID	Title	Treatment Actions	Priority	Due Date
1857	No End to End NEC Delivery Schedule	• Outline importance to NEC Stakeholders • Review progress at delivery level with NEC PM • Agenda Action item for NEC at Steering Grp meeting	High	16 May 22
1773	NEC SIT Entry Delay	Re-plan project Reduce immediate project costs where possible Manage other vendors	High	31 Jan 22
1439	NEC have not met their initial BCU IDme v2 milestones due 30-Sep-20 and Variation date 13-Sept-21	• Escalate issue to Stephen Dunstan to raise s9(2)(a) Obtain confirmed delivery dates for missed NEC milestones • Assess impact to overall BCU project schedule	High	16 May 22

*** 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 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.	Approved	11 Dec 2020

*** 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 various design artifacts Jan – Apr 2022. 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.			

BCU Overall RAG Status		Mitigation
Commentary of overall status	Testing on milestone 1 has highlighted we need some additional time at the end of milestone 3 delivery to ensure the quality of the solution is fit for purpose. NECAM have lost 2 key project resources. Target SIT entry needs to move to end August.	Additional resource being assigned to the project at NECAM and NEC NZ. NECAM to provide a daily update of progress against deliverables.
IPE Overall RAG Status		Mitigation
Commentary on overall status	Finalising the HW requirements and approval. Note: There is a three-month lead time on hardware. If MBIE do not select hardware before the end of April it risks impacting SIT.	MBIE seeking to test the available fingerprint scanners 11-13 May to enable final decision on hardware.

RAG Status of key Measures BCU		
Scope		IBW and Reveal signed off. SDD and Reporting documents still to do.
Budget		NEC project cost unchanged. Maintenance and support now being discussed.
Schedule		Target SIT entry date is now end of August 2022. RAG is red as this is later than the original milestone.
Resource		s9(2)(a) [Redacted] NEC NZ is onboarding two additional testers in May. s9(2)(a) [Redacted] will pick up the implementation, training and documentation stream.
Commercial		Licensing and Support under discussion.
Relationship		Relationship still in amber. NEC remains committed to delivering a quality solution for MBIE.

Progress Towards Milestones-BCU				
M1	Discovery Artefacts	100% Complete		Complete
M2	Project Schedule	80% Complete	15/04/2022	Schedule to SIT completed. End to end schedule due 15 April 2022.
M3a	Out of the Box Design	80% Complete	30/04/2022	Feature development of non-customised components complete. Review of third-party apps underway as to ensure compliance with Security requirements.
M3b	Completion of Detailed Design	85% Complete	TBC	Ongoing reviews of documentation.
M4	SIT Delivery	50% Complete	End August 2022	Data Migration – Dev and Testing Complete. Working on the following Tool development: 1) NIST Extraction; 2) NIST Registration 3) NIST De dupe. Milestone 1: Dev complete. Now in for QA. Milestone 2: Dev 90% complete. Requires additional work to complete due to changes stemming from Reveal document changes. Milestone 3 development started now that Integra-ID (IBW) documents are conditionally approved. Focus has been on development. Now also focusing on deployment, user manuals, training, support, and licensing.
M5	UAT Delivery	0% Complete	Jan 2023	Not Started
M6	Pre-Prod delivery	0% Complete	May 2023	Not Started
M7	Production delivery	0% Complete	July 2023	Delivery for DR test. Go live – Aug 2023
M8	End of Early Life Support	0% Complete	Oct 2023	2 months past go live.

Progress Towards Milestones IPE				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	100% Complete		To be updated based on current hardware selection and supply chain issues.
M3a	Completion of Detailed Design	80% Complete	TBC Dependency on confirmation of hardware spec	SDD has been reviewed. Still minor changes required. Hardware selection made by MBIE – issue with selected fingerprint scanner (component supply chain). Alternative available.
M3b	Delivery of NEC Test Plan	85% Complete	TBC Dependency on confirmation of hardware spec	Complete and in for review. Will require an update if the HW selection changes (Fingerprint scanner).
M4	Hardware Procurement	10% Complete	June 2022	Laptops for fixed kit ordered. Once HW costs approved, purchase of Toughpads and accessories to commence.
M5a	Delivery of NEC's IPE software phase 1: SIT	0% Complete	July 2022	Now synced with BCU SIT Date.
M6	Delivery of NEC's IPE software phase 2: UAT	0% Complete	Jan 2023	Not started.
M7	Delivery of NEC's IPE software phase 3: Pre-Prod	0% Complete	May 2023	Not started.
M8	Support Establishment	0% Complete	TBC	Not started.

Progress Towards Milestones IPE				
M9	Delivery of NEC's IPE software phase 4: Production	0% Complete	May 2023 for DR test. July 2023. Go live Aug 2023	Not started.

Top 3 Risks			
#	Description	Impact	Mitigation
R1	Time it is taking to get the SDD and Reporting requirement documents complete.	Schedule - NEC Development, Delay in information to MBIE for other vendors to do their development.	Reviewed the gaps in the SDD and prioritised based on information required by MBIE. Review sections at each step and not wait till the document is complete to speed up the review process. Reporting has been taken on by a second team and the plan is not to have the SDD and Repot done by the same persons.
R2	QA Testing for MS 1 taking longer than planned. Testing duplication between test teams.	Testers having to make changes to the test scrips instead of testing. Risk of delay.	NZ QA Lead started on 4 April 2022. Co ordinating between teams as to ensure testing covers all functionality efficiently. Create user case test scripts for the NECAM QA Team as to better test the end-to-end functions and not the individual features.
R3	Addressing all NFRs.	All required security NFRs do not enter SIT. Extension in SIT/UAT timeframe.	NFRs being reviewed to mitigate the risk and to confirm how the different NFRs will be validated.

