

DELIVERY GOVERNANCE BOARD TERMS OF REFERENCE

The purpose of the Delivery Governance Board (DGB) is to govern and oversee the Delivery and Change Portfolio through the prioritised Investment Plan, approved by the Finance, Investment and Change Committee (FICC), with a focus on:

- Performance monitoring, oversight, and strategic direction on behalf of FICC to assure that the projects and programmes are effectively delivered in line with the Investment Plan.
- Provide portfolio reporting to FICC on medium and high risk investments, strategic benefits and ministerial governance papers using an enterprise lens.
- Effective and timely decision-making within the delivery governance model delegations approved by FICC.
- Aligning change with strategic drivers, focus on achieving outcomes, realising benefits, and delivering value for money.
- Being accountable for working collectively in the best interests of the Ministry, while taking a whole-of-government perspective wherever relevant, to support the Ministry's project investment process.
- Enhancing the effectiveness and efficiency of decision making at the strategic level of MBIE.
- Promoting MBIE's policies, practices, vision, values, and culture.

HOW WE WORK



Our values are our kawa and define how our people behave towards each other, our customers, and the partners we work with, and how we work to serve the people of Aotearoa New Zealand. They guide how we lead the organisation, and how we make decisions that will shape our future.

The Board's way of working and behaviours must align to our values:

- Māia: Bold and brave
- Pae kahurangi: Build our future
- Mahi tahi: Better together
- Pono me te tika: Own it

Members of the committee will also act in line with Te Kawa Mataaho Standards of Integrity and Conduct, good governance practice and principles and foster a tikanga Māori approach. The Chair and Secretariat will ensure that appropriate procedures are in place, including a register of interests and conflict of interest management plans, so that any potential conflicts of interest are identified and managed effectively.

RESPONSIBILITIES AND ADMINISTRATION

Scope

- The DGB has authority to make decisions relating to the delivery of all projects and programmes across the project lifecycle included in the 2025/26 four-year investment plan, subject to remaining within the affordability envelope.
- The DGB will provide assurance and visibility to FICC through regular quarterly reporting of the portfolio's overall health status, investments, benefits, and appropriate escalation of risks and issues.

Delivery Governance Board responsibilities

- Govern and oversee MBIE's Delivery Portfolio through the investment plan approved by FICC.
- Approval board for governance documents within the approved investment plan, or initiatives which have been delegated to the board. This includes business cases, change requests, closure reports, funding memos and report backs.
- Hold a delegation to govern projects or programmes on the approved Investment Plan up to \$20M. Anything outside of this delegation requires FICC, Chief Executive, Ministerial or Cabinet approval.
- Provide advice to FICC on governance papers for projects or programmes outside of financial delegations.
- Oversight of the delivery portfolio, including investment performance and risk exposure.

- Ensure standards and requirements mandated by government (this includes the Cabinet Office circular CO (23) 9,) are adhered to.
- Point of escalation for project or programme risks and issues that require intervention.
- Monitor the effectiveness of project/programme steering groups and intervene as required.
- Ensure appropriate assurance controls are in place with interventions, as required, to enable delivery confidence.
- Provide Portfolio Investment and Performance reporting including:
 - Overall delivery portfolio health
 - Benefits realisation and performance
 - Highlight potential reputational risk
 - Indication where new investment funding is required that needs Ministerial or Cabinet approval, and
 - Includes year-to-date updates on finance and programme delivery.
- Have the authority to terminate initiatives within DFA investments that no longer align with MBIE's objectives, priorities, and/or are not able to deliver adequate benefits as stated in the business case.
- Monitor benefit realisation on approved business cases and provide advice to FICC.
- Ensure that initiatives are managed in accordance with MBIE policies and practices.
- Work collectively in the best interests of the Ministry, while taking a whole-of-government perspective wherever relevant, to support MBIE's investment process.
- Ensure the agenda, minutes, decisions, and relevant papers for each meeting are correctly recorded and maintained in a central repository.
- Promote MBIE's vision, values, and culture.

Membership

The committee is comprised of the members listed below. The membership will be comprised of tier two and three leadership. Appointments to the committee will be based on knowledge, skillset, capacity, and organisational needs. FICC is responsible for appointing the Chair. Members will be appointed by Chairs with the approval of FICC. The Head of Enterprise Portfolio Management Office will provide advice on all appointments.

The committee membership will be reviewed on an annual basis. The ToR document will be updated to reflect any changes in membership.

Chair:	Deputy Secretary Corporate and Digital Shared Services (CDSS)
Deputy Chair:	Acting Deputy Secretary Te Whakatairanga Service Delivery (TWSD)
Members:	Chief Operating Officer, Immigration Chief Technology and Security Officer, CDSS Deputy Chief Financial Officer General Manager Customer Service Delivery, TWSD General Manager Enterprise Strategy, Risk and Transformation, CDSS General Manager Organisational Performance, Strategy and Assurance General Manager Resource Markets, TWSD General Manager Technology and Innovation, LSE

Core Attendees

Functional leads and advisors will attend to provide ongoing specialist knowledge to complement the skills and experience of the committee. They are not members of the committee and do not hold voting rights. Other advisers may be invited to attend meetings as required.

Attendees:	Director Kiritaki Centricity and Service Design, TWSD Head of Digital and Programmes – Corporate and Policy Head of Digital and Programmes – Immigration Head of Digital and Programmes – TWSD Head of Enterprise Portfolio Management Office PMO Lead, CDSS Strategic Finance Principal Lead, Finance Business Partnering, CDSS
-------------------	--

Business Rules

- If the Chair is unavailable to attend a meeting, the Deputy Chair will act in their place.
- To maintain accountability and continuity, members may not delegate attendance at meetings unless approved by the Chair. Delegates will not hold voting rights.

- A meeting quorum will be 'half plus one' of the members of the board, and must include the Chair or, in their absence, the Deputy Chair.
- If quorum is not reached, the meeting may still proceed on an advisory basis only or with any actions or decisions made 'in principle' until ratified by the full committee.
- The DGB will meet monthly or more often as required.
- If an out of cycle paper is required, this can be circulated to DGB for approval, with agreement from the Chair.

Secretariat

- The DGB will be supported by a Secretariat from the PMO. The Secretariat will assist the Chair and board to carry out their functions by providing governance advice and support.

Board Minutes, Actions and Agenda Items

- Agenda and papers will be published to members a minimum of two working days before the meeting.
- Forward agenda items are to be submitted to the Secretariat for planning. Final decision making on the agenda is retained by the Chair.
- The Chair's Report with board meeting actions and decisions will be distributed to members and action owners in a timely fashion.

Governance Support

- The PMO will provide inductions for new board members and support existing members as required.
- The Terms of Reference will be reviewed for currency annually at a minimum.

Business Change Management update (3)

BCU Steering Group

28/10/28

- This update sets out progress status of challenges withing key areas of the IPE/ BCU business change management approach.
- Status is assessed against the targeted go-live date of 17 November 2025 – overall **GREEN /Partially Ready**.
- **Readiness meetings with Identity, Border, Compliance & Refugee Status- confirmed comfortable**

Key Business change management areas

COMMUNICATIONS

- Highly impacted business units & delivery teams have been advised of the no-go decision
- 2 Comms plans in place (combined, system transition period/outage)
- Learning roll-out Comms drafted & refreshed prior to decision
- No internal or external 'noise' thus far
- Meeting later today to discuss immediate information needs / Comms strategy around the November no-go given we don't have a new date.

STAKEHOLDER ENGAGEMENT

- All highly impacted business units have been engaged prior to the no-go decision.
- Business units canvased as to engagement they would like going forward (light assuming 17 November)
- Focus on maintaining momentum, business readiness and leader led-change going forward – all the tools available

CAPABILITY BUILDING, LEARNING AND USER SUPPORT

- Identity Services & Border & RSOs proactively building capability in their people, developing user support collateral, and developing and delivering formal training.
- Border TS's and SBO actively building capability – linked in Refugee & offered this to Compliance – not necessary
- Learning, SOPs complete & published. UGs support go-live.
- 25 learners have completed training – enable them to build capability -
- Readiness Leads, Learning Coordinators, Technical Champions in place and being engaged

KEY FOCUS

- Maintain momentum
- Replanning, retaining key resources (Learning) & document update – understand engagement needs going forward
- Plan for device dissemination
- Ealy Life Support arrangements
- Preparing for any future state workarounds
- Pre-and post go-live assessments / evaluations
- Detailed Business Impact assessment refresh
- Continue to build capability and plug gaps

KEY CHALLENGES

- Uncertainty of dates & replanning.
- Maintaining confidence:
 - We will go live and there will be adequate runway
 - that the disruption caused by 'problems' with the new system will be manageable to staff.
- Manging balance of preparation versus rework as date unknown.

8 August 2022

Item:	3644: Biometric Capability Update (BCU) Project Change Request
Reference #	20220808/05
Document:	3644: Biometric Capability Update (BCU) Project Change Request draft for discussion
Commentary:	§ 9(2)(a) presented the draft Change Request and noted the following: • There are 70m identity records and 6m other identity artefacts e.g. fingerprints to transfer across – it is complex, with few experts internationally. • There are seven vendors involved in the programme and COVID staff absences have affected delivery too. § 9(2)(b)(ii) • NEC is the prime vendor, with a good relationship (full and frank discussions) in place. • Weekly intervention is in place, with some frustration experienced on both sides, increasing delivery risk. • Project is out of tolerance – so this CR is up for discussion, prior to being presented for endorsement and ICDC approval. • Project has been replanned with a new delivery schedule with production deployment targeted for Q4 in 2023. • There is a significant testing element of this deployment, due to the complexity. The DGB discussed the Change Request and noted the following: • Why is it rated medium? This is the Treasury Risk Profile Assessment (RPA) not an internal MBIE project complexity rating. • One key risk identified – no NEC provided schedule – no milestone payments paid for approx. 12 months i.e. § 9(2)(b)(ii) • Couple of showcases have been well received to address team questions around functionality – risk mitigation to show progress. More planned with NEC. • SOW was constructed with bundled milestones (sub-milestones) – thought is being given as to how to potentially unbundle these and pay for delivered milestones e.g. design documents. This would assist in improving working relationships with the vendor and is being actively being discussed with the Commercial team. The relationship is actively being managed including changing Steering Committee members. • § 9(2)(a) is currently the Business Owner which needs re-setting. Richard Owen will be the BO going forward. § 9(2)(a) can be the System BO.
Decisions:	The draft 3644: Biometric Capability Update (BCU) Project Change Request was discussed and noted .
Actions:	DGB-028: Provide an update to the Minister to advise that the 3644: <i>Biometric Capability Update (BCU)</i> project is running close to its WOLC costs (Stephen § 9(2)(a)). DGB-029: Put the 3644: <i>Biometric Capability Update (BCU)</i> project into the Minister's weekly report for ongoing information (Stephen § 9(2)(a)).

8 August 2022

DGB-030: Provide the DGB with an out of cycle draft memo on the 3644: *Biometric Capability Update (BCU)* project informing Minister of track record, what flags will be when costs are running out, improvements to governance, unbundling milestone payments, plan for maintaining this system (ongoing operating costs) within two weeks **s 9(2)(a)**

12 September 2022

Item:	3644 Biometric Capability Update (BCU) Change Request					
Reference #	20220912/07					
Document:	3644 Biometric Capability Update (BCU) • Draft ICDC Memo • Change Request					
Commentary:	The DGB discussed the 3644 Biometric Capability Update (BCU) Change Request, and the following recommendations: <table><tr><th>Recommendations:</th><th>Decision</th></tr><tr><td> Note that: • Identity resolution is critical to Immigration New Zealand (INZ) visa application and risk management processes. The Biometric Capability Update (BCU) project delivers a significant upgrade to the INZ biometrics management, capture and matching solution that is the all-of-government source of identity information for non-New Zealanders. • The BCU project maintains the investment already made in the critical identity management system by delivering key outcomes s 6(c) • The project Business Case was approved in August 2019. • NEC New Zealand Limited were selected directly as a specialist vendor via a procurement exemption to supply and implement the MBIE solution. • NEC are recognised as best of breed and consistently score at the top of independent testing for biometric authentication. • During the design phase it was identified that a revision of approach was required to deliver the outcomes identified in the business case. This necessitated increased timeframes for the project and incremental </td><td>Noted</td></tr></table>		Recommendations:	Decision	Note that: • Identity resolution is critical to Immigration New Zealand (INZ) visa application and risk management processes. The Biometric Capability Update (BCU) project delivers a significant upgrade to the INZ biometrics management, capture and matching solution that is the all-of-government source of identity information for non-New Zealanders. • The BCU project maintains the investment already made in the critical identity management system by delivering key outcomes s 6(c) • The project Business Case was approved in August 2019. • NEC New Zealand Limited were selected directly as a specialist vendor via a procurement exemption to supply and implement the MBIE solution. • NEC are recognised as best of breed and consistently score at the top of independent testing for biometric authentication. • During the design phase it was identified that a revision of approach was required to deliver the outcomes identified in the business case. This necessitated increased timeframes for the project and incremental	Noted
Recommendations:	Decision					
Note that: • Identity resolution is critical to Immigration New Zealand (INZ) visa application and risk management processes. The Biometric Capability Update (BCU) project delivers a significant upgrade to the INZ biometrics management, capture and matching solution that is the all-of-government source of identity information for non-New Zealanders. • The BCU project maintains the investment already made in the critical identity management system by delivering key outcomes s 6(c) • The project Business Case was approved in August 2019. • NEC New Zealand Limited were selected directly as a specialist vendor via a procurement exemption to supply and implement the MBIE solution. • NEC are recognised as best of breed and consistently score at the top of independent testing for biometric authentication. • During the design phase it was identified that a revision of approach was required to deliver the outcomes identified in the business case. This necessitated increased timeframes for the project and incremental	Noted					

12 September 2022

costs. In late 2021 ICDC endorsed and Joint Ministers approved an increase of the total project capex to \$22.15m. • An independent quality assurance (IQA) review of the project was completed in June 2021, with several recommendations which have all been implemented. Note, another IQA is being scheduled for this project. • s 9(2)(b)(ii) [REDACTED] • A revised delivery plan has been prepared taking into consideration the supplier's commitment to revised dates. This further extends the delivery timeframe and increases costs. • A strong focus on cost containment during Q3/4 FY21/22, and one-off financial adjustments aligned with new Treasury Financial Guidelines have enabled the cost variance against approved funding for a 12-month extension to be kept to a minimum. • Project funding has also been substantively impacted by the new DDI charging model effective 1 July 2022. • Opex costs in FY22/23 could be partially from what was budget for depreciation of circa \$1.4m. • No contingency is in place which presents a risk should any further delays or issues lead to an increase in cost, pushing the project above the \$35m WoLC threshold, requiring Cabinet approval. • A budget bid has been put forward internally to support the function of Identity support. If the bid progresses past INZ LT, it should be included in any future updates on the project to the Minister. • Treasury have advised that this change request wouldn't be required to go back to Joint Ministers or Cabinet for further approval as a result of the limited increase in WoLC. • The current approved funding for the project is \$22,151,986 CAPEX and \$46,272 OPEX. • The WoLC of the project is now \$31,933,858.	
Note: The Immigration Minister will be updated on the projects progress, including the increase in WoLC.	Noted

12 September 2022

Approve: The required additional Opex budget of \$4,665,111, will need to be funded by Immigration.	Endorsed
Approve: Subject to approval of the necessary funding, a revised project go-live date of August 2023, changed from July 2022, and revised project closure date of November 2023, changed from November 2022.	Endorsed
Approve: Subject to approval of the necessary funding, the re-baselining of the project to reflect the changed timelines and funding.	Endorsed

The DGB discussed the Change Request and noted the following:

- Noting paper to be read in conjunction (agenda item 16).
- Improved vendor relations and reset governance approach have been achieved as well as a revised, achievable delivery schedule.
- Second project IQA is being undertaken in September.
- Stephen Dunstan provided context – s 6(c)
[REDACTED]
- WOLC under \$32m (\$35m is the limit for Cabinet re-approval) the delta of the support costs for the new platform. What is the risk of overruns requiring the project to go back to Cabinet?
- Formal governance is bi-weekly, and on the off week it is informally discussed. NEC (the vendor) is now formally on the governance group with three GMs attending. New MBIE Business Owner s 9(2)(a) has been appointed and Ministers are updated bi-weekly.
- s 9(2)(a) raised a concern that there is no contingency allowed for which seems unwise given the history of the project. s 9(2)(a) agreed.
- Suzanne noted that voice biometrics are currently being captured. Suzanne to catch up offline with s 9(2)(a) on any potential voice biometric capture opportunities.
- Risk Profile Assessment (RPA) is still medium – s 9(2)(a) queried if it has been relooked at recently and project to consider.
- Greg noted that it is encouraging that the build is concluded and in final phase of testing and implementation.
- Low level of contingency was noted. The Board prefers to control this and will consider contingency requests as required, which is a further control point provided by the DGB (via ICDC).

Decisions: The 3644 Biometric Capability Update (BCU) Change Request was **noted** and **endorsed** to go to ICDC.

Actions: None.

10 October 2022

Item:	Portfolio Dashboards
Reference:	20221010/02
Commentary	3644 BCU project – CR was approved at ICDC. Business Owner is reporting three weekly to the Minister. s 9(2)(a) advised that the revalidation of expenses has brought the estimated costs down to under \$30m WOLC (in the ‘Go to green’ plan). The draft IQA report has been received and a number of recommendations are being worked through. - Report backs – can be reinstated if DGB wishes, noting that ICDC report backs will come through ICDC.

13 March 2023

Item	Delivery Portfolio Dashboards
Reference #	20230313/02
Commentary:	Requested a ‘deep dive’ report back of several concerning projects which have had a red status for some time 3325; 3021; 3644 (NZ Research Information System; Investment Process & System Design and Biometric Capability Update) (PMO). PMs to be invited to next DGB to talk to their status and go to green plan (AP092).
Actions:	AP092: Invite red status project PMs to DGB to talk to their status and go-to-green plan – detailed reports 3325; 3021; 3644 (NZ Research Information System; Investment Process & System Design and Biometric Capability Update) (PMO).

11 April 2023

Item:	3644 Biometric Capability Update (BCU) - status and go-to-green plan report back
Reference #	20230411/04
Documents:	3644 Biometric Capability Update (BCU) - status and go-to-green plan report back memo
Presenters:	Robyn Moriarty / s 9(2)(a)

11 April 2023

Commentary:

DGB noted:

- This is a very long running project with lots of vendor governance weekly, formally every fortnight and lots of relationship management in place.
- Some documentation is in progress – Part B – is late – holding up establishing environments and security work; some commercial issues to work through, and milestones in SoW.
- Just completed security testing for one part of the application and that more security testing is to come on another key component.
- DIA – cyber architect reaching out to them to better understand the software/ experience. DXC fronted the DNC negotiation (not DIA directly). – facial recognition as a service.
- s 9(2)(b)(ii) [REDACTED]
- Robyn – no return to green plan available with any confidence due to the challenges being faced. Affordability being seriously questioned / commercials and security.
- Real concerns at the cost of project being \$32m WOLC (hardware costs, licensing and maintenance – commercial rep taking up with DNC) – and go-live eta is November 2023, not August – so re-baselining is in progress.
- Data migration technique is another issue – vendor is using an off the shelf product too.

DGB discussed:

- Is there a legal requirement to complete? It's a must do project – s 6(c) [REDACTED] – and there will be flow on business benefits for Immigration.
- Ministerial updates are regular (from INZ).
- Need to start getting ready to go to Cabinet – as decisions can't be made post 1 July due to the election cycle.
- Agreed to let project get through its system testing prior to decision for next steps. Risk assessment for INZ to be done.

Decisions:

None.

Actions:

AP105: Report back on the 3644 *Biometric Capability Update (BCU)* project vendor's security response i.e.. a risk assessment for a go/ no-go, including options (Robyn).

10 July 2023

Item:**3644 Biometric Capability Update Progress Update**

10 July 2023

Reference #	20230710/04
Presenters:	Richard Owens (Sponsor), s 9(2)(a)
Commentary:	DGB noted: • The project was in red last month and some progress has been made. Security vulnerabilities are not resolved but are well in progress. • End User Licence Agreement encountered some frustrations on both MBIE and NEC sides. There were about five items on this and have since come to agreement on those and will finalise this agreement soon. • There are three commercial issues; two are almost completed and one is pending to be resolved. • A paper to the Minister will go up next Monday with an update on the WOLC, which is still within the Treasury guidelines. This will alert to the Minister that we are getting close to the WOLC but not exceeding it. DGB discussed: • Greg noted that from 14 July, the Government will be much more cautious about decisions due to election period. Greg noted that the Minister of Finance will be looking specifically at projects within this capital spend. Ensure that the revenue source fee is in the paper. • Richard asked about the confidence level from a finance perspective for the in-principal agreement and what it will look like after Legal reviews it. Richard Owens noted that the confidence level is high as the RPSR has no financial concerns and the EULA has agreement on financials. s 9(2)(a) confirmed that they can provide these services in-house. The agreement is due to be signed off on 17 July, with NEC level-four offshore support. • Greg asked about the delivery date. The last change request had a delivery date of 18 November 2023, but there are several of factors that makes this date unachievable. On the testing side, there is a concern about data migration. If key milestones are missed, we will be looking at a new delivery date of February 2024. There is a busy period of visa applications from August-December. • Richard asked the sponsor to communicate clearly to the Minister those delivery timelines to be as transparent as possible. • Greg asked the sponsor to reverse engineer timelines with a delivery date of February 2024. • s 9(2)(a) noted that as this is a fit-for-purpose model, DGB will need to watch this project to ensure it has the right support in place because it will be very risky if it goes wrong. • Robyn noted that a November delivery date is not likely, and it will likely be delivered in February – April 2024. Richard said that the realistic timeline must be included in the letter to the Minister and specifically state that the November 2023 delivery date is not achievable. • Greg noted that if the key delivery date is February-April 2024, the project should be considering a financial model and plan for that delivery timeline, as well as starting the process for the additional funding.
Decisions:	None.
Actions:	AP147 3644 Biometric Capability Update Progress Update to provide a project timeline for a February 2024 delivery date (Robyn)

10 July 2023

AP148 3644 Biometric Capability Update to revise update to the Minister to strengthen language around the likelihood the project will not delivery in November 2023 (Robyn)

14 August 2023

Item:	3644 Biometric Capability Update Progress Update
Reference #	20230814/03
Presenters:	Richard Owen (Sponsor), s 9(2)(a)
Commentary:	DGB noted: - Last month DGB asked the project to report back with further details on WOLC, go-live date, and confidence levels on delivery. They have done this analysis and report that: - Project progressing well, from project delivery perspective are feeling more confident. - Likely push go-live date to early March 2024; due to significant cyber security issues, commercial arrangement issues, and challenges on both NEC and MBIE side to clarify project timelines. - Costs have been re-baselined. The Minister of Immigration has been informed that WOLC close to \$35million, which has been signed-off by the Minister. - Costs are increased and likely to get another funding approval for additional costs. Noting it is fee funded. Policy team will investigate with - Treasury how they can get approval for WOLC over \$35million, even if they do not spend much over this threshold. Possible to get this approval with joint-minister approval, rather than Cabinet. DGB discussed: - Richard noted that NEC has not been invited today due to the update and will be invited to next week's meeting. - s 9(2)(a) asked if there is a plan for if funding was not approved. Richard O noted they are looking into options one of which is holding off from signing any commercial agreements until they have an approved delegation for over \$35million, - s 9(2)(a) noted that there is remaining work to be done on security vulnerabilities and we cannot compromise on security. Richard O noted it is an important piece of infrastructure. The Master services agreement will run about three months post go- live date, so that needs to be addressed, too. There is a wide range of lessons learnt on this project but are keen to keep working to get it completed.

14 August 2023

	- Robyn noted she had a conversation with NEC that showed they are also feeling the pressure on this project. s 9(2)(b)(ii) - Richard asked to report back on what this project will look like in hibernation mode. - s 9(2)(a) noted it is wise to go high on budget for the next funding request to face the challenges. If we don't get more money, we need to know what will happen in hibernation. - Richard has requested a summary from s 9(2)(a) as a new member of the project team; what is an overview of the project in terms of the risks, challenges, level of confidence, and path forward.
Decisions:	None.
Actions:	AP162 3644 Biometric Capability Update to report back on what the project will look like in hibernation mode. AP163 s 9(2)(a) as a new member of the 3644 Biometric Capability Update project team, to report out-of-cycle an overview of the project in terms of the risks, challenges, and level of confidence, and clarity on a path forward.

11 September 2023

Item:	3644 Biometric Capability Update Progress Update
Reference #	20230911/03
Documents:	Report Back Memo
Presenters:	Richard Owen (Sponsor), s 9(2)(a) Guest: s 9(2)(a) (not for the report back discussion)
Commentary:	DGB noted: - s 9(2)(a) noted that a good biometric milestone has been achieved this week with SIT entry. - s 9(2)(a) in weekly contact with his Japan and US NEC counterparts. - High capability in the NZ-based NEC team. - SG highlighted that in order to meet the upcoming deadlines work may need to move forward concurrently. 30 March 2024 is NEC's financial year end and revenue recognition for the vendor is a key priority.

11 September 2023

- The two Heads of NEC global business are visiting from Japan on 26 October 2024 and s 9(2)(a) suggested they would like to meet with Greg Patchell. Greg advised that he would make himself available and include the CE.
- s 9(2)(a) noted that the Japanese Heads of NEC visit is a key opportunity to handle the NEC relationship well.

DGB discussed:

- The proposed options for a 'technical' go-live and actual go-live.
- Running things concurrently – introduces risk.
- An increase to \$35m all-of-life costs was agreed by the Minister of Immigration on 23 July 2023.
- There is a real risk that all of life costs will exceed \$35m. Precisely what that all-of-life cost will be will not become totally clear until SIT milestones are achieved progressively from November 2023 (refer below).
- Cabinet approval is required for all-of -life costs in excess of \$35m.
- The Minister has been informed that there is a risk that the all of-life-costs will exceed \$35m based upon how the project is tracking however has decided not to progress a paper to Cabinet at this point in time.
- s 9(2)(a) is making good progress providing transparency and is tracking the forecast expenditure closely. Subject to these ongoing details and the progress in SIT (refer below) there may be a need to engage Cabinet after the General Election. Although SIT entry is a good milestone as per NEC, there are a number of steps required over an extended period of time to ensure a successful SIT exit can be produced.
- SIT should provide a better view of how fit-for-purpose the current solution is. s 6(c)
- There are three go/no-go decision points coming up (mid-November, December and end of January/early February when we complete SIT). Load testing will start early (one of the go/no-go decision points).
- DGB suggested that the possible Cabinet paper needs to be informed by the go/no-go decisions as more certainty will be known as those stages progress.
- The MSA expires in June 2024.
- Ten CRs have been received from NEC to date and the project team is managing this.
- Noted that this is a commercial issue currently being managed by the project. A Stakeholder Engagement plan is required to engage appropriately with NEC.
- Datacom is awaiting sign off the SoWs for environments – but PM says they are not required yet.

DGB noted:

- The project needs to continue to work with MBIE Procurement and NEC to negotiate commercials and agree an enduring contract. Greg suggested Michael Alp should be directly involved.
- Confidence of production date is dependent on the outcome of SIT testing in November and will inform next steps and delivery confidence.

11 September 2023

	• s 9(2)(b)(ii)
Decisions:	Agreed the DGB could not make a decision on the articulated options for the <i>3644 Biometric Capability Update</i> project negotiations as a result of the Board's discussion and until further information is known after the November 2023 SIT functional testing go/no-go decision point. The DGB encouraged the project to progress under its current approved financial budget and to report back to them with a full summary and the proposed Change Request after this time.
Actions:	AP171: Engage with MBIE Corporate (Michael Alp) to manage appropriate commercial engagements in relation to the <i>3644 Biometric Capability Update</i> project negotiations (Greg Patchell). AP172: The DGB requested the Business Owner continues to update the Minister regularly regarding the status of the project (Richard Owen). AP173: The DGB requested the project establish a plan to prepare a possible Cabinet paper for a potentially updated all-of-life cost change should the SIT testing milestone events indicate that is necessary (Richard Owen). AP174: The DGB directed the project to undertake an IQA on the remainder of the project and report back to DBG with the findings and any actions to address potential recommendations (Richard Owen).

9 October 2023

Item:	3644 Biometric Capability Update Progress Update	
Reference #	20231009/03	
Documents:	3644 BCU IQA Report v1.0 FINAL	
Presenters:	Richard Owen (Sponsor), s 9(2)(a)	Michael Alp (Chief Operations Officer)
Commentary:	DGB noted: • General project progress update provided: ○ Re-baselining in progress with vendor (critical path being reconfirmed).	

9 October 2023

- Agreed payment milestones being revisited (smaller sub payments) with Michael's support.
- MSA (of 3 plus 1 plus 1 years) expires in June 2024. Working on this in parallel with the new SOW, support and maintenance agreement.
- Took action to work in SIT only – and pause other work e.g., UAT.
- Into smoke testing – one critical defect of 15 high bugs found so far. This may impact SIT testing due to what we've found so far.

- IQA Report update provided:

- Management comments have been written by Richard Owen (Sponsor) which is yet to be shared with the reviewer.
- All recommendations are do-able and supported by the Sponsor.
- Recommends SIT environment – confidence is achieved to inform next steps.
- MBIE has been engaging with 9(2)(a) of the OIA last few weeks (the vendor lead). Commercial viability and risk discussions and relationship basis improving. Richard Owen, Aaron Toatalegese and Michael Alp are engaging from MBIE. The detail is being worked through as to how progress claims can be made.
- Need a view of the risk across the programme of work – MBIE, vendor and joint risk.
- Need appropriate escalation paths e.g., commercial/technical. This will allow us to deal with issues as they arise rather than compound.
- Some legal advice has been sought regarding the commercials.

- Vendor has been informed that preferred go-live is Q2/2024.

- Interim milestones have been made in the past and may be renegotiated. DIA, Police, and broader DCGO examples of contracts with the vendor will be considered.
- Michael is meeting with INZ finance team to better understand the finances and inform the negotiations/ minister updates.

DGB discussed:

- Large number of recommendations unmoderated for a November 2023 delivery date.
- SIT outcome is a key part of the decision-making process.
- Asked the Sponsor (Richard Owen) if he was comfortable with the level of governance currently? He advised that yes - bi-weekly / formal and informal catch ups were ongoing. Richard Owen noted that they are updating the role of the vendor in the governance – the ToR is being amended to ensure that the vendor is not a voting member.
- DGB asked if there were any surprises in the report. Richard Owen advised there were not i.e., do SIT and get confidence from this. Other recommendations are achievable (administrative/ change management plans etc).

9 October 2023

	• DGB asked whether the project had appropriate governance in place. Richard Owen said that he appreciates Michael Alp's support. Need to tighten up size and membership of PSG to hold vendor to account as much as possible. He noted he would test the PSG membership with Greg and Michael. • IQA report has not been shared with vendor yet. Some vendor representatives were interviewed. A summary IQA report may be shared, and Richard Owen thinks it is important they are across the content. s 9(2)(h) [REDACTED] Noted.
Decisions:	None.
Actions:	None.

13 November 2023

Item:	3644 Biometric Capability Update Progress Update
Reference #	20231113/03
Documents:	Biometric Capability Update Progress Update Memo
Presenters:	Richard Owen (Sponsor), s 9(2)(a) [REDACTED]
Commentary:	• DGB noted the background and current state of the project as presented by Richard Owen. • The impact of stopping the project, or replacing the project with a smaller upgrade was traversed however the conclusions at this stage is that it is recommended to continue with the existing BCU project once necessary information is to hand and if necessary authority to spend has been received. • The commercial risk of a complete stop of the project is currently unquantifiable; however, work is being done to evidence this. The MSA is not crafted in a way to accommodate a complete stop. • It is considered that the extrapolation of Option 2 (continuing the project) is likely to be more expensive than current modelling has shown and the work to address this full cost structure is underway. • It is requested that this is shown in next month's update) the updated whole of life cost be provided to the next DGB meeting including indications of the non-preferred options of stopping the project now, and the future costs of starting the project again. • The project is currently on pause whilst the options presented are analysed and the full financial analysis is completed

13 November 2023

Decisions:	None.
Actions:	AP194: Richard Owen is to expand the analysis of Options 2 and 3 in the memo, including whole of life cost implications. AP195: s 9(2)(a) to quantify the commercial risk of the project.

11 December 2023

Item:	3644 Biometric Capability Update (BCU)
Reference #	20231211/03
Documents:	3644 Biometric Capability Update (BCU) 3.1 Memo
Presenters:	Richard Owen, s 9(2)(a)
Commentary:	• A paper was circulated to the Board that had been signed off by the Acting Dep Sec for Immigration, requesting permission for the project to go through systems integration testing. The Board is comfortable with the paper as an attempt to find a pathway forward that will have better control over the project, including assurance and accountability. • The system integration testing is going well on the whole. It is a pragmatic approach to determine what issues need to be resolved. • A refreshed set of commercials are being explored, which will be in the best interests of all parties. NEC are working with the project team in pursuit of this. Richard Owen noted his thanks to s 9(2)(a), Michael Alp and s 9(2)(a) for their assistance in developing the refreshed commercials. It is expected that these will be available before the end of the year. • The project will be outside tolerance until the go-to-green plan has been identified and actioned. Confidence will continue to build.
Decisions:	None.
Actions:	None.