Top 3 Issues			
#	Description	Impact	Commentary
I1	Reporting Requirements document delayed	MBIE does not currently have a good understanding of the solution reporting capability and needs additional information from NEC to lift this understanding for appropriate decisions regarding reporting to be made.	Additional information on the reports is being added to the SDD document. Target delivery date for Reporting Document is now 6 May (US time)
I2	s9(2)(b)(ii)	s9(2)(b)(ii)	s9(2)(b)(ii)
I3	Delay to entering SIT – target date now end August 2022.	Impacts overall project schedule.	s9(2)(ba)(ii)

**MBIE Biometric Capability Upgrade and In Person Enrolment
Governance Report 29/04/2022**

Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	Due by	28/4/22: NEC Review: • Reveal Configuration Spreadsheet / Wireframes – conditionally approved. • Reveal CSCRD – Reviewed by MBIE. Workshop scheduled -3 May to review changes. Plan to have approved shortly thereafter. • Report Requirement – Required for MS3 development but info needed for MBIE to develop own reports that are not OOTB. Dev team reviewing options as to best provide reports required by MBUE. Target date for release of the document is 6 May (US time). • System Design Document (SDD) – Priority 1 & 2 outstanding gaps being addressed, due 13 May.	Ongoing

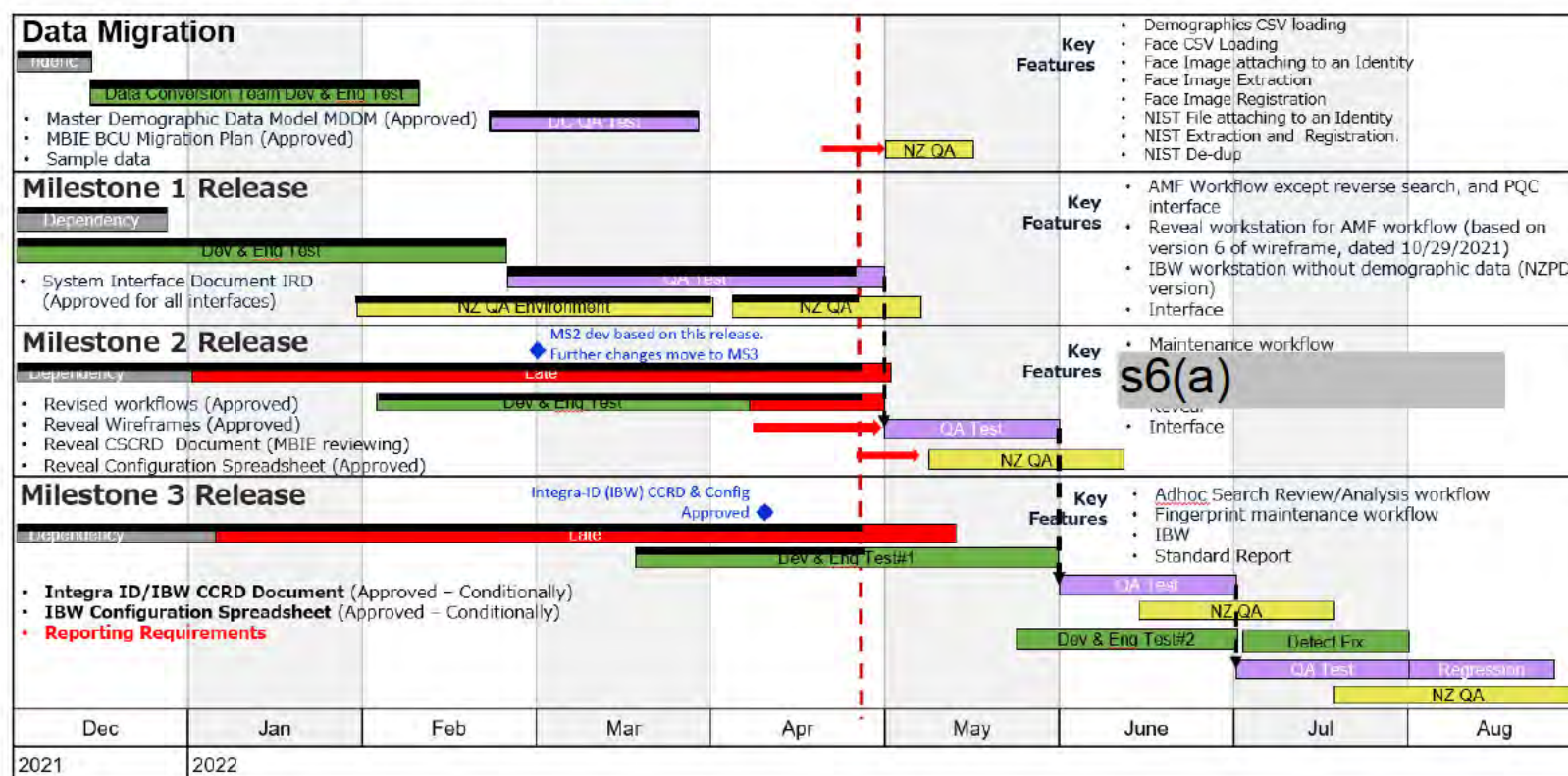
MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report 29/04/2022

Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
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.	s9(2)(a)		28/4/22 Draft support agreement provided to MBIE for review and comment on 21/4/22. Intent is to work collaboratively to ensure support arrangement is fit for purpose. Maintenance discussion on going. s9(2)(a) is back in NZ on 2/5/22. Intent is for face to face meeting to close out final MBIE queries.	Ongoing
AP#138	19/10/2021	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	Ongoing	28/4/22 Continue updating graphics in weekly NEC report depicting progress.	Proposed we close this
AP#139	22/11/2021	NEC to provide an update on current build state.	s9(2)(a)	Ongoing	28/4/22 Continue updating details in weekly report	
AP#154	08/03/2022	NEC acknowledged that work on an end-to-end view of the NEC schedule is underway.	s9(2)(a)		28/4/22 Updated due to risk items becoming true.	

MBIE Biometric Capability Upgrade and In Person Enrolment

Governance Report 29/04/2022

Current Schedule –Showing schedule to meet the **end August** date.



- Data Migration: development complete and tested. Working on the Tool development 1) NIST Extraction; 2) NIST Registration; 3) NIST De-dup.
- MS1 (workflows): Now in QA testing. Will take the longest to test due to the number of workflows.
- MS2 (Reveal): now only focussed on Reveal. Due to late changes in Reveal, 2 extra Dev weeks required.
- MS3 (Integra-ID + Reporting): Driving schedule for dev completion date - end July
- NZ QA final testing to take place from mid-July for 6 weeks. Expected completion at end of August.

MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



Design Document Status – 13 April 2022

BCU Deliverables to MBIE	Brief Status
Reveal CSCRD	One MBIE reviewer/Approver s 9(2)(a) Review Workshop arranged for 3 May - Planned to be Conditionally approved
Reveal Workflows	Conditionally approved – 22 April
Reveal User Interfaces - Wireframes	Conditionally approved – 22 April
Reveal Data Element Spreadsheet	Conditionally approved – 22 April
Integra-ID (IBW) CCRD	Conditionally approved – 8 April
Integra-ID (IBW) Configuration Spreadsheet	Conditionally approved – 8 April
IDme SDD System Design Document	Many changes after MBIE review. Team have identified the gaps, prioritised these with MBIE as to ensure information required by MBIE is the highest priority. Priority 1 and 2 items being addressed. Current date for the P1 & P2 items – 13 May Note: Architecture has been designed for forecast capacity derived from the information in the NFR Support Data Doc. Any change to this capacity would require work to update the architecture.
IDme Reporting Requirements	Still in progress. Planned to be released to MBIE – 22 April Release delayed as team working on the SDD. Re-assigning the work to another team in NECAM
IDme Migration Plan	V1.7 - Approved V1.8 - Updated - passport "Holder/Endorsee" CSV field added in front of the passport number. Request for the IDME solution to provide a "fingerprint de-dup" process to identify the discrepancies of multiple fingerprint sets under same client ID. 1. During data migration To perform a 1: few on Client ID which has multiple identities to identify `possible wrong identity`. 2. After go-live

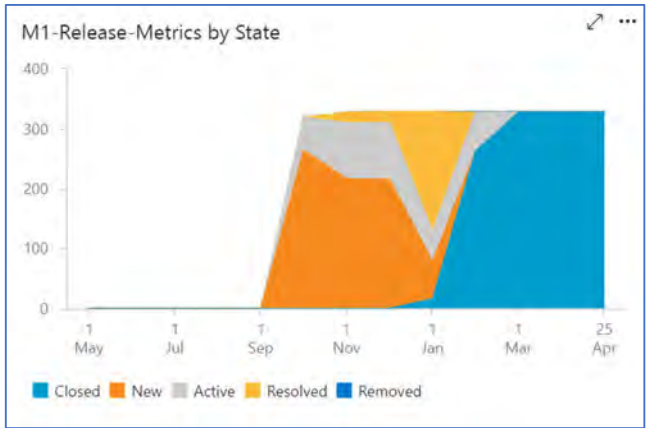
MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



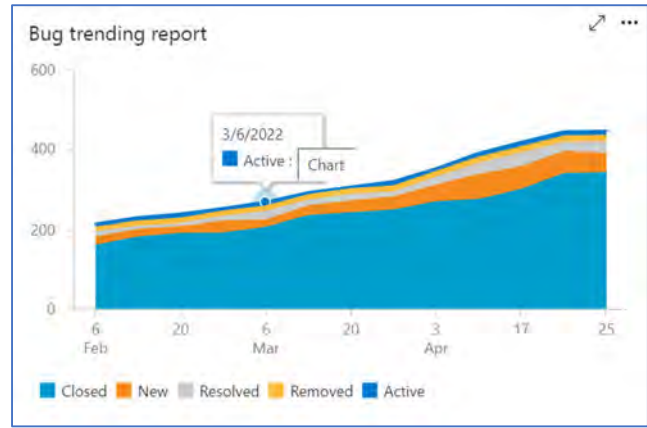
BCU Deliverables to MBIE	Brief Status
	To develop a batch tool to perform a 1: few on Client ID which has multiple identities to identify `possible wrong identity` for the entire database. MBIE will decide when to run the batch tool.
IDme System Interface Document IRD (All Interfaces)	Approved Update requested by MBIE: • Include details of the AMS DB Messages content. • Implement recent changes to DB16A message. ○ added "Biometric Capture Location" ○ Add skip details for IPE Face, Fingerprint and Travel Document
IDme Infrastructure Design	Approved
IDme Test plan	Approved
IDme Traceability	In progress. To be completed once the development documents are done

IPE Deliverables to MBIE	Brief Status
Hardware Requirements	v2.2 received 16 March.
IPE SDD	MBIE has provided feedback. Updated. Being reviewed by the BCU team as to ensure no gaps between SDD documents
IPE Hardware Specification	V0.5 Sent to MBIE for review – 22 April Jenetric LIVETOUCH QUATTRO Compact ^{up} loan device available for MBIE to review
IPE Test Plan	IPE Test Plan almost ready for approval. To be updated once all HW is confirmed
IPE Traceability	In progress. Has been updated with the latest information in the SDD.

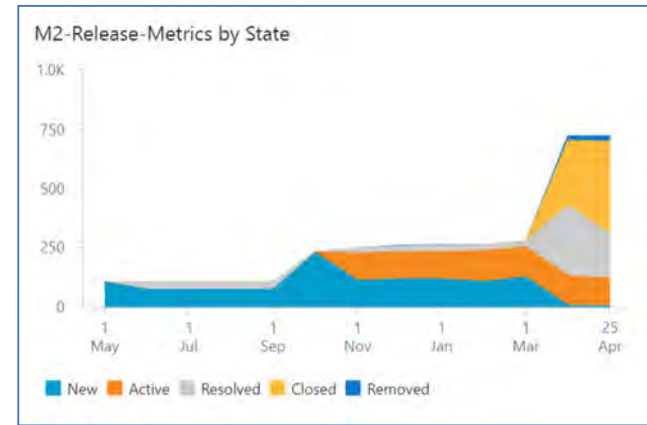
Milestone 1 & 2 development Status – 25 April 2022



Milestone 1 (Workflows) development has been completed and Dev Test Complete. Currently in QA Testing.