19 February 2024

Item:	3644 Biometric Capability Update (BCU)
Reference #	20240219/04
Documents:	3644 Biometric Capability Update (BCU) 4.1 Report Back
Presenters:	Richard Owen, Michael Alp, § 9(2)(a)
Commentary:	• Richard Owen gave an overview of updates since the December meeting. • Overall, the project is progressing in the right direction. The key priority is the system integration testing (SIT). • The team is working through the technicalities around pausing the project with NEC. • There is significant schedule creep, however the project is attempting to mitigate this issue. • The project is aiming for go-live in late October 2024. • Further discussion was held around the forecasted and committed costs of the project. • § 9(2)(a) gave some detail about current pain points. These are primarily due to schedule delays. • The Board decided not to approve the recommendations in the report back, and have made several requests for clarification and further information to be provided in an out of session paper. This will need to be with the DGB members by the end of the week.
Decisions:	• The Board rejected the submitted paper in its current form.
Actions:	AP206: 3644 Biometric Capability Update to provide a clear breakdown of its contractually committed costs, and the project's escalation. This is to be produced out of session, within this week beginning Monday 19 February (Richard Owen, Michael Alp)

1. 3644 Biometric Capability Update (BCU)

Reference #	20240318/03
Documents:	None.
Presenters:	Michael Alp, § 9(2)(a)

1. 3644 Biometric Capability Update (BCU)

Commentary:	The project is currently still reporting red. A change request being prepared to bring this back into line, and expected at the April DGB. Following the receipt of the change request, while the project will be more closely united, s 9(2)(a) expects that this can only bring it back to reporting Amber. A data variation document has been signed to be better aligned with the supplier. The steering committee has been focused on resolving schedule creep and slippage. A Cabinet paper has been written, and an addendum for this paper has been prepared and is waiting on endorsements. A full briefing has been prepared to inform the Minister for Immigration of what is being sent to Cabinet. This is expected to have been submitted to the Minister's office today. s 9(2)(a) gave a brief overview of the project's spend to date. It is important to note that this is all third-party funded. This will need to be clearly expressed to Cabinet so they are aware that the project is not asking for more funding from the Crown. s 9(2)(a) has provided insight into how the project is treating their costs and ensuring alignment to Treasury's guidelines. 9(2)(a) of the OIA has also reviewed the paper and is supportive. s 9(2)(a) confirms that the current plan is to complete SIT and come back to DGB for endorsement to proceed to the next stage of the project.
Decisions:	None.
Actions:	None.

15 April 2024

Item:	3644 Biometric Capability Update Change Request
Reference #	20240415/04
Documents:	PMO Cover Sheet Change Request Playbook
Presenters:	Michael Alp, s 9(2)(a)

15 April 2024

Commentary:

Michael Alp and s 9(2)(a) provided a verbal report back on the Biometric Capability Update project.

Testing – SIT 94% of P1 test cases have been completed.

Remediation on 6% of P1s.

Approaching 50% of P2 test cases.

The first cyber report back has been completed which identified the need for further work in remediation.

The commercials with key vendor being resolved.

There have been a number of discussions with the Minister which has highlighted the following:

- There is a requirement to go back to the Minister with more information and seek her approval.
- The project has commissioned a second IQA using s 9(2)(a) who was the consultant that conducted the first IQA. The period will be from the date of the last IQA as a baseline.
- The CE's office has separately commissioned an independent review for the Minister.
- The Cabinet paper for the increasing in funding highlighted in the CR will go to Cabinet in June 2024.
- IAQ assurance will be required to feed into the cabinet paper due on 12 May 2024.

Richard Owen, the project sponsor s 9(2)(a) 9(2)(a) of the OIA Michael Alp is supporting business owner.

Commercial tensions have been worked through with ongoing management of the stakeholders.

The critical path timeframe is very close (7 days), and the project is exploring options to run items concurrently to make headway.

The MVP is being actively managed with the business.

There is a proposed change freeze to vendors even if this results in some workarounds result. This will mean that we may not get all in first release, but the work can be included in ongoing enhancements.

s 9(2)(a) and Michael Alp provided an overview on the Biometric Capability Update Change Request.

It is requested that DGB approve the paper and endorse the financial recommendations as this will require cabinet approval.

The project would like to separate the scope, schedule, and budget so that work can commence and operate within the current WOLC.

If the project continues it will not breach the WOLC until September 2024 which provides some breathing room.

The support agreements with the vendor would breach the WOLC but these have not been signed off yet.

Richard Griffiths highlighted that BCU was always project and IPE was additional scope which was included in BCU.

Greg Patchell suggested that the CR state that the paper purpose is to revert to original scope, and this should be clarified.

It was asked if the RPA needed to be updated to reflect the proposal, the rating is currently medium. PMO recommended that the RPA be refreshed using the new template provided by Treasury. s 9(2)(a) took the action to review and refresh the current BCU RPA.

15 April 2024

Richard Griffiths asked if there was sufficient contingency built into the budget to ensure there would be no further requests to the Minister or Cabinet. § 9(2)(a) indicated the project is working closely with the FBP on the financial breakdown which is referenced in the CR.

Richard Griffiths asked for the Change Request to be amended to record accurately the original scope of BCU and the treatment of IPE. The CR also needed to record that DGB cannot approve the funding request as the CR needs to go to FIC and required Cabinet approval so can only endorse the financial recommendation. The remaining recommendations can be worked through however a number are subject to Cabinet so would need to be recorded as approved subject to Cabinet approval.

It was requested that the CR be redrafted and then recirculated to DGB out of cycle.

DGB agreed to approve the separation of the projects and endorsed the project funding pending FIC endorsement and cabinet approval.

Decisions:

Recommendation	Decision
Approve the Change Request and changes to project funding: Increase project capex by \$5,164,049 in FY 2023/24 and \$9,647,603 in FY 2024/25, and opex by \$481,768 in FY 2022/23 and \$7,538,126 in FY 2024/25 from cost centre 2146.	Endorsed in principle as this is outside DGB's authorisation and subject to Cabinet approval. FIC also needs to be consulted prior to going to Cabinet
Approve the changes to the project scope: Remove the IPE scope from the BCU Project (3644) and allow it to be delivered as a separate project (3685)	Approved
Approve the split in approved project funding to the following projects: 3644 BCU – Capex \$4,590,784 FY23/24 and \$6,946,352 FY 2024/25 3644 BCU – Opex \$133,256 and \$5,809,018 FY 2024/25 3586 IPE – Capex \$573,265 FY23/24 and \$2,701,251 FY 2024/25 3586 IPE – Opex \$348,512 FY 23/24 and \$1,729,108 FY 2024/25	Endorsed in principle subject to Cabinet approval

15 April 2024

	Approve to journal project actuals from previous FY from 3644 (BCU) to 3586 (IPE) 7. Opex FY 2020/21 - \$744,220 8. Opex FY 2021/22 - \$1,021,231 9. Opex FY 2022/23 - \$1,409,680	Approved in principle subject to Cabinet approval
	Approve the changes to the project timeline: 10. Move the implementation date from November 2023 to October 2024 11. Move the project closure date from February 2024 to January 2025	Approved in principle subject to Cabinet approval
	Approve: 12. The change in benefits and their realisation date moving from November 2023 to October 2024 13. Splitting the benefits. BCU benefits remain with project 3644 and the IPE benefit is moved to 3586	Approve in principle subject to Cabinet approval
	Note: 14. That the Opex requirements have been reviewed and funding availability confirmed by Finance. 15. That the next governance document submitted to this forum will be a project closure report to be presented in January 2025. 16. That the increase in WOLC for BCU requires approval by Cabinet. Once received, the funding requested in this CR can be released.	Noted
Actions:	Actions added to DGB-209 (Ongoing and Consolidated Actions for BCU) s 9(2)(a) to review the current BCU RPA using the updated Treasury template. BCU project team to update the Change Request to reflect the suggested changes and circulate to DGB out of cycle.	

20 May 2024

Item:	3644 Biometric Capability Update – Report Back
Reference #	20240520/03
Documents:	Report back Appendix C

20 May 2024

Presenters:	Michael Alp, s 9(2)(a)
Commentary:	3.1. A substantial update to the project was requested by the Chair this month. 3.2. The IQA report has come back with a delivery outcome of “Possible” with management intervention. This is better than the result from last year but the project still remains at high risk of delivery. The Minister is supportive of this outcome. 3.3. A number of interventions have already commenced, most notably the cadence of delivery has been progressed. 3.4. A paper was due to go to Cabinet in June, however there is debate around timing for this, some of which is coming from the Minister’s office. The impact of this schedule change is that any further cost escalations may not be reflected in the fee and levy calculations that are represented in the paper. 3.5. The risk profile assessment, based on Treasury’s newest guidance, has been completed in retrospect. The outcome of this is that although the project is complicated, it is not a high-risk project from the Treasury’s perspective. 3.6. Until the SIT is completed, the full view of bugs or issues cannot be completely quantified. An additional range of reporting is commencing this week, including a management escalation group, which will look at the critical P2s involved in the projects and attempt to visualise the critical path. This will also assist in understanding the project’s full whole of life cost (WOLC). 3.6.1. The current forecast spend is below \$35 M (approximately \$24 M). It is estimated that the project WOLC could exceed \$35 M once ongoing service contracts are committed. There was also discussion that the overall project WOLC might be less than \$35 M however this would not be known until August/September. For clarity, it was sought by the committee that the WOLC had not exceeded Minister sign off at this stage, That was confirmed. 3.6.2. Based on the existing modelling, the cost to operate BCU is approximately \$2 M annually. The fees and levies work that is underway needs to take into account the cost to operate. The work does not include any upside risk to costs. 3.7. The Minister is being briefed weekly through the Weekly Report, and ad hoc aides memoires. 3.8. The go-live date is aiming for Labour Weekend in October 2024.
Decisions:	The Board: Noted the updated information contained within this report back memo. Noted the IQA report commissioned by the project has been completed and approved by the Project Sponsor. The IQA rating shows that the successful delivery of the project is “possible” with management interventions. Noted this report back provides updates on the BCU project only. In Person Enrolment is now being delivered by Project 3586 Noted that the timelines for seeking Cabinet approval to increase the WOLC are still under discussion given that testing is still ongoing and not scheduled to complete until July 2024. Noted that the project is not yet at threshold for Cabinet approval. Requested a copy of the latest IQA and also the independent review by EY.

20 May 2024

	Requested a timeline of when the project is expected to meet the WOLC threshold – i.e. exhaust its current spending authority. Endorsed the BCU project to continue focusing on critical paths activities that includes a key focus on Systems Integration Testing, and the cutover processes into the User Acceptance Test (UAT) environment. Endorsed the BCU project to continue operating outside its approved project tolerances as per the submitted CR6 and further endorsement by FIC, as the current costs fall within the threshold approved by Joint Ministers of \$35 M WOLC and only become at risk once service contracts for outyears are committed. Did not endorse the project exceeding WOLC cost of \$35 M, as Cabinet approval is required prior to exceeding this threshold. The project team is urged to prepare all relevant papers and documents for Cabinet to ensure timely approval, and if the paper is not required, it can always be removed. Ongoing endorsement of the project will be modified to reflect the timeline of when/if the project is expected to meet the threshold to require Cabinet approval.
Actions:	DGB-209 (Ongoing): A copy of the IQA report commissioned by the project and a copy of the independent review by EY is to be shared with the Board. DGB-209 (Ongoing): A timeline of when the project is expected to meet the threshold required for Cabinet approval is to be shared with the Board.

17 June 2024

Item:	Meeting opening
Reference #	20240617/01
Commentary:	Outside of the meeting, s 9(2)(a) requested a change to the record of a decision made about project 3644 Biometric Capability Update (page 5 of the minutes). The minutes state that the DGB did not endorse the BCU project to continue operating outside its approved tolerances as the current costs are within threshold and become at risk once service contracts are committed. s 9(2)(a) notes that the project needs approval to operate outside of its approved project budget. This is different to operating outside the approved Joint Minister's budget, which the project is not authorised to do as it breaches Cabinet rules. This will need to be reflected in the minutes and decisions as the project is red and needs to update its baseline (even if WOLC is not yet approved by Cabinet – there is a chance it may not even go to Cabinet).

16 July 2024

Item:	3644 Biometric Capability Update
Reference #	20240716/07
Documents:	None
Presenters:	s 9(2)(a)
Commentary:	SIT exit was scheduled for 7 July but will likely require an additional two weeks, given the outstanding defects are blocking test cases. This is not affecting the critical path at this time, because UAT is occurring in parallel. There are 55 test scripts remaining to execute out of 4,316. Formal test exit criteria of 95% success is unlikely to be met while there are outstanding defects requiring remediation. Additional NECAM (vendor) resources are assisting and the most recent release was beneficial for MBIE and met the required forecast number for remediation defects. Cyber Defect Remediations agreed including fast followers and UAT risk signed off by the business. UAT Cutover Activities are facing some technical issues relating to network and database connectivity. All parties are actively working through these and lessons learned will assist for pre-prod and production cut over. 1,500 transactions (out of 65,000) have progressed through cutover testing. Business Acceptance Testing commences 15 July (today) for a three-week period, and includes remote work for Compliance and Refugee branch workers. Business has completed evaluation of their minimum requirements to inform the MVP, including where acceptable workarounds cannot be found. Management recently held meeting with NECAM executives to highlight the importance of the project to the government s 6(a) Commercial arrangements are in place to cover the existing expired master services agreement (MSA) while the new MSA, EULA and support agreements are negotiated. The Minister continues to be briefed weekly and the approach to the Cabinet paper seeking additional funding has been agreed. The draft paper is due this month. At the end of June 2024, the WOLC was just under \$26m, and project delivery currently has a burn rate of circa \$1m per month. The project is at a delicate stage, driven by the defect remediation cadence. A worst-case scenario forecast has been completed for any delayed implementation, which sees the WOLC case between \$37m and \$40m, depending on how much contingency is utilised. The project is dealing with a number of risks, including: ○ Resources – both sick and unavailability. One project manager has chosen not to renew contract but will provide handover after returning from leave.

16 July 2024

- Defect remediation volumes are now on the critical path and the next three releases before release candidate is agreed are critical. Mid-August will require code freeze to be implemented.
- Business Acceptance Testing may identify critical defects.
- Lead vendor will come under pressure to deliver all items other than technical such as Role Based Access Control, Alerting & Monitoring, Final Design Documentation to support Operational readiness Activities, Threshold settings for facial and fingerprint accuracy.
- Preprod and Production Environment builds are delayed due to technical reasons or vendor resources.
- s 9(2)(a) notes that if go-live in October is missed, then delivery may be parked until March or April 2025.

Decisions: None.

Actions: None.

19 August 2024

Item: 3644 Biometric Capability Update

Reference # 20240819/03

Documents: None.

Presenters: s 9(2)(a)

Commentary:

- The project continues towards the implementation date with a key focus on a usable minimum viable product (MVP) from a business perspective.
- Although SIT exit has not been formally completed, the focus is on releases that resolve defects required for go live, and 25 were delivered at the start of August.
- There are currently s 9(2)(b)(ii) . Monitoring is in place to assess actual defects included on a weekly basis. Historically, we would get defects released that would fail testing, however we have recently seen an increase in quality. This provides a better level of comfort that this major release at the end of the month will deliver.

19 August 2024

- A successful release from a quality perspective will allow an informed decision to be made regarding the MVP and subsequent go live date with high probability that a final, smaller release will be required mid-September, to be tagged as the Release Candidate. This is based on track record to date by lead vendor, and likelihood of several new defects been raised.
- The Release Candidate (code freeze) will be used to undertake final BAT, Performance and Cyber testing.
- The risk profile continues to remain elevated as competing activities outside defect remediation draw on the same resources. This includes environment set ups, service transition, commercial negotiation, and final penetration testing.
- Processes have been implemented to ensure control is maintained on commissioning activities to ensure the correct sequencing is occurring.
- Sequencing activities are also complex around balancing environment establishment (which will incur significant cost), versus decision to go live.
- Some changes have also been made to governance structures (including membership) to free up resource demands and delivery focus.
- MBIE has also offered assistance to NEC for test resource which has been accepted.
- Commercial negotiations have continued proactively, but the pace will need to lift to start closing out positions in the most effective and efficient manner. A business case to the CE will likely be required to accept some indemnity clauses.
- Business engagement remains strong and the business owner has been released to focus on readiness activities 100%.
- Feedback from the business users has been positive, but until defect remediation takes place, it is difficult to have a full end to end run through without blockages.
- Some alternative scenario planning (deferral to next year) has also commenced to assess the impacts of delays including financial, commercial, and associated risks.
- Additional support has been secured to cover for the loss of the former project manager. Team morale is positive and is being monitored as competing pressures increase.
- At the end of July 2024, WOLC was reporting at \$26.2 M (\$24.7 M capex/\$1.5 M opex) and ongoing conversations with the Minister's office regarding the timing and approach for any Cabinet approvals that may be required.
- Continued weekly executive meetings between NEC, MBIE and the external QA provider to support delivery.
- Overall, the project is still red, however there is high commitment from the team to get the project over the line. There will be remediations required post go-live, but the business is happy with what is being produced.
- If the project's ongoing maintenance costs put the WOLC over \$35 M, they cannot be signed off until after Cabinet approval is obtained. However, s 9(2)(a) advised that they are expected to be low enough that Cabinet approval won't be required.
- The previous project manager has returned for three weeks to provide handover.