Milestone 1 (Workflows) Dev Test and QA Testing Defects.



Milestone 2 (Reveal) Development status.

Note that the newer Reveal stories have been added to MS3.

Appendix A

MBIE BCU/IPE Project Structure-NZ

s9(2)(a)



Note: s9(2)(a) on 10/5/22.



BCU Project Steering Group Meeting Minutes

Date & Time	Tuesday 3 May 2022, 11.30am-12.30pm
Location	Meeting held online via Teams
Agenda	Agenda
Members	Stephen Dunstan (Chair), s9(2)(a)
Attendees	s9(2)(a) s9(2)(a) s9(2)(a)
Apologies	s9(2)(a)
Documents	Previous minutes of 22 March 2022

1. **Project update and briefing ahead of NEC participation**

- s9(2)(a) is an apology for this meeting.
- The minutes of the previous Steering Group meeting were approved.
- s9(2)(b)(ii)

- The Reveal documentation is yet to be signed off but is close, NEC are investigating a couple of outstanding issues.

6. **NEC attendance 11:39am, s9(2)(a)**

- Minutes of the previous meeting were taken as approved.
- NEC acknowledged an error in the due date for the Reporting Documentation listed as 6 May 2022, there is not currently a set date for this. The report also noted that the Reveal Design Documentation had been signed off. This is not the case. There remain two outstanding points with NEC to come back to MBIE on. It was noted approval is close.
- NEC confirmed that, due to multiple factors, SIT entry will now be the end of August 2022 rather than 04 August. Confirmation of an exact date was unable to be provided. MBIE again noted the critical impact this date has on the overall delivery schedule with every delay directly moving the go-live date by the same duration. NEC noted that recent changes in structure, additional resource, focus and commitment at a stakeholder level are contributing to a heightened confidence NEC will deliver into the SIT environment by the end of August 2022.
- Milestone 2 was delivered to NEC NZ on Friday and is going into the NEC NZ QA environment.
- Milestone 3 is expected to be delivered to NEC NZ at the end of June 2022.
- A new project structure has been confirmed at NEC this week, s9(2)(a) is leaving NEC and a new PM has been hired to join the project.
- The SDD document remains with NEC and is being worked through. The 13th May was confirmed as the delivery date to MBIE of the updated version.

- s9(2)(a) is back in New Zealand and is due to meet with s9(2)(a) this week for further discussions on Maintenance & Support agreements.
- A first draft support agreement has been sent through by NEC to MBIE and is being reviewed.
- All IPE hardware apart from the mobile scanner has been agreed. Work is in progress to identify a suitable alternative for the selected device which is no longer available.
- Initial testing in the QA environment has not identified any major or concerning quality issues, acknowledging that the M2 delivery went into QA yesterday. NEC will ensure for the next Steering Group meeting there is a further update on any quality concerns.
- s9(2)(a) has committed to s9(2)(a) that the full end-to-end schedule from NEC will be sent by the end of today, 3rd May 2022. The new Project Manager starting next week, will focus on the rollout of the solution to the different environments to inform the schedule detail. Aside from that, the version of the schedule being provided by NEC will be in reasonable detail. MBIE reiterated that having a comprehensive end-to-end schedule is critical for its overall project planning.
- NEC confirmed there were no concerns around the NFRs and confirmed that the system is being built to meet them. NEC are confident in their understanding of the NFRs.
- Despite some NEC resourcing challenges at NECAM, there has been some backfilling to cover this so Hongming is still confident in the end of June date for MS3.
- s9(2)(b)(ii) Resource has been allocated to give more focus to bring this document up to an acceptable level.
- The Steering Group asked for a date for the SDD to be delivered. The P1 and P2 priorities are expected to be in the SDD in the version to be delivered on 13th May 2022. NEC confirmed the SDD doesn't impact their development work continuing, however it's a significant dependency for the MBIE infrastructure build, systems integration, and confirming NFR delivery amongst other things, and is delaying the MBIE team's work in these areas.
- MBIE reiterated the importance of being able to get early visibility of the solution. NEC confirmed they expect to be in a position to provide MBIE with a view of the solution, including Reveal, early in June.

NEC left the meeting at 12.15pm

7. Post NEC Progress Update Discussion

- Steering Group discussed the end-to-end schedule. BCU Project team reiterated that NEC's deployment to SIT continues to be on the critical path of the project and crucial to the integration and migration changes. Much of the work on the project is beyond NEC's delivery into SIT, and delays to that date push the date out for the rest of activity and the Go Live. At present, the Go Live would be late August 2023 based on a delivery into SIT from NEC in August 2022.
- The duration of the post-SIT entry work was questioned, as a further year beyond SIT entry to deployment is a lot of time. s9(2)(a) noted that the solution has to be migrated through environments, data migration needs to happen, as well as substantive testing, and there is a lot of complexity that needs to be catered for. BCU Project team noted the risk for Steering Group that the new schedule is lean based on an end of August 2022 NEC deployment into SIT and contains minimal contingency, if any, should NEC fail to deliver on schedule.
- s9(2)(b)(ii) s9(2)(a) requested that the numbers are reviewed and manually updated prior to issuance in future. The Steering Group needs accurate information.
- **Action** to get project YTD actuals to Steering Group by the end of this week.
- **Action** to provide the updated draft schedule and spend to date, along with forecast cost breakdown, to Steering Group by the end of the week.
- **Action:** s9(2)(a) to be invited to the cost review meeting next week.

The meeting ended at 12:35pm

8. Open Actions – NEC

AP#	Date	Action	Owner	Update/Comments
AP#154	08/03	NEC acknowledged that work on an end-to-end view of the NEC schedule is underway. NEC couldn't provide a date for when this will be provided to MBIE, but this will be followed up and provided to MBIE by Rob along with an update on progress in tracking back to the requirements.	s9(2)(a)	03/05: The NEC end-to-end schedule is yet to be received. NEC committed to providing this by CoP 3 May (as at the date of minutes being finalised, 9 May 2022 this was still yet to arrive from NEC). 07/04 not complete enough. Further updated version to be provided today. 07/04: Revised schedule for review received today from NEC. 22/3: s9(2)(a) to expedite the sessions on the end-to-end schedule with the MBIE team as it is a dependency. By end of this week s9(2)(a) will update MBIE on a date for this if this can be sooner than 12 April. 08/03: Opened.
AP#138	19/10	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	03/05: Carried over 07/04: This week's NEC report contains several graphs depicting progress. NEC will need to walk the group through the graphs and the underpinning measurement detail to clarify the information being shown. 22/03: Still a work in progress. Carried over. 08/03: Carried over 22/02: Will be discussed as part of the Reporting review session scheduled for this week. 08/02 : Again discussed as part of reporting in general and stressed that this is a

AP#	Date	Action	Owner	Update/Comments
				mandatary requirement to provide visibility of progress toward critical milestones. Some indication of the build status has been included in this week's governance reporting. 01/02 : Again discussed at this meeting. No visibility provided yet. See commentary in minutes 14/12 Yet to be incorporated into weekly status reporting, and again discussed as being required. Will be addressed when NEC commence reporting against the schedule. 22/11 Yet to be incorporated into reporting 02/11 Requested. Yet to be incorporated into reporting. 19/10 In progress.
AP#139	22/11	NEC to provide an update on current build state.	s9(2)(a)	03/05: M1 & M2 delivered into NEC QA. Testing commenced. M3 on schedule for June. Retain monitoring 07/04: Carried over 22/03: NEC noted that testing of the milestone 1 build was progressing well at this point. 08/03: Retain Monitoring 22/02: Retain Monitoring 08/02 : Retain Monitoring 01/02 : Overview given by Rob Old. Monitor 14/12 Will be addressed when NEC commence reporting against the schedule.

AP#	Date	Action	Owner	Update/Comments
P#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a) s9(2)(a)	03/05: Confirmed there is no impact at this point. Continue to monitor closely. 07/04: Confirmed there is no impact at this point. Continue to monitor closely. 22/03 Awaiting NEC re-plan due by 4 April 2022. 08/03: NEC replan outcome has slipped the planned SIT Entry milestone to end of July '22. Design documents remain open. Retain monitor. 22/02: Again, verbally confirmed by s9(2)(a) Monitor post outcome of NEC re-plan 08/02 : Verbally confirmed by s9(2)(a) no impact currently. Monitor. 01/02: Have received both written and verbal confirmation that build dates not currently impacted. Monitor. 14/12 Ongoing - Focus is on close out of Design Documentation by the Christmas break. 22/11 Finalization of design and documentation now a dependency on build. Requirement is to complete by Christmas (18th Dec) 02/11 Build now appears dependant on design completion/ approval. Risk workshop scheduled for Friday 5th Nov to clarify a number of points related to this activity and SIT Entry milestone. 19/10 Build and design completion are still being run in parallel. NEC remain confident of SIT delivery in

AP#	Date	Action	Owner	Update/Comments
				November, noting it is tight however. 06/10 Build and design completion are still being run in parallel. 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

AP#	Date	Action	Owner	Update/Comments
				tomorrow, hosted by NEC, MBIE to confirm numbers attending. 22/04 s9(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 s9(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. s9(2)(a) to confirm status with s9(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.
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	s9(2)(a)	03/05: Clarifications received from NEC, walkthrough scheduled for this week. 07/04: A list of questions/clarifications has gone back to NEC on the proposed Maintenance Model. 22/03: Discussions re maintenance and licensing cost model continue. NEC preparing a draft support SoW for discussion.

AP#	Date	Action	Owner	Update/Comments
				08/03: Discussed and agreed to reactivate. 22/02: Carried over 08/02 : Carried over 01/02: Carried over. Focus on design closure has restricted ability to respond to material provided by NEC prior to Christmas. 14/12 No change. Discussed during today's meeting and new action raised s9(2)(a) to set up next workshop session. 22/11 Daft Document for review received from NEC during the period. Design documentation finalization is the key focus currently so further work will likely be delayed till the new year. 02/11 Next meeting scheduled for 4th November 19/10 In progress with NEC. 06/10 Initial meeting held. NEC to propose support framework to MBIE. 21/09 NEC have scheduled an initial meeting to start this activity. 07/09 Update not provided

9. Open Actions - MBIE

AP#	Date	Action	Owner	Update/Comments
AP#159	03/05/22	Provide the updated schedule and the expected cost breakdown, along with spend to date to Steering Group by the end of the week.	s9(2)(a)	
AP#158	03/05/22	YTD actuals to be sent out to Steering Group by the end of this week.	s9(2)(a)	

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 s9(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#157	07/04/22	Agenda for Thursday's workshop to be drawn up and sent out with input on attendees and agenda items to come from s9(2)(a) .	s9(2)(a)	07/04: New Closed.
AP#156	08/03/22	s9(2)(a) to reactivate and work to progress support discussions with NEC.	s9(2)(a)	Closed. 07/04: Ongoing 22/03 Underway. 08/03 Opened.
AP#155	08/03/22	Sonya to confirm the 'unknown faces' query with Alistair and that it's not needed.	s9(2)(a)	07/04: Confirmed. Can be closed. 22/03: Carried over. Initial indications are that it is not needed. 08/03 Opened.

BCU Overall RAG Status		Mitigation
Commentary of overall status	M2 complete and in Test. Preparation to load into NZ QA Environment in progress. Target SIT entry now end August.	QA testing has been optimised as to ensure coverage and minimize test duplication Additional resource being assigned to the project at NECAM and NEC NZ.
IPE Overall RAG Status		Mitigation
Commentary on overall status	Finalising the HW requirements and approval. Note: There is a three-month lead time for of the hardware (e.g. the Toughpad docking stations).	Testing of additional scanners to be done. Hardware will be provided to MBIE on 16 May.