19 August 2024**Decisions:** None.**Actions:** None.**16 September 2024****Item:** **3644 Biometric Capability Update****Reference #** 20240916/03**Documents:** None.**Presenters:** s 9(2)(a), Michael Alp, 9(2)(a) of the OIA

Commentary:

- A number of challenges have surfaced over the last four weeks, which means delivering the project on this side of Christmas is now nearly impossible based on the current defect cadence and the delivery of the MVP.
- Defects continue to be raised at volumes that erode the benefits of the fortnightly release cycle, which will require additional releases to remediate. Without a stable release candidate, it is difficult to complete all go-live activities to the required standard.
- The major release only contained 31 defect remediations, despite being scheduled to have 45, and the subsequent release has been deferred by a week.
- Several executive interventions have been held to explore actions that can break the defect/remediation cycle, including direct contact with NECAM, and to understand the source of defects. The majority are contained within the workflow requirements s 6(c)
- The risk profile for a pre-Xmas release continues to increase as compressed and concurrent dependent activities are all appearing on the critical path, and the required duration exceeds available time before go-live.
- A major workflow remediation (updating workflow to reflect the design) will require significant regression testing. Given the issues experienced to date within the workflow component, this carries significant additional risk.
- A go/no go decision is scheduled at the end of this week (20 September) and a number of replanning sessions have started to understand the implications at all levels. This will be formalised to the chairs of DGB separately, and noted to the DGB members via email.
- Both teams and vendors are still well engaged with escalations and opportunities to try new approaches to increase cadence of remediation being explored at all levels.

16 September 2024

- The Minister remains well-informed and EY will provide their final insights verbally this week, which will most likely reflect the themes in this update.
- At the end of August 2024, delivery costs were reporting at \$27.6 M (\$26 M capex, \$1.6 M opex).
- Scenario forecasts have been drafted and a deferred go-live to early next year (likely March or April) show that completion within the approved WOLC is still possible. This has been incorporated into commercial approaches. Commercials are committed to be finalised by the end of September 2024.
- The business remains well engaged. A go/no go decision framework and supporting evidence has been drafted and will continue to be updated. MVP business requirements and workarounds have been discussed at GM-level to ensure alignment.
- Engagement with Datacom continues on activities and actions that can minimise cost of environments (BAU cost) as a result of any deferral decision.
- Business feedback on the product remains extremely positive, and the team are looking forward to receiving the new product.
- Any deferral decision will see the project team continue through to late November/early December before reducing resources over the holiday period. Work effort in the New Year will depend on the data migration and final operational readiness activities completed to the required level.

Decisions: None.

Actions: *Added to DGB-209: A go/no go decision is scheduled at the end of this week (20 September) and will be formalised to the chairs of DGB separately, and noted to the DGB members via email.*

21 October 2024

Item: 3644 Biometric Capability Update

Reference # 20241021/03

Documents: None.

Presenters: Michael Alp, s 9(2)(a)

Commentary: Solution

21 October 2024

October or November 2024 go live is not achievable. A solution will be available at the end of November 24. An executive decision has been made to postpone the delivery of the project until the first half of 2025.

Replanning has been completed and a change request is being prepared for November's DGB to formalise.

Project is now amber.

New go-live date options have been proposed to the MBIE BCU executive members, with a recommended option to transition from 5-7 April, with a reserve date at the end of April 2025.

Formal announcement of a new-go live date will not be made until November when confidence of achieving the revised go-live date is known.

Vendors have been advised in confidence.

A major workflow resolution is arriving on 24 October that will require significant regression testing and may have a significant impact on defect numbers. MBIE is assisting NEC with a tester and BA.

Defect release numbers have remained sub-optimal.

Several executive interactions continue, including addition of the NECAM executive to ensure there is continued focus to deliver all defects by the end of November 24.

Media interview undertaken by sponsor (Michael Alp), resulting in an article on the [Radio New Zealand website](#).

The Minster continues to be informed, including a revised go-live timeframe and EY provided their final insights that reflected the outcome of a deferred go-live decision

At the end of September 2024, delivery costs were reporting at \$28.0 M (\$26.4 M capex/\$1.6 M opex). Cost containment activities continue to be explored including a fixed price delivery option from NEC on the remaining defects.

Completion within the approved WOLC is still possible, however very close. This is based on an April 2025 transition date and is dependent on a solution being confirmed by the end of 2024 and commercials agreed.

Engagement with all vendors continues on activities that can minimise cost of environments (Datacom, BAU cost) and the extension of the project.

Commercials are slower than required and escalated at exec meetings – pricing has not been discussed yet and creates further risk.

The business remains engaged and feedback on the product remains positive.

Non-Solution Delivery

Pre-production cutover including roll back and data migration has almost been completed (Production go-live 'dress rehearsal' - positive and learnings)

Performance and BAT testing commences at the end of October 24.

Security testing continues to the end of October 24.

Override rules and fingerprint and face thresholds are almost completed.

Head of Portfolio delivery responsibility for BCU transitions from s 9(2)(a) over the next few weeks. 9(2)(a) of the OIA is to assume overall delivery responsibility.

21 October 2024

	Michael Alp clarified to the Board that the relative risk to the project has not changed, and the main impacts on schedule were a result of New Zealand's peak travel period. The project continues to receive positive feedback from business and user testing and it is clear that efficiencies will be delivered once the product is working end to end.
Decisions:	None.
Actions:	None.

18 November 2024

Item:	3644 Biometric Capability Update
Reference #	20241118/03
Documents:	None.
Presenters:	Michael Alp, s 9(2)(a)
Commentary:	Solution A candidate solution is estimated to be available in mid-December (previously was end of November) which will allow formal SIT exit criteria to be met. A small number of residual defects are expected, and testing will be required early in the new year. The major workflow resolution planned for 24 October arrived a week late, and despite having some initial defects that were fixed, testing is almost complete with about a 20% error rate but appears to meet MBIE requirements. A combined release is expected on 21 November. This will reduce the remaining defects to around 12-15 and a reserve release date of 5 December will be required. MBIE have also raised with NEC the possibility to have the remaining defects remediated for a further release on 12 December. The second round of security testing is complete – core defects are being triaged to determine what can be implemented prior to go live, or after with mitigation and acceptance by the business. Security remediations will require MBIE to prioritise the trade-off between the risk we are managing and the cost to implement, as NEC have indicated some remediation may require substantial effort (cost and time).

18 November 2024

New go live date options have been agreed by MBIE's CE to transition from 5-7 April, with a reserve date at the end of April 2025.

Formal announcement of a new go live date will not be made until December, when confidence of achieving the revised go live date is known.

Pre-prod cutover, rollback and data migration test has been completed – lessons and timings have been established which support a repeatable process for production cutover.

BAT testing re-commencing (expected to be run over 2-3 cycles, completing in January 2025).

The project remains Amber, with caution.

MBIE is assisting NEC through the provision of a tester working onsite at NEC and proving invaluable.

Non-Solution

MBIE/NEC Executive interactions and joint governance continues, as do Minister updates.

There has been no media interest in the reporting month.

At the end of September 2024, delivery costs were reporting at \$29.2 M (\$27.5 M capex/\$1.7 M opex). It is still yet to be confirmed that what remains in the budget will be enough to cover any outstanding defects. However, WOLC is on track to remain under \$35 M based on an April 2025 transition date.

The assessment of any changes to in-person enrolment funding are underway.

Commercials are slower than required and some have required escalation to executive meetings.

CR is being prepared for December's DGB to formalise the new go-live date with no impact on the all-of-life costs.

Override rules and fingerprint and face thresholds expected to be completed and signed out by the end of the calendar year.

The project team remains positive and has re-located into Pastoral house.

The DGB is gratified to hear that the project is tracking well financially and towards go live.

Decisions: None.

Actions: None.

16 December 2024

Item: 3644 Biometric Capability Update

Reference # 20241216/08

Documents: [PMO Cover Sheet](#)

16 December 2024

[Change Request](#)
[Playbook](#)

Presenters: 9(2)(a) of the OIA Michael Alp, s 9(2)(a)

Commentary:**Solution**

- A candidate solution that was expected to be available mid-December (originally end November 2024) is now end January 2025 after testing. Defects have reduced and are positive.
- Another combined release was received on 12 December (circa 23 defects remediated). Next is 16 January 2025, and there may be a small release at the end of January 2025.
- Formal announcement of a new-go live date will not be made until January 2025 when confidence of achieving the revised go-live date is known (completion of SIT testing). Go-live for April 2025 is still the objective, however there is potential for this to shift to May 2025 if the candidate solution does not meet its end of January milestone date. The previous system will be disestablished once the project goes live.
- BAT testing continues and is positive, with expected completion in January 2025.
- 18 security risks (15 High & 3 medium) will be implemented after go-live due to capacity constraints by NEC. Controls and commitment from NEC in a timely manner to remediate will be required. Final security testing round scheduled for February 2025.
- A security advisory memo has been prepared for the INZ Business owners to outline the risks, controls and approach to remediation.
- Project remains Amber, with caution.

Non-Solution

- MBIE/NEC executive interactions and joint governance continue, as do Minister updates.
- There has been no media interest in the reporting month.
- Michael Alp visited NEC HQ in Japan to understand future biometric capability plans, discuss the project, and build relationships.
- From January 2025, Michael Alp concludes as project Sponsor and Richard Owen continues. Michael will continue leading the commercial activities.
- At the end of November 2024, delivery costs were \$30 M (\$28.3 M capex/\$1.7 M opex).
- Estimated project delivery expenditure is \$34,325,714.
- WOLC under \$35 M is on track based on an April 2025 transition date.
- Commercials are much slower than required and escalated at exec meetings. Options to advance are being discussed with MBIE's CE.
- CR 6.1 has been provided to formalise the new go-live date and separate the IPE and BCU projects.

16 December 2024

- Override rules and fingerprint and face are taking longer than expected, however will be completed prior to going live.
- Preparations for commencing remediation of “fast followers” in progress – circa February – May 2025.

Change Request

The change request, if approved, would return BCU to its original scope and have separate projects for the delivery of the two solutions, and descope some defects for a follow-up project funded from Business as Usual (BAU) cost centre 1803 after go-live.

Additional funding is required, and the go-live date will be rescheduled for April 2025, and project closure extended to June 2025.

If not approved, the BCU project will return to its original scope and deliver a Minimum Viable Product for the IDme2 solution. IPE will be a separate project to deliver a new In Person Enrolment solution. BCU and IPE will each have its own project code and budget, Project Online instance, and relevant project artefacts. The projects will share a governance group but separate status reports will be provided for each project.

9(2)(a) of the OIA notes that the summary of costs in the change request are immaterially off, but what is quoted in the recommendations is correct.

Decisions:

Recommendation	Decision
Approve the Change Request and changes to project funding: 1. Increase total project capex by \$13,322,515 and total opex by \$3,222,839 from cost centre 2146, broken down as follows FY 2023/24 capex increase \$3,465,057 and opex increase \$474,939 FY 2024/25 capex increase \$9,857,459 and opex increase \$2,747,900	Approved
Approve the changes to the project scope: 2. Return the BCU Project (3644) to its original scope and allow In-Person Enrolment (IPE) to be delivered as a separate project (3685) as originally planned. The two projects will each have its own cost code and budget, Project Online instance with relevant project artefacts and separate status reporting.	Approved
Approve the split for the individual approved project funding and transfer of budget to IPE as follows: 3. 3644 BCU – Capex \$2,891,792 FY23/24 and \$7,400,000 FY24/25 4. 3644 BCU – Opex \$126,427 FY 23/24 and \$775,000 FY24/25 5. 3586 IPE – Capex \$573,265 FY23/24 and \$2,457,459 FY24/25 6. 3586 IPE – Opex \$348,512 FY 23/24 and \$1,972,900 FY24/25	Approved

16 December 2024

	Approve to journal project actuals from previous FY from 3644 (BCU) to 3586 (IPE) to reflect the actual costs incurred by IPE 7. Opex FY20/21 - \$744,220 8. Opex FY21/22 - \$1,021,231 9. Opex FY22/23 - \$1,409,680	Approved
	Approve the changes to the project timeline: 10. Move the project closure date from February 2025 to June 2025 for both BCU and IPE.	Approved
	Approve: 11. The change in benefits and their realisation date moving from November 2023 to April 2024 12. Splitting the benefits. BCU benefits remain with project 3644 and the IPE benefit are moved to 3586	Approved
	a) Note: The implementation for both BCU and IPE will move from November 2023 to April 2025 (est.). b) Note: That the opex requirements have been reviewed and funding availability confirmed by Finance. c) Note: That the next governance document submitted to this forum will be a project closure report to be presented in June 2025.	Noted
Actions:	DGB-209 (Added to ongoing BCU action) IPE project is required to provide a monthly report back on progress and financial situation	

17 February 2025

Item:	3644 Biometric Capability Update
Reference #	20250217/04
Documents:	None.
Presenters:	9(2)(a) of the OIA
Commentary:	Solution Delivery

17 February 2025

A candidate solution that was expected to be available mid-December will now be in now mid-March 25 after testing. Defects are reducing, although slowly. Final significant releases are expected on 13 and 27 February.

Options are being explored to manage quality assurance risk mitigation, which may range from enhanced regression testing to production pilot testing, to detect unknown defects.

Formal announcement of a new-go live date will not be made until late February/early March 25 when confidence of achieving a revised go-live date is known (completion of SIT testing). Go-live for late April 2025 is still the objective but is at high risk. Final BAT testing scheduled for March 25.

Security risks – many high risks will be implemented after go-live due to capacity constraints by NEC. Final security testing round scheduled for March 2025.

A security advisory memo has been presented to the INZ Business owners that outlines the current state risks, controls and approach to remediation.

Project remains amber, with caution as having a working solution with essential (must have) defects remediated is critical to achieving an MVP solution.

Non-Solution

There are extensive MBIE/NEC executive interactions, although slow progress, and joint governance and reporting continues.

Ministerial updates are provided each week and an aide memoir providing an update will be issued to the Immigration Minister in late February.

Michael Alp has concluded as project Sponsor and Richard Owen has reassumed as BCU Sponsor. Michael will continue leading the commercial activities.

Commercials are much slower than required and continue to be escalated at exec meetings with MBIE's chief executive and DCE Corporate and Digital Shared Services actively involved.

An NEC/MBIE executive meeting was held on 10 January 2025 to progress the MSA and some advancement has been made since that meeting.

NEC Support SOW is slowly advancing. The Datacom Support SoW also in progress.

Override rules and Fingerprint and Face taking longer than expected.

Preparations for commencing remediation of 'fast followers' are in progress.

Finance

At the end of January 2024, delivery costs were \$31.0 M (\$29.2 M capex/\$1.8 M opex). Estimated project costs are \$33 M and WOLC \$34 M, based on an April 2025 capitalisation date. There are some levers that can still be pulled to ensure the project remains under \$35 M.

Overall

17 February 2025

	There is not much more that the project can do to progress faster. A go-live timeframe will not be announced until the MVP is determined. Preparations for go-live are still on track, however the Board wants to know what it will mean for respective environments if the project cannot go live within the next 3-4 months.
Decisions:	None.
Actions:	<i>Added to DGB-209:</i> The Board wants to know what the flow on impact to other INZ projects/environments will be if the project cannot go live within the next 3-4 months. 9(2)(a) of the OIA

17 March 2025

Item:	3644 Biometric Capability Update and 3586 In Person Enrolments
Reference #	20250317/04
Documents:	None.
Presenters:	9(2)(a) of the OIA Richard Owen
Commentary:	Solution Delivery <u>BCU</u> A solution that was expected to be available mid-March is now early/mid-April 2025 after testing. Defects are still reducing, although slowly. However, the business is in a good position to receive the solution once it is available. Options are being explored to manage quality assurance risk mitigation, which may include an elongated enhanced regression testing phase to detect unknown defects. Go-live for April 25 is not achievable and is most likely now early/mid-June. Formal announcement of a new-go live date will not be made until confidence of achieving a revised go-live date is known (following completion of SIT testing). Final BAT testing is scheduled to commence late April 2025. Security risks – high risks will most likely be implemented after go-live due to capacity constraints by NEC. The final security testing round is scheduled for April 2025. Mitigations are being explored. A security advisory memo outlining the current state of security risks was noted by the INZ Business owners along with controls and approach to remediation.

17 March 2025

Funding allocated for fast follower this year will need to be moved into next financial year.

Project remains amber, with caution, as having a working solution with essential defects remediated is critical to achieving an MVP solution.

IPE

Delivery progressing well with no significant issues.

Non-Solution

MBIE/NEC executive interactions and joint governance and reporting continue. Despite extensive interaction, there is slow progress.

Ministerial updates are provided each week and an aide memoire providing an update will most likely be issued to the Immigration Minister circa mid-April.

Finance as at end February:

BCU

Delivery costs were \$31.2 M (\$29.4m capex/\$1.8 opex).

Est. total project costs \$33 M and WOLC \$34 M based on an April 2025 capitalisation date.

IPE

Delivery costs were \$7.4 M (\$2.6m capex/\$4.7 opex).

Est. total project costs \$8.5 M and WOLC \$10 M.

Commercials are much slower than required and continue to be escalated at meetings with MBIE's Secretary and the Deputy Secretary Corporate and Digital Shared Services. A meeting was held on 18 February 2025 to progress the MSA, and advancement has been made since that meeting.

NEC support SOW is also slowly advancing. Datacom Support SoWs also in progress.

Override rules and fingerprint and face taking longer than expected.

Preparations for commencing remediation of 'fast followers' in progress – circa May to September 2025.

There has been no media interest in the reporting month(s).

Discussion

s 9(2)(a) suggests that at this point of delivery, the project needs to be submitting project metrics for deeper analysis than what can be provided in verbal updates. While the project team agrees, they are not sure how much further assistance can be offered by the DGB that isn't already being offered by SLT. It was agreed that a one page summary update including finance, risk, delivery cadence and defect rectification would be delivered going forward to DGB.

9(2)(a) of the OIA enquired about the requirement to recognise liability this financial year.

Whilst the MSA is progressing well, there are a couple of clauses that still require attention to proceed. This will also require a further conversation with the CE, and the MD from Australia.

17 March 2025

	In February the Board asked what the flow on impacts to other INZ projects/environments would be if the project couldn't go live within the next 3-4 months. 9(2)(a) of the OIA has done some work to visualise this and can confirm that the impact would not be significant.
Decisions:	None.
Actions:	<i>Added to DGB-209:</i> Project team to provide existing available metrics to supplement these monthly verbal updates.

17 April 2025

Item:	3644 Biometric Capability Update and 3586 In Person Enrolments
Reference #	20250417/03
Documents:	Monthly report back Status on a Page
Presenters:	9(2)(a) of the OIA Richard Owen
Commentary:	DGB received the report back, and the following key updates/highlights were provided: Solution delivery: The project indicated that they may be approaching a Minimum Viable Product (MVP) solution. Testing is in progress, to validate this. The project has a higher level of confidence in this release due to the interactive testing performed by both parties. Go Live: The project is targeting a June go live, the Chief Executive will determine the decision. Ernst & Young have been engaged to conduct an independent review to inform decision making. Financial: There is a Focus on managing the budget within the WOLC threshold. Commercials: The Master Services Agreement has progressed, and approval will be addressed when the support contract (SoW) has been agreed. The NEC support contract is under discussion. Business readiness:

17 April 2025

	Business readiness is in progress. Preparation for go live, including early support and risk mitigation, is underway.
Decisions:	None.
Actions:	None.

19 May 2025

Item:	3644 Biometric Capability Update and 3586 In-Person Enrolments
Reference #	20250519/03
Documents:	3.1 Monthly Report Back 3.2 Status on a Page
Presenters:	9(2)(a) of the OIA Richard Owen
Commentary:	Solution Delivery <i>Biometric Capability Update</i> • SIT testing is progressing with almost all ‘must have’ defects resolved from the MVP, with approximately 8-10 remaining. The project is red, as having a working solution with essential defects remediated is critical to achieving an MVP solution (along with commercials completed). • Regression testing is expected to commence fully in May, subject to essential workflow defects being resolved. Completion of regression testing is forecast for early June. • Formal announcement of a new-go live date will not be made until confidence of achieving a revised go-live date is known. Final BAT testing is scheduled to commence late May 2025. The final security testing round is scheduled for early July 2025. • Activities to reduce the risk of being compromised will be addressed by a “Walled Garden” approach, which will harden the environment without the need for direct changes to the NEC code. A design is almost complete, and implementation will commence immediately upon agreement of the design.

19 May 2025

- Implementing an Enterprise Data solution is presenting some risk and has been escalated at an executive level to resolve. Completion of override functionality has also been escalated to resolve, although significant progress has been made, business mitigation options at go-live may need to be considered if not completed, or partially completed.

In-Person Enrolments

- Delivery progressing well with no significant issues.

Non-Solution

- MBIE/NEC executive interactions and joint governance and reporting continue. Regular internal executive meetings and reports are in place.
- Ministerial updates are provided each week and will be increased to a more detailed format shortly. An aide memoire providing a status update was issued to the Minister of Immigration on 9 May. The Minister has been given a preliminary timeframe to expect go-live.
- An external review of specific BCU project functions, which was requested by MBIE's chief executive, has been completed. The report has been provided to the BCU executive members. Actions to address findings are already underway.
- Implementation planning has commenced, and EY has also been engaged to provide implementation planning assistance up to go-live

Budget/Finance as at end April 2025:

- BCU delivery costs were \$32.0 M (\$30.2 M capex/\$1.8 M opex). Estimated total project costs \$32.6 M and WOLC \$34.5 M based on a May 2025 capitalisation date.
- IPE delivery costs were \$7.9 M (\$2.9m capex/\$5.03m opex). Estimated total Project costs \$8.6 M and WOLC \$10 M.
- Commercials are still much slower than required and continued escalated at exec meetings with MBIE's chief executive and DCE Corporate and Digital Shared Services actively involved.

In Confidence

- The Master Services Agreement has been agreed, however not executed and the BCU support SoW negotiations continue.
- Datacom support statements of work are also in progress with no issues.
- Preparations for the remediation of 'fast followers' in progress.
- Funding for the 2025/26 FY for the BCU Value Stream ('fast followers' workstream + potential security defect remediation) to be confirmed. This could potentially exceed \$4 M.
- No media interest in the reporting month, however interest is expected soon.
- The Board implores the project team to look into workforce planning for the service centres.

19 May 2025

Decisions:

None.

Actions:

DGB-282: (3644 Biometric Capability Update) Ensure workforce planning is in place for service centres before go-live.

19 June 2025

Item:**3644 Biometric Capability Update and 3586 In Person Enrolments****Reference #**

20250619/03

Documents:[Status on a Page](#)**Presenters:**

9(2)(a) of the OIA

Commentary:

The project is currently showing a red status.

Go-live is affected by delays to delivery of production ready Minimum Viable Product (MVP). A go-live date is unable to be confirmed until there is certainty about the MVP production solution candidate.

Other areas which are under pressure are regression testing, performance testing and transition to support. Ongoing delays put pressure on the budget.

Decisions:

None.

Actions:

None.

21 July 2025

Item:**3644 Biometric Capability Update and 3586 In-Person Enrolments****Reference #**

20250721/03

Documents:[Status on a Page](#)

21 July 2025

Presenters:	9(2)(a) of the OIA Richard Owen
Commentary:	Defect remediation activities are ongoing, with some issues still being addressed. Regression testing has identified areas requiring further attention to ensure quality standards are met. Financial performance shows some variance from forecast, which continues to be monitored.
Decisions:	None.
Actions:	None.

18 August 2025

Item:	3644 Biometric Capability Update Closure Memo
Reference #	20250818/03
Documents:	Closure memo Status on a Page
Presenters:	9(2)(a) of the OIA Richard Owen
Commentary:	The closure memo outlines the completion of the Biometric Capability Update project, with remaining deliverables transferred to a new value stream for finalisation. The project delivered a significant upgrade to identity management systems, improving automation and scalability. Outstanding activities and benefits will be managed under the new initiative.
Decisions:	The Board: Noted the progress of the BCU project and that a working core solution has been delivered. Noted that performance testing is still to be finalised. Did not approve the project closure.
Actions:	None.

15 September 2025

Item:	3644 Biometric Capability Update and 3586 In Person Enrolments
Reference #	20250915/03
Documents:	Status on a Page
Presenters:	9(2)(a) of the OIA
Commentary:	This report updates the Board on the status of the Biometric Capability and In Person Enrolment projects. The focus is on progress made, outstanding deliverables, and the transition of remaining activities to new value streams. The Board is asked to note the current status and ongoing management of benefits and outstanding activities.
Decisions:	None.
Actions:	None.

20 October 2025

Item:	3644 Biometric Capability Update and 3586 In-Person Enrolments
Reference #	20251020/03
Documents:	Status on a Page
Presenters:	9(2)(a) of the OIA
Commentary:	Updates were provided on the transition of biometric and enrolment activities to new value streams. Outstanding deliverables and benefit tracking were noted.
Decisions:	None.
Actions:	None.

17 November 2025

Item:	3644 Biometric Capability Update
Reference #	20251117/04
Documents:	Status on a Page
Presenters:	9(2)(a) of the OIA Richard Owen
Commentary:	Status update provided, transition to new value streams underway. Outstanding deliverables and benefit tracking noted. No decisions required. The board discussed the project and next steps. The next phase of the project will be planned following upcoming decisions.
Decisions:	None.
Actions:	None.

15 December 2025

Item:	3644 Biometric Capability Update – WITHDRAWN
Reference #	20251215/03
Documents:	Status on a Page
Presenters:	None
Commentary:	- The project has been paused to do re-planning. The timeframe for completing and going live as well as alternative options will be considered during this time to confirm the best way forward and optimise chances for success. - As there is no update to the project from last month, the Board decided to withdraw this item.
Decisions:	None.
Actions:	None.



MEMO

DATE	17 November 2025
TO	Richard Owen, General Manager Immigration Risk and Border, Immigration New Zealand (INZ)
PREPARED BY	s 9(2)(a)
FROM	s 9(2)(a)
SUBJECT	CHRONOLOGY OF BCU PROJECT - SCOPE AND COST CHANGES, AND DECISION TO PAUSE

PURPOSE

This memo summarises the key decisions that were made to change the scope of the BCU project, the impact that these decisions had on timelines and project costs, and the decision to pause the project.

RECOMMENDATIONS

It is recommended that you:

- a) **Note** that increased project costs and timeframes were initially caused by the sizable changes to project scope and then were caused by slow progress on meeting milestones.
Noted
- b) **Note** that periodic independent reviews had concerns revised timeframes would be met but ultimately recommended that the project continue.
Noted
- c) **Note** that while a go-live date in 2025 had seemed plausible, risks and defects persisted, leading to a 'no-go' decision and the project being paused.
Noted



BACKGROUND – INITIAL SCOPE WAS TO FUTURE PROOF EXISTING SOLUTION

1. The Identity Management Engine (IDme) system manages identity information for Immigration New Zealand (INZ). The solution includes the capture, searching, matching, resolution and linking of biographic and biometric (face and fingerprint) information, as well as integrations to other systems.
2. Several workstreams were established in July 2018 to carry out maintenance activities and future proof the IDme solution [1]. In November 2018 a procurement exemption was approved for the IDme Capacity Upgrade, Combined Population Enhancement, Windows Server Upgrades, Photo Quality Checker, In Person Enrolment and Fingerprint Enhancement sub projects [2]. A Master Services Agreement was signed with NEC in June 2019 for this work [3].
3. Most of these upgrades and enhancements were included in the Biometric Capability Upgrade (BCU) project Business Case, which was approved in August 2019 [4] [5]. The project goals were to be achieved through:
 - upgrading the NEC software and algorithms to the latest version (reducing manual work),
 - decommissioning Daon components of the solution, simplifying the support model and system configuration,
 - providing tools to manage the quality of fingerprint images,
 - integrate the NEC capability into the existing Datacom IDme solution,
 - consolidating biometric and biographic information in a single population to simplify matching, data management, and analysis needed for enhancements, and
 - expanding the capacity of the solution to meet future needs.
4. One of the workstreams, In Person Enrolment, was set up as a separate project to replace 'Daon Enrol' [5]. This was the in person biometric capture component of the original IDme solution, which passes captured biometric and biographic information into IDme in a single transaction. s 9(2)(b)(ii) [REDACTED]
5. The initial cost and timeline estimate for the BCU project was \$10,458,858 CAPEX and \$46,272 OPEX and a completion date of 30/09/2020 [4]. CR1 was approved on 15/05/2020 [6] and:
 - transferred a further \$700,907 CAPEX from the Windows OS and SQL database upgrade project for BCU to upgrade the biometric servers [7], and
 - a further \$130,798 CAPEX from the PQC project to finish decoupling the Photo Quality Checker from the Online forms [8].

This was to reduce duplication of effort between projects.



SIGNIFICANT CHANGES TO SCOPE REQUIRED ADJUSTMENT OF SCHEDULE AND BUDGET

6. CR2 was approved in July 2020 to increase the scope of the project to decommission the entire Datacom IDme solution [9]. The project had assessed that the planned activities would not enable the project goals. The increased scope included replacing the matching engine, system component for management of identities, business rules engine and subsystems, integrations with several other INZ systems, changes to the workflows with these integrated systems, and multiple user interfaces for manual identity resolution, information extracts and searches. At this stage the In Person Enrolment was also combined into the BCU project.
7. CR2 requested an additional CAPEX of \$5.8 million to deliver the replacement IDme system, and requested an additional 8 months extending the project closure date from September 2020 to May 2021 [9]. In August 2020 a Statement of Work (SOW) was signed with NEC for the increased scope which included milestones [10]. Milestone 1 was to complete the detailed requirements and part B design by 1 September 2020, milestone 2 was to provide a schedule by 15 September 2020, and milestone 3b was to complete the detailed design by 30 September 2020.
8. The estimates in the SOW did not recognise the complexity of the system. It took until April 2021 for the business to baseline the main business requirements for NEC [11], and it took until September 2022 for NEC and MBIE to complete the workflow requirements [12] [13]. Payment was made for milestones 1 and 2 in September 2022 [14]. A draft of the design was provided by NEC NZ to MBIE in September 2022 [15] and it continues to be updated. This was paid by MBIE in two payments in September 2022 and March 2023, recognising the work that had been put into it, and that it would be continued to be updated until UAT [16] [17].
9. An independent quality assurance review was commissioned by MBIE in June 2021 [18]. The report made a number of recommendations including more detailed milestones, increased governance (particularly around design), clarifying responsibilities within the project, and to reconfirm the design including traceability to requirements. CR3 was submitted in July 2021 and requested an additional \$6.9 million CAPEX and moved the completion date to July 2022 [19]. This CR stated that the design work was nearly complete, and the complexity of the solution was better understood. CR3 was approved by Treasury in November 2021 [20].

PROGRESS WAS MUCH SLOWER THAN REVISED ESTIMATES, INCREASING PROJECT COSTS

10. MBIE requested a further independent quality assurance review in September 2022 [21]. The report noted that MBIE and NEC had revised the project plan and had agreed new milestones at the Project Steering Group (PSG). The report emphasised that the PSG needed to hold its members accountable to avoid delays and there needed to be transparency of progress towards milestones.
11. Revised timelines for milestone payments were formally agreed with NEC in November 2022 [13]. The revised milestone dates and deliverables, and their acceptance (payment) dates are as follows:



Milestone	Milestone description	Milestone Date	Entry date	Payment date
M04	Entry to SIT	31 October 2022	March 2023	7 March 2023 [22]
M05	Entry to UAT	23 March 2023	December 2023	20 December 2023 [23]
M06	Entry to Pre-production	30 July 2023	October 2024* [24]/ July 2025 [25]	January 2024- October 2024
M07	Entry to Production	31 August 2023	Yet to be achieved	January 2024- October 2024
M08	End of Early Life Support	30 September 2023	Yet to be achieved	January 2024- October 2024

*October 2024- Code was deployed in Pre-production environment then rolled back before opening the gates in a planned roll back test.

12. Critical activities took substantially longer than the time allocated in the revised plan. As 9(2)(b)(ii)

Deployment of the solution into the SIT test environment took much longer than planned [26]. The large volume of functional and security defects, combined with a slow cadence of fixing defects, slowed down the testing of the solution.

13. The delays resulted in a series of change requests to extend the completion date and increase project budget. Implementing IDme also required updates to several integrated systems with different vendors.
- CR4, approved in August 2022, extended the completion date to November 2023, requested CAPEX be decreased by \$863,972, and requested OPEX be increased by \$4,665,111 [27].
 - CR5, approved in June 2023, moved the completion date to February 2024, increased CAPEX by \$506,929 and decreased OPEX by \$373,730 [28].
 - CR6.1, approved in December 2024 moved the completion date to June 2025, separated IPE back into a separate project. An increase of \$10,291,792 CAPEX and \$901,427 OPEX was approved for the BCU project. An additional \$3,030,724 CAPEX and \$2,321,412 OPEX was approved for the IPE project [26].
14. New commercial terms with NEC were approved in January 2024 by the Deputy Secretary of Immigration New Zealand and the BCU Project Sponsor, and these were formally signed off in May 2024 [29] by the Deputy Secretary, Digital, Data and Insights and Secretary for Business, Innovation and Employment and Chief Executive [30]. Milestones 1-5 had been paid, and the agreement changed milestones 6-8 as well as licensing costs to monthly payments over the next 10 months. This was a commercial compromise to provide 'cost and financial certainty to both NEC New Zealand Limited and MBIE'.