RAG Status of key Measures BCU		
Scope		IBW and Reveal signed off. SDD and Reporting documents still to do.
Budget		NEC project cost unchanged. Maintenance and support now being discussed.
Schedule		Target SIT entry date is now end of August 2022. RAG is red as this is later than the original milestone.
Resource		NEC NZ is onboarding two additional testers in May. One Wellington based – starting 16 May. s9(2)(a) implementation, training and documentation stream. s9(2)(a) Planning in place to cover USA summer holiday period. RAG amber as any impact to key person availability is a risk being actively managed.
Commercial		Licensing and Support under discussion.
Relationship		Relationship still in amber. NEC remains committed to delivering a quality solution for MBIE.

Progress Towards Milestones-BCU				
M1	Discovery Artefacts	100% Complete		Complete
M2	Project Schedule	80% Complete	13/05/2022	Schedule to SIT completed. End to end schedule due 13 May 2022.
M3a	Out of the Box Design	80% Complete	30/05/2022	Feature development of non-customised components complete. Review of third-party apps underway as to ensure compliance with Security requirements. MBIS Security upgrades complete. LNS still in progress New version of AIM-XM 2.11 released
M3b	Completion of Detailed Design	85% Complete	30/06/2022	Ongoing reviews of documentation. System Design Document and Report requirement in progress
M4	SIT Delivery	70% Complete	End August 2022	Data Migration – Dev and Testing Complete. Working on the NIST De duplication tool. Milestone 1: Dev complete. QA Testing bug fixes. Milestone 2: Dev complete. QA Testing started Milestone 3 development started now that Integra-ID (IBW) documents are conditionally approved. Focus has been on development. Now also focusing on deployment, user manuals, training, support, and licensing.
M5	UAT Delivery	0% Complete	Jan 2023	Not Started
M6	Pre-Prod delivery	0% Complete	May 2023	Not Started
M7	Production delivery	0% Complete	July 2023	Delivery for DR test Go live – Aug 2023
M8	End of Early Life Support	0% Complete	Oct 2023	2 months past go live

Progress Towards Milestones IPE				
M1	Discovery Artefacts	100% Complete		Complete.
M2	Project Schedule	100% Complete		To be updated based on current hardware selection and supply chain issues.
M3a	Completion of Detailed Design	90% Complete	TBC Dependency on confirmation of hardware spec	IPE SDD has been reviewed to determine gaps and ensure correct interfacing with the BCU solution Hardware selection made by MBIE – issue with selected fingerprint scanner (component supply chain). Alternative available.
M3b	Delivery of NEC Test Plan	85% Complete	TBC Dependency on confirmation of hardware spec	Complete and in for review. Will require an update if the HW selection changes (Fingerprint scanner).
M4	Hardware Procurement	10% Complete	June 2022	Laptops for fixed kit ordered. MBIE has approved hardware required for testing can be purchased except for the mobile fingerprint scanner Once HW costs approved, purchase of Toughpads and accessories to commence.
M5a	Delivery of NEC's IPE software phase 1: SIT	80% Complete	End August 2022	Now synced with BCU SIT Date. Smartscan updated as per MBIE's requirements.
M6	Delivery of NEC's IPE software phase 2: UAT	0% Complete	Jan 2023	Not started.
M7	Delivery of NEC's IPE software phase 3: Pre-Prod	0% Complete	May 2023	Not started.
M8	Support Establishment	0% Complete	TBC	Not started.

Progress Towards Milestones IPE				
M9	Delivery of NEC's IPE software phase 4: Production	0% Complete	May 2023 for DR test. July 2023. Go live Aug 2023	Not started.

Top 3 Risks			
#	Description	Impact	Mitigation
R1	Time it is taking to get the SDD requirement documents complete.	MBIE's ability to get approval to enter SIT Delay in information to MBIE for other vendors to do their development.	Reviewed the gaps in the SDD and prioritised based on information required by MBIE. Priority 1 & 2 gaps being addressed – due 13 May. Priority 3 – 5 to still be reviewed and planned.
R2	Addressing all NFRs.	s6(c)	s6(c)
R3	Testing schedule	As the testing is the last phase of the project, this would have an impact on the schedule.	Completed features are dropped into QA at the end of each sprint rather than the end of the milestone. Blockers and critical bugs fixed as a high priority – within the same week as reported. Test plans across the three QA teams aligned to ensure early testing of key functionality, ensuring maximum test coverage, and avoiding duplication.

Top 3 Issues			
#	Description	Impact	Commentary
I1	Reporting Requirements document delayed	MBIE does not currently have a good understanding of the solution reporting capability and needs additional information from NEC to lift this understanding for appropriate decisions regarding reporting to be made.	Decision being made next week as to the best approach to accessing the data or statistics in the databases. Based on the outcome, development will be planned and delivery date for the document confirmed.
I2	s9(2)(b)(ii)	s9(2)(b)(ii)	s9(2)(b)(ii)
I3	Delay to entering SIT – target date now end August 2022.	Impacts overall project schedule.	Loss of key team members at NECAM and requirement for more testing time necessitates the use of the buffer discussed at meeting on 7 April.