15. s 9(2)(b)(ii)

**INDEPENDENT REVIEWS ULTIMATELY SUPPORTED CONTINUING THE PROJECT DESPITE
ONGOING PROBLEMS MEETING TIMEFRAMES**

16. MBIE requested an external health check in September 2023 for assurance on ability to deliver, effectiveness of planning, and suggest areas of improvement [32]. The report stated ‘Successful delivery of the change appears unlikely with major risks or issues in key areas that require urgent management attention. Achievement of the next key milestone is in doubt.’. However, the report also recommended completing testing in the current environment to assess the quality of the solution. The project was paused for 4 weeks in November 2023, and after options were considered, the project restarted in December 2023 to complete enough testing to assess the quality of the solution.
17. A further independent quality assurance review was requested by MBIE in May 2024 to provide assurance around the projects ability to meet timeframes and having the right governance and people resources [33]. The review found that there had been improvements and successful delivery appeared ‘possible’, but that there was still risk of being able to deliver the project within revised timeframes. It recommended the Project Steering Group hold members accountable for re-planned milestones by increasing senior INZ involvement.
18. A separate independent quality assurance review was also carried out in May 2024 to provide independent advice to the Minister [34]. This review also recommended that the project continue, but with more oversight from the MBIE Executive to mitigate risks to delivery timeframes. Reasons for continuing the project included the current solution being past end of life, an upgrade would still be required in the near future using the same vendor, and the project costs needing to be paid contractually regardless.

**GO-LIVE SEEMED PLAUSABLE, BUT AS THE SAME RISKS CONTINUED TO PERSIST, THE
PROJECT DIRECTION WAS RE-EXAMINED**

19. Feasibility for go-live was assessed in an independent review in May 2025 [35]. A number of options were assessed as plausible, but with substantial risks. The review acknowledged the technical solution had improved in quality, but to address risks, broader deliverables needed focus including completing commercial agreements, ensuring sufficient vendor support, security risk remediation, and assessing the feasibility of a rollback option.
20. The project was capitalised in June 2025 [34], with the intention to go-live in August/ September 2025 [37]. The cost of the BCU project was \$32.758M and the cost of the IPE project was \$2.97M, within the budget allowed by CR6.1. From July 2025, work continued under a BCU value workstream. \$5.78M OPEX was requested for the BCU value workstream to reduce security risks, enable roll back post-production (in case it was needed), remedy “fast follower” defects that did not block go-live but provided significant value, and for ongoing system maintenance.



-
21. Performance issues meant that a September 2025 go-live date was unable to be achieved [38]. An additional \$1.1M was requested to move data storage to the Cloud Data Platform which helped address performance issues and some security risks. Following this design change for data storage, and challenges in implementing controls for security risks, an independent cybersecurity review was requested in October 2025 [39]. The review identified a number of actions were needed prior to going live to mitigate high-risk security risks. It also found that the security controls did not appear to be a feasible long term solution.
 22. Ahead of a November 2025 go live decision, an independent review on readiness was requested [40]. The risks identified in May 2025 remained and the solution had many must defects outstanding that needed to be fixed before go-live. While the business could be ready, the solution confidence was low. The report observed that a November go-live date would have too much risk. It was also observed that the current issues are the same ones observed over the 18 months and MBIE should consider whether to continue with the project as it was or re-evaluate programme options. MBIE subsequently decided to not go live in November 2025 [41] and to pause the project to allow planning activities [42].



APPENDIX A – TIMELINE OF KEY DATES

Date	Commercials	Business Case and Change Requests	Milestone due dates and delivery	Independent reviews
<i>Jul 2018</i>		Biometric Enhancement Workstreams start		
<i>Nov 2018</i>	Procurement exemption approved			
<i>Jun 2019</i>	NEC MSA			
<i>Aug 2019</i>		BCU Business case approved CAPEX \$10.5 million		
<i>May 2020</i>		CR1 approved, transfer CAPEX and scope from other projects		
<i>Jul 2020</i>		CR2 approved, increased scope and budget CAPEX \$17.1 million and OPEX \$46K		
<i>Aug 2020</i>	NEC SOW (CR2 scope)			
<i>Sep 2020</i>		Business case project closure date	M01-03 Requirements, Schedule, test plan, migration plan and Detailed Design due (NEC SOW)	
<i>May 2021</i>		CR2 project closure date		
<i>Jun 2021</i>		CR3 submitted	M07 Deliver to Prod Due (NEC SOW)	MBIE commissions Independent Quality Assurance Review
<i>Nov 2021</i>		CR3 approved (Treasury) CAPEX \$22.2 million and OPEX \$46K		
<i>Aug 2022</i>		CR3 project closure date CR4 approved CAPEX \$21.3 million and OPEX \$4.7 million	M08 End of Early Life Support Due (NEC SOW)	
<i>Sep 2022</i>			Milestones 01-03a paid Milestone 04 due: SIT entry (revised Nov 22)	MBIE commissions Independent Quality Assurance Review



Date	Commercials	Business Case and Change Requests	Milestone due dates and delivery	Independent reviews
<i>Nov 2022</i>	Payment milestone variation letter from NEC to MBIE			
<i>Mar 2023</i>			Milestone 03b-04 paid Milestone 05 due: UAT entry (revised Nov 22)	
<i>Jun 2023</i>		CR5 approved CAPEX \$21.8 million and OPEX \$4.7 million		
<i>Jul 2023</i>			Milestone 06 due: Pre- production entry (revised Nov 22)	
<i>Aug 2023</i>			Milestone 07 due: Production entry (revised Nov 22)	
<i>Sep 2023</i>				MBIE commissions Independent Quality Assurance Review
			Milestone 08 due: Early Life Support ends (revised Nov 22)	
<i>Nov 2023</i>	Project pause	CR4 project closure date		
<i>Dec 2023</i>		CR6.1 Approved: BCU CAPEX \$32.1 million and OPEX \$2.2 million, IPE CAPEX \$3 million and OPEX \$5.5 million		
<i>Jan 2024</i>	Milestone 06-08 payments changed from on delivery to monthly payments over 10 months		Milestone 06-08 monthly payments start	
<i>Feb 2024</i>		CR5 project closure date		
<i>May 2024</i>	Formal sign off monthly milestone payments			MBIE commissions Independent Quality Assurance Review Minister commissions



<i>Date</i>	Commercials	Business Case and Change Requests	Milestone due dates and delivery	Independent reviews
				Independent Quality Assurance Review
<i>Oct 2024</i>			Milestone 06 Deployment to Preprod with rollback (deliberate testing of rollback) Agreed Milestone 06- 08 monthly payments technically finish	
<i>Sep 2024</i>		MBIE Chief Executive postponed go-live to first half of 2025		
<i>Jan 2025</i>	s 9(2)(b)(ii) [REDACTED]			
<i>March 2025</i>			Final month that monthly payments were made	
<i>May 2025</i>				MBIE commissions Independent Quality Assurance Review
<i>Jun 2025</i>	s 9(2)(b)(ii) [REDACTED]	CR6.1 project closure date Project was capitalised BCU Value Stream requested \$5.78M OPEX for FY25/26		
<i>July 2025</i>			Milestone 06 achieved – entry to preprod	
<i>October 2025</i>		28 October 2025 decision unable to go live 2025		MBIE commissions an Independent Cybersecurity Review MBIE commissions Independent Rapid Review



<i>Date</i>	Commercials	Business Case and Change Requests	Milestone due dates and delivery	Independent reviews
<i>November 2025</i>	11 November 2025 Project paused to allow replanning			



APPENDIX B – REFERENCES

References

- [1] s 9(2)(a) "INZ Maintenance Project Brief (see IDme Rescale Analysis Stream)," 2019 June.
- [2] s 9(2)(a) "Memo- exemption from open advertising," 2019 November.
- [3] "Master ICT Agreement - Ministry of Business, Innovation and Employment and NEC New Zealand Limited," 2019 June.
- [4] s 9(2)(a) "Biometric Capability Update (BCU) Business Case v0.9.1," 2019 August.
- [5] s 9(2)(a) "CR02 3644- Biometric Capability Update," 2020 July.
- [6] s 9(2)(a) "IDme Resizing Business Case – In Person Enrolment v1.3," 2019 September.
- [7] s 9(2) "CR01 3644 Biometric Capability Update," 2020 May.
- [8] s 9(2)(a) "CR 3303 - Windows OS and SWL database upgrade," 2020 May.
- [9] s 9(2)(a) "CR 3315 Photo Quality Checker".
- [10] "Project - 3644 MBIE Biometric Capability Update Project Statement of Work NEC New Zealand," 2020 August.
- [11] s 9(2)(a) "3644 Biometric Capability Update - Business Requirements for NEC v1.1," 2021 April.
- [12] NEC, "Project 3544 MBIE Biometric Capability Update Customer Specific Configuration Requirements Document (CSCRD) Version 3.2," 2022 May.
- [13] s 9(2)(a) "Project # 3644 - Biometric Capability Upgrade - Milestone Payments," 2022 November.
- [14] s 9(2)(a) "Email: Milestone Payments," 2022 September.
- [15] NEC, "B-100242.001 Solution Design Document (SDD) Version 1.5," 2022 May.
- [16] s 9(2)(a) "Email RE: Milestone Payments".
- [17] s 9(2)(a) "Letter - RE Project -3644 MBIE Biometric Capability Update: Milestone Payment M03b," 2022 November.
- [18] IQANZ, "Ministry of Business, Innovation & Employment Biometrics Capability Update Project Independent Quality Assurance Review Report," 2021 June.



-
- [19] s 9(2)(a) "3644- CR003 Biometric Capability Update (BCU) Project," 2022 August.
- [20] s 9(2)(a) "BCU- Ministerial Approval of Additional Funds (email)," 2021 November.
- [21] DW Consulting Limited, "Ministry of Business, Innovation and Employment Biometric Capability Update (BCU) Project Independent Quality Assurance Review Report," 2022 October.
- [22] "Acceptance Certificate - Project Ref 3664," 2023 March.
- [23] s 9(2)(a) "Email FW: s 6(c) ," 2023 December.
- [24] s 9(2)(a) "(2024) Preprod Cutover Runbook".
- [25] s 9(2)(a) "Preprod Cutover Runbook".
- [26] B. S. P. Manager, "Biometric Capability Update (BCU) Change Request 06 playbook (CR6.1)," 2024 December.
- [27] s 9(2)(a) "3644 - Biometric Capability Update (BCU) Project," 2022 August.
- [28] s 9(2)(a) "Change Request 05 - 3644 Biometric Capability Upgrade (BCU)," 2023 June.
- [29] M. Alp, "Memo: Variation to Biometric Capability Upgrade Programme Commercial Terms with NEC New Zealand Limited," 2024 January.
- [30] s 9(2)(a) "Approval to Raise Requisitions and Purchase Orders for NEC for the BCU Project," 2024 May.
- [31] C. Tremain, "Biometric Capability Upgrade Project Commercial Arrangements," June 18.
- [32] DW Consulting Limited, "Ministry of Business, Innovation and Employment Biometric Capability Update (BCU) Project Independent Quality Assurance Review Report," 2023 October.
- [33] DW Consulting Limited, "Ministry of Business, Innovation and Employment, Independent Quality Assurance Review Report," 2024 May.
- [34] EY, "Immigration New Zealand BCU Project Independent Review," 2024 May.
- [35] EY, "Immigration New Zealand Biometric Capability Update (BCU) Project Options Paper - Executive Summary," 2025 May.
- [36] s 9(2)(a) "Capitalisation of the Biometric Capability Update Project," 2025 June.
- [37] s 9(2)(a) "ISGG Governance Paper - Funding Request BCU Value Stream," 2025 June.



[38] s 9(2)(a) , “Memo - Biometric Capability Update and In Person Enrolment Projects,” September 2025.

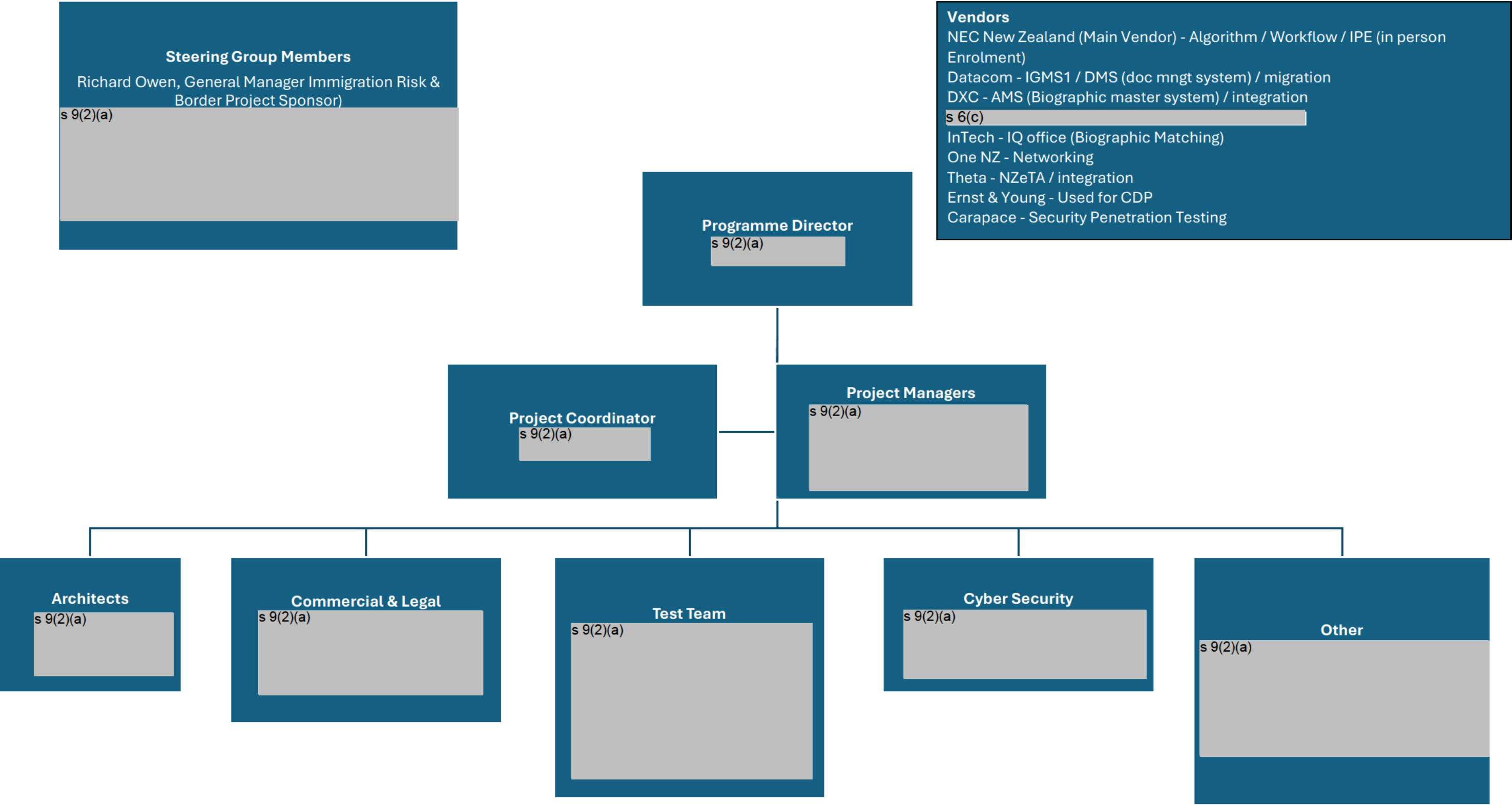
[39] D. Limited, “Project Frosty Executive Brief,” 2025 October.

[40] EY, “Biometric Capability Update Project Rapid Review,” 2025 October.

[41] s 9(2)(a) “Email - BCU Update,” 2025 October.

[42] s 9(2)(a) , “Email - BCU - Replanning,” 2025 November.

Biometric Capability Update – Org Chart



ID	Status	Title	Issue Description	Issue Priority	Issue Category	Date Raised	Date	Date Of Last Review	Issue Owner	Escalation Level	Treatment Actions and Owners	Actual Issue Closure Date	Reason for Closure	Review Notes and Comments	Related Document	Item Type	Path
35	Open	Challenging commercial negotiations between MBE and NEC	MBE is experiencing challenges negotiating a support agreement with NEC. MBE commissioned a Data Structures document (data dictionary) from NEC to show where data is stored in the databases. This document is necessary to make use of collected data and enable MBE to various reports as required. As a result, * MBE is having difficulty creating the CIA/PIA report which is a statutory compliance requirement. The SCOW with Datacom to develop the report is behind schedule and over budget because of issues with the data structures document. * The Data Scientists in IN2 Identity Services will be unable to provide data insights and create reports as required. * NEC does not have the collateral they need to support databases and production data when the solution is live.	High	Procurement, Commercial or Vendor/Supplier Manager	5/05/2025	27/06/2025	3/11/2025	Richard Griffiths	Delivery Governance Board	Commercial team together with BCU Programme Director and Legal representation working with NEC to find common ground and reach agreement. Escalate to DCE, Richard Griffiths and CEO, Suzanne Stea as required.			Situation has recently deteriorated when NEC turned back on clauses in the SCOW which had already been agreed. Project delay could pose further challenge to the commercial position with NEC.		Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues
34	Closed	Data Structures not fit for purpose	not work with which results in MBE being unable to complete Business System Testing. This impacting BAU with highly impacted MBE team. This issue will impact the ability to Go-Live if not resolved.	High	Requirements, Design, Environments, Integration, Testing,	14/04/2025	5/05/2025	16/06/2025		Project Steering Group	A defect has been raised against this deliverable. NEC need to test the data structure document to ensure it is correct before handing it over to MBE.		Risk Opened		Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
33	Closed	not work with	not work with which results in MBE being unable to complete Business System Testing. This impacting BAU with highly impacted MBE team. This issue will impact the ability to Go-Live if not resolved.	High	Requirements, Design, Environments, Integration, Testing,	6/02/2025	31/01/2025			Programme Steering Group	working with the lead vendor and MBE WREN11 Project team		Risk Opened		Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
32	Closed		BCU will have a high risk profile when going live as not all must have security vulnerabilities can be remediated in time. solution would help to manage the security risk but due to an MBE wide change in security information and event management, there is uncertainty about what will be available at the time BCU goes live. BCU was implementing solution but is now being directed to change implementation timeframe means that this will be available a few months later and the scope of implementation is not clear.	High	Requirements, Design, Environments, Integration, Testing,	20/11/2024	29/11/2024	7/02/2025		Programme Steering Group	A decision has been reached for BCU to use which is already available. This does not allow 1) application-level monitoring and it does not seem to include 2) monitoring of database access. It is expected that monitoring of 1 and 2 above will be added after BCU is live, in the second half of the 2025 calendar year but it is not clear if that is included in scope of the MBE project or need to be funded separately. Project Steering Group to follow up with Lead Vendor and to be added to the agenda of the weekly exec. Meeting with the CE and MD of NEC. Prioritisation of Must Have Security defects and sequencing of implementation was communicated to the lead vendor and a subsequent decision was made to remedy the security issue by putting additional controls in place rather than changing the software code base. A security memo explaining the expected risk profile of BCU was prepared for the DCE of Immigration to test the feasibility of risk acceptance for go-live.	7/02/2025	No Longer an issue		Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
31	Closed	Security Vulnerabilities not addressed prior to Go Live	Critical and high vulnerabilities do not yet have a confirmed date for delivery from the Lead Vendor. A number of high vulnerabilities will not be remediated before go-live and the business impact of these will need to be accepted by the Data Sec of Immigration. In addition, an agreed remediation plan needs to be agreed to understand when they can be addressed.	High	Requirements, Design, Environments, Integration, Testing,	28/05/2024	28/06/2024	7/02/2025		Project Steering Group	Outstanding agreed 'must-have' defects are still a key focus for resolution and are regularly discussed between MBE and NEC. Release planning of defect remediation is closely monitored to align with project planning.	7/02/2025	No Longer an issue	This Issue is being addressed by security remediation which is underway and will be completed by project 4873 - BCU Value Stream	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
30	Open	Defects affect critical path and pushes out go-live date.	High severity defects continue to push out production readiness of the MVP solution. NEC still needs to resolve critical defects before a code freeze for go-live can be achieved and go-live date announced. MBE originally allocated 8 weeks to complete Priority 1 Test scripts which commenced on 30/10. This was followed up with a pause to the project.	High	Requirements, Design, Environments, Integration, Testing,	1/02/2024	30/01/2025	3/11/2025		Project Steering Group	Outstanding agreed 'must-have' defects are still a key focus for resolution and are regularly discussed between MBE and NEC. Release planning of defect remediation is closely monitored to align with project planning.			Outstanding 'must have defects' still fluctuates between 5 and 15. Focus on data flow and support/maintenance of data has seen a new increase of must have defects.	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
29	Closed	Defect resolution turn around time	This will delay the MBE passing test scripts due to open defects in key areas of the solution and not being able to complete test scripts in the allocated time frame. The Priority 1 test scripts are expected to have been executed by the week of 18 March 2024 although not all tests will be available at that time.	High	Procurement, Commercial or Vendor/Supplier Manager	2/11/2023	22/03/2024	1/03/2024		Project Steering Group	Treatment Actions: Issue Actions: Working with the vendor to see if more staff can be allocated to defect resolution so bugs can be completed faster. Assigned To: Richard Owen Treatment Date: Treatment Actions: 1. Review open critical issues and work with vendors on impacts for the delays in SIT 2. Provide update to MBE Steering Group Members on financial impact of the delays. Issue Actions: 1. MBE working with all vendors to work through critical issues raised in cut over so that smoke testing can commence. 2. MBE reviewing additional resourcing required for MBE staff. Assigned To: Richard Owen Treatment Date: 19/01/2024	3/04/2024	No Longer an issue	Duplicate of Issue #30 which is still open.	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
28	Closed	SIT Cutover	SIT cutover taking longer than anticipated. The project team has identified that the Oracle JDK licensing requirements has changed as of January 2023 whereby MS would be required for each employee in order to use Oracle JDK.	High		29/08/2023	29/09/2023	19/01/2024	Richard Owen		Treatment Actions: Issue Actions: NEC are looking to replace the Oracle JDK with a free open source JDK Assigned To: Treatment Date: 19/01/2024	19/01/2024	Fully Resolved		Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
27	Closed	Oracle JDK license	Part B Design is taking longer than expected due to a lack of SA resourcing late last year, early this year, and due NEC Solution Design not being at the earlier needed to include within the Part B documentation	Medium		3/07/2023	30/06/2023	19/01/2024			Treatment Actions: Onboard additional SA resources to compress time required to complete Part B Work closely with NEC to complete Part B application content Issue Actions: Reviewing the option of obtaining 'Proced to build' authorisation to commence Data migration before final DMB approval Assigned To: Treatment Date: 1/08/2023	19/01/2024	Fully Resolved		Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
26	Closed	Part B Design taking longer than expected	Bulk data migration takes longer than anticipated	High		31/03/2023	10/05/2024				Treatment Actions: Issue Actions: Confirm NEC designs. Engage Datacore. Complete changes/ test/ deploy Assigned To: Treatment Date: 28/04/2023	28/04/2023		Review Notes: Discussion: Comments: Resolution: Issue resolved, project schedule changed accordingly to reflect delay	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
25	Closed	Bulk data migration takes longer than anticipated	Changes to the NEC design for Data Migration & High Availability are having a knock-on impact on SIT infra build.	Medium		28/11/2022	28/04/2023				Treatment Actions: Issue Actions: Confirm NEC designs/ infrastructure requirements. Schedule changes on infrastructure with Datacore/ Vodafone. Assigned To: Treatment Date: 28/04/2023	28/04/2023			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
24	Closed	Additional infrastructure build requirements	Multiple technical issues are preventing the bulk data migration starting.			9/12/2022	28/04/2023				Treatment Actions: • Dedicated Necam resources to be on-site to support the Part B design activities as a 'sprint'. • Weekly design peer-to-peer meetings to answer questions directly. • Solution walkthroughs rather than individual tracked questions. Issue Actions: Assigned To: Treatment Date: 14/04/2023	14/04/2023			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
23	Closed	Delays to SIT Data Migration	The approach to development of the Solution Design Part B was agreed to ensure it was collaborative and achieved the dual outcomes of producing the solution design required for the support model and go-live. Due to the limited resources assigned from NEC, this is resulting in slow responses and reverting back to the formal tracking spreadsheet.	Medium		31/10/2022	14/04/2023				Treatment Actions: • Target gaps in Design back to NEC from Part B documentation development process. Issue Actions: Completion process now being driven by Part B write up. Questions/ queries are channelled back to NEC for resolution and documentation updates as required. Assigned To: Treatment Date: 30/06/2023	30/06/2023			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
22	Closed	Limited availability of NEC resources impacting Part B development	NEC detailed design required to complete Internal MBE Part B documentation required for approval prior to entry to UAT.	Medium		14/10/2022	30/06/2023				Treatment Actions: • Complete current analysis of stress need, identify source of reporting information • Work with NEC to develop required NEC reporting • Work with DMS to develop required DMS reporting Issue Actions: New BA on-board to focus in this area. Assigned To: Treatment Date: 30/11/2022	30/11/2022		Review Notes: Discussion: Comments: Resolution:	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
21	Closed	Finalise NEC detailed design documentation	Reporting requirements need reframing to ensure there is clarity of desired business outcomes and identified sources for required output information; whether that be NEC application, Data warehouse or other.	Medium		14/10/2022					Treatment Actions: • Identify high priority issues for resolution: • Work with NEC to develop a plan with agreed resolution and timelines. • Review security scans of non MBE components. • Engage the right resources with NEC to provide required information. Issue Actions: MBE Security is working with NEC to confirm remediation actions and timelines Assigned To: Treatment Date: 1/05/2023 12:00:00 pm	1/05/2023			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
20	Closed	Finalise requirements for solution reporting		High		14/10/2022	14/07/2023				Treatment Actions: • Outline importance to NEC stakeholders • Review progress at delivery level with NEC PM • Agenda Action Item for NEC at Steering Group meeting Issue Actions: • Escalate with project Steering Group • Escalate with NEC stakeholders Assigned To: Treatment Date: 19/10/2022 11:00:00 am	19/10/2022			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
19	Closed			High		14/10/2022	14/07/2023				Treatment Actions: Re-plan project Reduce immediate project costs where possible Manage other vendors Issue Actions: Communicate delay, assess full impacts, re-plan delivery, reduce immediate costs, revise budget forecast Assigned To: Treatment Date: 30/01/2022 11:00:00 am	31/01/2022		Review Notes: Discussion: The project delivery schedule was dependent on the SIT Entry milestone. A seven month delay by NEC means a full re-planning of the project will be required and have significant impacts on resources, costs, business. Comments: New NEC SIT Entry is phased through Oct/ Nov '22. Resolution: CR #4 has been approved for revised delivery schedule and funding.	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
18	Closed	No End to End NEC Delivery Schedule	The critical path SIT Entry milestone (M04) has been missed by NEC. This impacts the complete project delivery schedule. The full implications of the delay are now being assessed. Current on-flight work for SIT by other vendors will complete if there is not NEC dependency. The revised milestone date provided by NEC is June 2022 (a seven month delay).	High		10/12/2021	31/01/2022	28/06/2022			Treatment Actions: • 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 Issue Actions: • Escalated to Business Owner • Discussions and clarifications with Business Owner and Product Owner (plus SMEs) underway Assigned To: Treatment Date: 31/06/2021	31/06/2021			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
17	Closed	NEC SIT Entry Delay	The BCU project does not have a current clearly detailed scope statement. The initial BCU business case scope was defined, however subsequent project change requests have not resulted in any updated scope statement. This Issue has been exacerbated by loss of historical IP from the project team	High		10/02/2021	31/03/2021	27/05/2021			Treatment Actions: • Escalate to Governance • Complete a full reconciliation of the BCU (incl. IPE) requirements set • If needed, complete a mapping back to ISMS Dime and IPE to ensure the capability currently being provided, has been requested (and will be delivered) by the future state BCU solution Issue Actions: • Escalated to Governance • Completed a full reconciliation of the BCU requirements set across all vendors Assigned To: Treatment Date: 31/03/2021	31/03/2021			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
16	Closed	The mostly new BCU project team need to clarify their understand team	The BCU project does not have a complete or sufficiently elaborated set of requirements. The majority of requirements have not been through formal review/approval. Minimal requirements elaboration, primarily for the replaced C2/Pulse/Infuse functionality, has occurred in the NEC space. This Issue has been exacerbated by loss of historical IP from the project team	High		22/02/2021	30/04/2021	27/05/2021			Treatment Actions: • Escalate to Governance • Obtain replacement NEC Solution Architect • Determine options to gain technical identity knowledge for project • Escalate to BCU Steering Group Issue Actions: • Project Director recruited and on-boarded to project. • Datacore SA and BA resource contract extensions pending approval. • Replacement permanent MBE Solution Architect recruited. Ongoing support also obtained from Datacore SA with pre-existing Dime expertise • Engaged Datacore BA with pre-existing identity knowledge • Ongoing discussions held with Resource Managers. • Escalated to BCU Steering Co Assigned To: Treatment Date: 2/06/2023	2/06/2023		Review Notes: Discussion: Comments: Issue Resolved and Mitigated Resolution: Solution Architects now in place. Design work significantly progressed	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
15	Closed	The BCU project needs to further elaborate business requirements	The BCU project does not have a clear and centralised view of its Requirements set, including the status of those requirements and which supplier(s) they have been assigned to	High		26/01/2021	31/03/2021	12/03/2021			Treatment Actions: • 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. Issue Actions: • Indicative timelines and budget implications provided to BCU Steering Co Assigned To: Treatment Date: 31/06/2021	31/06/2021			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
14	Closed	The BCU project does not have a clear and centralised view of its Requirements set, including the status of those requirements and which supplier(s) they have been assigned to	Overlapping BCU and ADEPT changes to AMS will cause code merge conflicts and DMC resourcing challenges. This has also meant that the DMC changes have had to be implemented before detailed requirements were fully understood, so some rework may be required.	High		18/11/2020					Treatment Actions: • Confirmed code merge with configuration feature flag approach to manage DMC and AMS conflicts. • Agreed approach across both BCU and ADEPT with majority of initial BCU AMS code changes deployed in a disabled state along with ADEPT's first release. • Approach implemented, however there may need to be retrospective changes depending on outcomes of the NEC solution design phase Issue Actions: • Option for DMC to merge the code changes for ADEPT and BCU proposed and approved by Dec-20 Assigned To: Treatment Date: 30/09/2021	30/09/2021		Review Notes: Discussion: Comments: Resolution: Memo outlining options and recommendation approved Dec 2020	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
13	Closed	BCU and ADEPT changes to AMS are overlapping	The BCU project has lost multiple key resources and the extensive IP they hold. In particular the MBE lead solution architect for the BCU Dime stream, due to contract tenure and the Project Managers resigned. • Jan 2023 - Requirements reconciliation exercise has identified requirements which have not been formally reviewed/approved and a range of missing requirements elaboration, particularly in the NEC space. Lack of pre-existing BA knowledge has hampered the reconciliation exercise and is impacting the remediation of this issue • Jan/Feb 2023 - Design clarification incl. the rationale for decisions is unclear particularly with the loss of SA resource in Nov20. Combined with the lack of clear requirements, this is causing significant issues for the project. The BCU project cannot meet the baseline May 2023 go-live date due to slippage with the NEC Dime Design deliverables plus dates advised for NEC SIT entry. Prior estimates for BCU go-live were adjusted to Sept-2023 however this assumed NEC Designs completed in Nov-20 which has not been met by NEC. Go-Live dates are also subject to integrated planning across all streams and vendors once NEC Designs are agreed as complete. The project has had to mitigate environment contention across the BCU and ADEPT projects. AMS related BCU changes have progressed early so as changes from both projects are consolidated. While mitigating the risk for ADEPT, BCU will likely have to cover re-work	Medium		2/06/2023	30/04/2021	27/05/2021			Treatment Actions: • Obtain replacement MBE Solution Architect • Determine options to gain technical identity knowledge for project • Escalate to BCU Steering Group Issue Actions: • Project Director recruited and on-boarded to project. • Datacore SA and BA resource contract extensions pending approval. • Replacement permanent MBE Solution Architect recruited. Ongoing support also obtained from Datacore SA with pre-existing Dime expertise • Engaged Datacore BA with pre-existing identity knowledge • Ongoing discussions held with Resource Managers. • Escalated to BCU Steering Co Assigned To: Treatment Date: 2/06/2023	2/06/2023		Review Notes: Discussion: Comments: Issue Resolved and Mitigated Resolution: Solution Architects now in place. Design work significantly progressed	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
12	Closed	Loss of key resources and IP from the BCU project team	The BCU project does not have a clear and centralised view of its Requirements set, including the status of those requirements and which supplier(s) they have been assigned to	High		26/01/2021	31/03/2021	12/03/2021			Treatment Actions: • 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. Issue Actions: • Indicative timelines and budget implications provided to BCU Steering Co Assigned To: Treatment Date: 31/06/2021	31/06/2021			Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
11	Closed	The BCU project cannot meet the baseline June 2021 go-live date, i. costs.	NEC are not providing sufficient information for MBE needs and are not behaving in a collaborative manner. NEC are unwilling to provide all milestones dates for the IPE service SoW, plus IPE service costs (provided verbally only to date) appear to be well in excess of MBE's forecast estimates	High		22/10/2020	22/11/2020	27/11/2020			Treatment Actions: • Escalate issue to Stephen Dunstan • Review if MBE has any technical alternatives to NEC supply of IPE solution • Determine if commercial structure of engagement with NEC for IPE as a service solution should continue or be altered Issue Actions: • Issue escalated to Stephen Dunstan • Completed assessment of IPE technical alternatives and re-confirmed NEC product as preferred, with any wider assessment requiring a market scan Assigned To: Treatment Date: 22/12/2020	22/12/2020		Review Notes: 26Jan - NEC IPE SoW approved Dec-20. Issue now closed Discussion: Comments: MBE are unwilling to provide all milestones dates for the IPE service SoW, plus IPE service costs (provided verbally only to date) appear to be well in excess of MBE's forecast estimates. Meeting arranged with MBE Architects to determine if MBE have any technical alternatives Resolution:	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	
10	Closed	NEC are not providing sufficient information for MBE for the NEC IP costs (provided verbally only to date) appear to be well in excess of MBE's forecast estimates		High		22/10/2020	22/11/2020	27/11/2020			Treatment Actions: • Escalate issue to Stephen Dunstan • Review if MBE has any technical alternatives to NEC supply of IPE solution • Determine if commercial structure of engagement with NEC for IPE as a service solution should continue or be altered Issue Actions: • Issue escalated to Stephen Dunstan • Completed assessment of IPE technical alternatives and re-confirmed NEC product as preferred, with any wider assessment requiring a market scan Assigned To: Treatment Date: 22/12/2020	22/12/2020		Review Notes: 26Jan - NEC IPE SoW approved Dec-20. Issue now closed Discussion: Comments: MBE are unwilling to provide all milestones dates for the IPE service SoW, plus IPE service costs (provided verbally only to date) appear to be well in excess of MBE's forecast estimates. Meeting arranged with MBE Architects to determine if MBE have any technical alternatives Resolution:	Item	sites/pwa/Biometric Capability Update/Litx/ProjectIssues	

s 9(2)(a)

s 9(2)(a)