**MBIE Biometric Capability Upgrade and In Person Enrolment
Governance Report 29/04/2022**

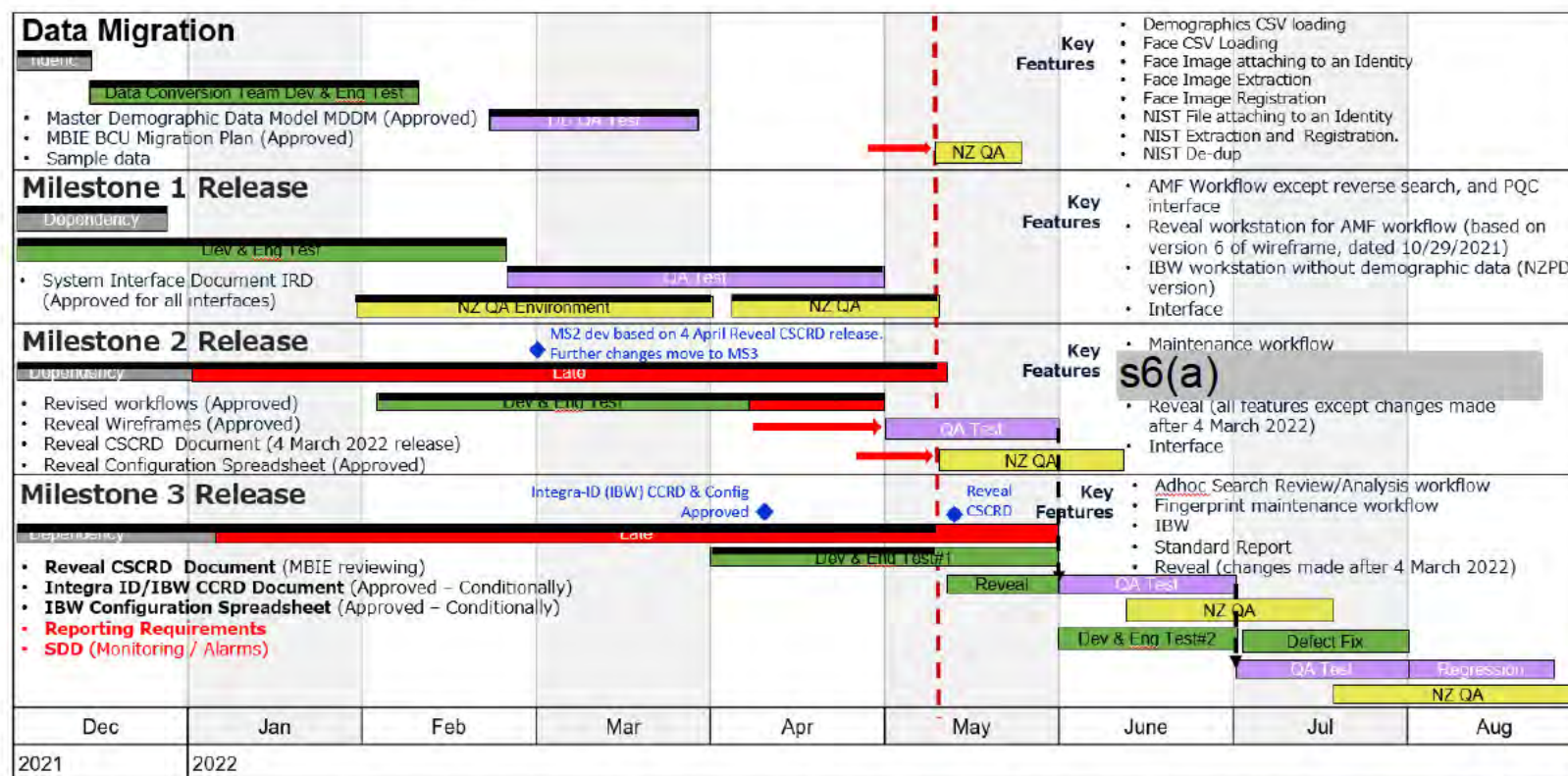
Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#48	02/12/20	Design Document assessment from NEC/NECAM perspective regarding any impact on NEC build dates.	s9(2)(a)	Due by	11/5/22: NEC Review: • Reveal CSCRD – Reviewed by MBIE. Review of final change 12 May. • Report Requirement – Required for MS3 development but info needed for MBIE to develop own reports that are not OOTB. Dev team reviewing options as to best provide reports required by MBIE. • System Design Document (SDD) – Priority 1 & 2 outstanding gaps being addressed, due 13 May.	Ongoing
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.	s9(2)(a)		11/5/22 Waiting for MBIE feedback on draft support agreement so we can arrange a session to work through it. Internal NEC meeting being held on 12/5 to address MBIE's final comments on maintenance agreement. Output will be shared with MBIE.	Ongoing

**MBIE Biometric Capability Upgrade and In Person Enrolment
Governance Report 29/04/2022**

Actions						
AP#	Date	Action	Owner	Due by	Update/Comments	Status
AP#138	19/10/2021	Include burn down view of progress to SIT entry milestone in status reporting.	s9(2)(a)	Ongoing	28/4/22 Continue updating graphics in weekly NEC report depicting progress.	Proposed we close this
AP#139	22/11/2021	NEC to provide an update on current build state.	s9(2)(a)	Ongoing	28/4/22 Continue updating details in weekly report	Proposed we close this
AP#154	08/03/2022	NEC acknowledged that work on an end-to-end view of the NEC schedule is underway.	s9(2)(a)		11/5/22 Updated schedule being provided to MBIE on 13/5/22	

MBIE Biometric Capability Upgrade and In Person Enrolment Governance Report 29/04/2022

Current Schedule –Showing schedule to meet the end August date.



- Data Migration: development complete and tested. Working on the Tool development 1) NIST Extraction; 2) NIST Registration; 3) NIST De-dup.
- MS1 (workflows): Now in QA testing. Will take the longest to test due to the number of workflows.
- MS2 (Reveal): now only focussed on Reveal. Due to late changes in Reveal, 2 extra Dev weeks required.
- MS3 (Integra-ID + Reporting): Driving schedule for dev completion date - end July.
- NZ QA final testing to take place from mid-July for 6 weeks. Expected completion at end of August.

MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



Design Document Status – 11 May 2022

BCU Deliverables to MBIE	Brief Status
Reveal CSCRD	Updated document sent to MBIE 11 May. Meeting to discuss the final change held on 12 May. Change agreed to but required a change to the text for clarity. Document updated – approval required from the NEC Dev team.
Reveal Workflows	Conditionally approved – 22 April
Reveal User Interfaces - Wireframes	Conditionally approved – 22 April
Reveal Data Element Spreadsheet	Conditionally approved – 22 April
Integra-ID (IBW) CCRD	Conditionally approved – 8 April
Integra-ID (IBW) Configuration Spreadsheet	Conditionally approved – 8 April
IDme SDD System Design Document	Many changes after MBIE review. Team have identified the gaps, prioritised these with MBIE as to ensure information required by MBIE is the highest priority. Priority 1 and 2 items being addressed. Current date for the P1 & P2 items – 13 May Note: Architecture has been designed for forecast capacity derived from the information in the NFR Support Data Doc. Any change to this capacity would require work to update the architecture.
IDme Reporting Requirements	Still in progress. Re-assigning the work to another team in NECAM. Need to determine best approach for accessing the databases as to get information to generate the reports.
IDme Migration Plan	V1.8 - Approved Request for the IDME solution to provide a “fingerprint de-dup” process to identify the discrepancies of multiple fingerprint sets under same client ID. 1. During data migration To perform a 1: few on Client ID which has multiple identities to identify `possible wrong identity`. 2. After go-live

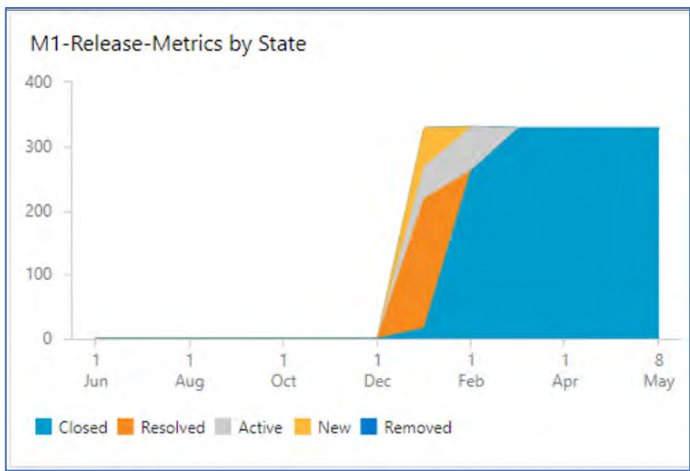
MBIE Biometric Capability Upgrade and In Person Enrolment Weekly Report



BCU Deliverables to MBIE	Brief Status
	To develop a batch tool to perform a 1: few on Client ID which has multiple identities to identify `possible wrong identity` for the entire database. MBIE will decide when to run the batch tool.
IDme System Interface Document IRD (All Interfaces)	Approved Update requested by MBIE: • Include details of the AMS DB Messages content. • Implement recent changes to DB16A message. ○ added "Biometric Capture Location" ○ Add skip details for IPE Face, Fingerprint and Travel Document
IDme Infrastructure Design	Approved
IDme Test plan	Approved
IDme Traceability	In progress. To be completed once the development documents are done.

IPE Deliverables to MBIE	Brief Status
Hardware Requirements	v2.2 received 16 March.
IPE SDD	MBIE has provided feedback. There is still an open issue being addressed. Updated version sent to MBIE on 11 May to review changed content bar the one outstanding item (AD).
IPE Hardware Specification	V0.5 Sent to MBIE for review – 22 April Comparison to be done between three candidates for the mobile fingerprint scanner. NEC has prepared equipment for this.
IPE Test Plan	IPE Test Plan almost ready for approval. To be updated once all HW is confirmed.
IPE Traceability	In progress. Has been updated with the latest information in the SDD.

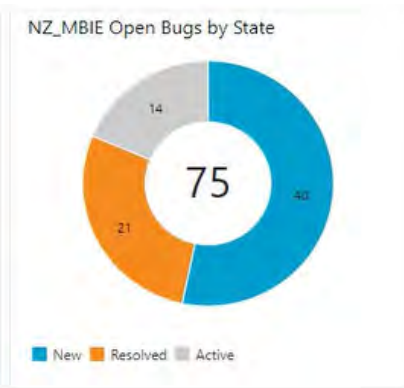
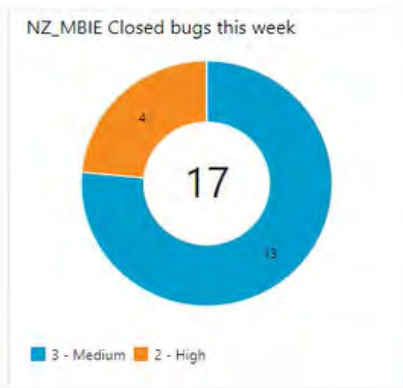
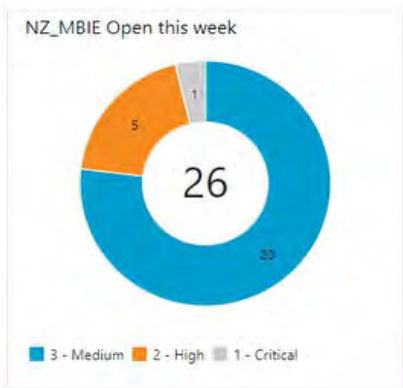
Milestone 1 & 2 development Status – 11 May 2022

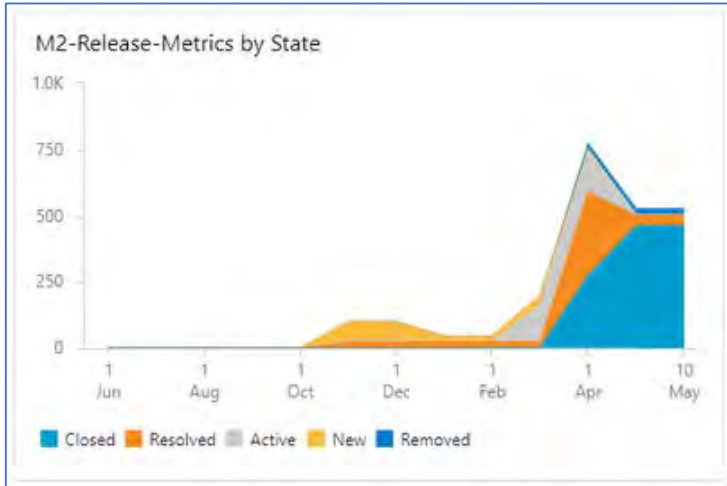


Milestone 1 (Workflows) development has been completed and Dev Test Complete. Currently in QA Testing.



Milestone 1 (Workflows) Dev and QA complete, Testing fixed Defects.





Milestone 2 (Reveal) Development status complete end April. NECAM QA testing has commenced. NEC NZ testing to start 16 May. Currently testing Data Migration on the NZ QA test environments

Note that the newer Reveal stories have been added to M3.

Appendix A