Treatment Actions: > Escalate issue to Stephen Dunstan to raise with [REDACTED] Obtain confirmed delivery dates for missed NEC milestones		[REDACTED]			Review Notes: Discussion: Comments: 12Mar21 - NEC updated timelines for supply of completed Detailed Designs have not been provided. NEC emailed by MBSE on 5-Mar with projected Go-Live timelines on assumption NEC Detailed Designs (on the critical path) could be provided in a completed and approved state by end of Apr-21. No response has been received by NEC to date		
> Assess Impact to overall BCU project schedule Issue Actions: > Escalated to Stephen Dunstan who in turn has escalated with [REDACTED] NEC, with ongoing monitoring and follow-up.		[REDACTED]			20Nov - MBSE assessment of Design, Migration and Test Plan status provided to NEC. No documents yet completed and ready for approval		
> Revised dates provided by NEC are [REDACTED] not yet been met with outstanding deliverables to be provided by 30-Sept-20, then by 18-Nov-20, then by 31-Jul-21		[REDACTED]			22Oct - NEC schedule has been received however dates have not been agreed. Impact of dates provided by NEC is 3 months slippage to the Go-Live date. Detailed Designs have not yet been provided. Draft Migration and Test Plans are being worked through to finalise. Escalation ongoing, however no movement in dates from NEC to date		
> Project is now working to NEC CT every state of 30-Nov-21 with Jul-22 Go-Live date Assigned To: [REDACTED] Treatment Date: 19/10/2022 11:00:00 am		[REDACTED]	16/09/2022		25Sept - [REDACTED] has advised both deliverables will be provided next week		
Treatment Actions: > Complete further review and update of tasks and interdependencies in BCU project schedule based on NEC design status, plus ASSTP sequencing		[REDACTED]			24Sept - NEC have advised date of 30Sep for provision of schedule. No date yet provided for Design milestones. NEC/NZ holding kick-off workshop with NCCAM this Friday 25Sept/Resolution: A revised delivery schedule is in place with new milestone dates being worked towards.	Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
> Update and continue to align Project Server with BCU Master Schedule		[REDACTED]					
> Review, update and agree integrated schedule tasks and interdependencies across all BCU streams and vendors Issue Actions: > Further review and update of the BCU project schedule has been completed with schedule indicating an April-22 Go-Live		[REDACTED]					
> Project Server will need to be updated with revised BCU timelines		[REDACTED]					
> A Project Change request will need to be raised with revised BCU timelines Assigned To: [REDACTED] Treatment Date: 13/10/2022 11:00:00 am		[REDACTED]	18/08/2021		Review Notes: Discussion: Comments: Resolution: A revised and approved delivery schedule is now in place and has been validated by all vendors.	Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: Issue Actions: BCU Project Managers to raise with Security Team Manager Assigned To: [REDACTED] Treatment Date: [REDACTED]		[REDACTED]	30/09/2022	Fully Resolved		Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: > 1. Continue negotiations with NEC		[REDACTED]					
2. Escalate issue to the project Sponsor and the Reference Group		[REDACTED]					
3. Ensure risk factors are clearly understood and considered for any commercial position		[REDACTED]					
Issue Actions: 1. Establish a high-level channel in which the project sponsor can communicate directly with their peer in NEC to assist in addressing the issues - complete		[REDACTED]					
2. Develop a timeline for negotiations - complete		[REDACTED]					
3. Negotiate to a mutually acceptable position - In flight		[REDACTED]					
Assigned To: [REDACTED] Treatment Date: 13/08/2020 12:00:00 pm		[REDACTED]	21/08/2020			Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: > Support the project sponsor for Investment board governance		[REDACTED]					
Work with the project vendors to continue the project within the constraints currently in place		[REDACTED]					
Issue Actions: Develop relevant collateral for the Investment Board		[REDACTED]					
With approval, provided by the project sponsor, continue with the planning for the project until necessary CAPX is required		[REDACTED]					
Assigned To: [REDACTED] Risk Treatment Date: 16/08/2020 12:00:00 pm		[REDACTED]	30/08/2020			Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: Escalate within NEC Issue Actions: Issue has been escalated with [REDACTED]		[REDACTED]			Review Notes: Information was received 31/7/2020 Discussion: Initial information was requested around these particular servers at the beginning of June, and we have had no concrete answers.		
NEC Head of Sales Assigned To: [REDACTED] Treatment Date: [REDACTED]		[REDACTED]	7/08/2020		Comments: Resolution: The required information was received on 31/7/2020	Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: 1. Secure resourcing from MBSE ICT		[REDACTED]					
2. Facilitate the new resources with BCU (and PRE) project approach and design Issue Actions: 1. Engage with MBSE Security to secure resourcing and support.		[REDACTED]					
2. Investigate options for progressing with Draft Part B whilst it is under review. Assigned To: [REDACTED] Treatment Date: 3/08/2020 12:00:00 pm		[REDACTED]	19/08/2020		Review Notes: Discussion: Comments: Resolution: Internal resource appointed and work completed on Part B - SIT	Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: A) Explore breaking deployment dependencies) Carry out joint planning to assessing the most effective deployment strategy Issue Actions: A) Explore breaking deployment dependencies) Carry out joint planning to assessing the most effective deployment strategy) Confirm benefits of joint deployment Assigned To: [REDACTED] Treatment Date: 14/02/2020 11:00:00 am		[REDACTED]	1/05/2020			Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues
Treatment Actions: 24/1 - Currently assessed as Minor Impact. To be reassessed in two weeks as short term treatment Impact is known 11/2 - Application of treatments has been effective, and progress to the target date is being made. Will remain open until expected closure date. ADR review, Issue Actions: 1. Further work with DATACDM to assist them getting this completed - Complete		[REDACTED]					
2. Assessment of impact on the overall timeline - Completed		[REDACTED]					
3. Contingency should there be further delays - Complete		[REDACTED]					
4. Investigate Further de-scoping of DATACDM Involvement to remove dependencies - Complete		[REDACTED]					
Assigned To: [REDACTED] Treatment Date: 15/03/2020 11:00:00 am		[REDACTED]	16/04/2020			Item	sites/pwa/Biometric Capability Update/Libs/ProjectIssues

[illegible]

[illegible]

Immigration New Zealand – IDme Rescaling Quality Assurance and Validation Engagement Management Outline

Organisation Ministry of Business, Innovation and Employment

Contact s 9(2)(a)

Submit Date 18 September 2018

Commercial in Confidence

BIOMETIX PTY LTD PROPRIETARY NOTICE

Biometix Pty Ltd has taken every care in preparing this document. Information contained within this document is accurate to the best of the Biometix' knowledge at the date of release. Biometix cannot accept any liability to any person or company for any financial loss or damage arising from the use of this document. It should not be reproduced or made available in any form to persons outside the group/s directly responsible for evaluating its contents, without the written consent of Biometix Pty Ltd.

All brands and products referenced in this proposal are acknowledged to be trademarks or registered trademarks of their respective owners.

Table of Contents

1. Purpose.....	3
2. Engagement Overview and Outcomes	3
3. Proposed Engagement Deliverables	3
4. Measure of Success	3
5. Dependencies.....	4
6. Scope of Work.....	4
7. Project Governance	4
8. Risk Management	5
9. Schedule	5
10. Project Administration	6

1. Purpose

The purpose of the Engagement Management Outline (EMO) is to provide the necessary high-level guidance and co-ordination of Biometix resources and other engagement throughout this project.

2. Engagement Overview and Outcomes

Immigration New Zealand (INZ) has contracted Biometix to provide consultation, advice and quality assurance services during the IDme rescaling project initiation phase. Biometix is engaged as an independent party to validate the proposed options, recommendations and initiatives as provided by the IDme Project Rescaling Team.

3. Proposed Engagement Deliverables

Biometix proposes three deliverables:

Phase	Title	Description
0	Engagement Management Outline	Governance document detailing how the implementation of this scope of work will unfold, including proposed dates for deliverables, the approach for risk and issue management, reporting and resource management.
1	Service Owner Consultation Review	Review of the project documentation as provided by IDme Rescaling Project Team Record of consultations Provision of high-level observations and recommendations from consultations
2	Validation and Assurance Report	Review of the identified options and recommendations as provided by IDme Rescaling Project Team Advice for next steps

This work will involve:

- Substantial document review
- Consultation with relevant Project and Service Owner team members
- On-site visits

4. Measure of Success

The project work will be considered as a success when the following conditions are fulfilled:

- Delivery of all agreed project deliverables
- Acceptance of all deliverables as final by IDme Rescaling Project Team

5. Dependencies

Key documentation and on-site assistance will be required from IDme Rescaling Project Team to commence the delivery of services including:

- Documentation on the current IDme operations, rescaling project, and future strategic requirements
- Proposed plans, options and recommendations
- Ability to schedule face-to-face meetings during on-site visit

The following resources will require access to INZ site(s) and project documentation

- s 9(2)(a)

6. Scope of Work

In scope activities for the listed phases include the following:

- **Service Owner Consultation**
 - Review documentation on the current IDme operations, rescaling project, and future strategic requirements
 - Consultation with relevant staff on the IDme rescaling efforts
 - Validation of the problem domain
 - Preparation of high-level observations and recommendations
 - Delivery of Service Owner Consultation Overview
- **Validation and Assurance**
 - Preparation of report providing validation and assurance of the rescaling project
 - Review of proposed plans, highlighting gaps and/or modifications to the options and recommendations ensuring good cost and functionality outcomes
 - Presentation of options and advice for next steps and project mobilisation
 - Delivery of Validation and Assurance Report

Out of scope activities for listed phases include the following:

- Input into current system requirements, processes and workflows
- Assessment of modalities outside current project
- Detailed data analysis
- Technical hardware or networking upgrades

7. Project Governance

Key Appointments

INZ Team Member	Role
s 9(2)(a)	

Reporting

Meeting and Reporting Schedule	Frequency
Meetings with IDme Rescaling Project Team	Propose weekly basis by email or teleconference.
Progress/Status Reports	At a minimum, updates will be provided on a fortnightly basis by email or teleconference.
Milestone Briefings	On completion of each milestone, Biometix will conduct a meeting to discuss the project deliverables and next steps.

Billing

Method	Frequency
Invoice (Time and Materials)	End of each calendar month (including time sheeting)

8. Risk Management

All project participants and stakeholders are expected to actively manage the project risk. Should any project risks be identified they should be reported directly to the INZ Rescaling Project Lead. Where risks are identified with a medium or higher residual risk, Biometix will maintain a Risk Register.

9. Schedule

The table below provides a summary of the key dates for the project:

#	Phase	Key Activities	Deliverables	Estimated Completion Date
0	Project Management	Project governance documentation	Engagement Management Outline	21 September 2018
1	Service Owner Consultation	- Documentation review - On-site visit - Consultation with Service Owner staff - Consultation with IDme Rescaling Project Team	Service Owner Consultation Overview	31 October 2018
2	Validation and Assurance	- Assessment of proposed plans, options and recommendations against provided requirements - Identification of gaps or modifications - Assessment of proposed plans, options and recommendations with reference to future profit and global alignment	Validation and Assurance Report	21 December 2018

Travel plan as per proposal

#	Phase	Activities	Proposed Dates	Days
1	Service Owner Consultation	Face-to-face engagements with Service Owner staff and IDme Rescaling Project Team	TBC with Project Team	TBC

10. Project Administration

- **Project Communication**
 - In the first instance, all communication is to be between the IDme Rescaling Project Team Lead and the Biometix Principal Consultant.
- **Document Review**
 - The IDme Rescaling Project Team to ensure that project deliverables are reviewed and returned to Biometix in a reasonable timeframe so as not to impact schedules.
 - All comments, where possible, should be returned in a consolidated document.
- **Security**
 - No documents/information acquired as part of the project are to be provided to any party without written authorisation from the IDme Rescaling Project Team Lead.
- **Meeting/Visit Support**
 - The IDme Rescaling Project Team to provide necessary support to Biometix during the project to facilitate stakeholder engagement as required, most notable in terms Service Owner staff, technical teams and specialist resources.
- **Travel Management**
 - Any travel identified as required is to be in accordance with the conditions detailed in the project proposal.

IDME RESCALING PROJECT – SERVICE CONSULTATION REVIEW

Immigration New Zealand – Ministry of Business,
Innovation and Employment



Submit Date **9 November 2018**

Submitted by **Biometix PTY LTD**

Contact **s 9(2)(a)**



TABLE OF CONTENTS

1.0	Introduction	4
2.0	Stage A Documents	5
2.1	Primary IDme Resizing and Combined Population: Approach Plan	5
2.2	In Person Enrolment Enhancements: Approach Plan	6
2.3	PQC Enhancements: Approach Plan	6
2.4	IDme Fingerprint Enhancements: Approach Plan	7
3.0	Stage B Documents	8
3.1	IDme Fingerprint Enhancements: High Level Requirements and Options Summary	8
3.1.1	Observations Summary	8
3.2	In Person Enrolment Enhancements: High Level Requirements and Options Summary	14
3.2.1	Observations Summary	14
3.3	PQC Enhancements: High Level Requirements and Options Summary	16
3.3.1	Observations Summary	16
4.0	Consultations	20
4.1	Overview	20
4.2	Outcomes	21
5.0	Conclusion	23



BIOMETIX PTY LTD PROPRIETARY NOTICE

Biometix Pty Ltd has taken every care in preparing this document. Information contained within is accurate to the best of the Biometix's knowledge at the date of release. Biometix cannot accept any liability to any person or company for any financial loss or damage arising from the use of this document. It should not be reproduced or made available in any form to persons outside the group/s directly responsible for evaluating its contents, without the written consent of Biometix Pty Ltd and Immigration New Zealand – Ministry of Business, Innovation and Employment.

All brands and products referenced in this document are acknowledged to be trademarks or registered trademarks of their respective owners.

1.0 INTRODUCTION

This document forms the second deliverable, the Service Consultation Review, as per the work contracted to Biometix by Immigration New Zealand (INZ). This deliverable includes feedback from review of the IDme Rescaling Project documentation and anchors initial discussions and onsite consultations that have been undertaken with the IDme Project Team.

Following this, further document reviews will be conducted. Meetings with specific service owner business areas, vendors or other stakeholders, as agreed with INZ, are suggested. In particular, further discussions regarding the impact of tightly integrated rather than loosely coupled and adaptable systems, may be prudent.

The suite of documentation that has been provided thus far, for Biometix to review, is listed below.

Preliminary or Stage A documents:

1. Primary IDme Resizing and Combine Population – Approach Plan
2. In Person Enrolment Enhancements – Approach Plan
3. Photo Quality Checker Enhancements – Approach Plan
4. IDme Fingerprint Enhancements – Approach Plan
5. IDme Rescaling Planning Workspace Test Plan

Stage B documents:

6. IDme Fingerprint Enhancements – High Level Requirements and Options Summary
7. In Person Enrolment Enhancements – High Level Requirements and Options Summary
8. PQC Enhancements – High Level Requirements and Options Summary

The following documents have been provided for context, information or reference when reviewing documents as developed by the IDme Project Team. Review of these documents for feedback purposes is not in scope.

9. IGMS Identity Information Management Architecture_4.1
10. IGMS XRM Entities diagrams
11. IGMS Predicted Volumes
12. IDme High Level Systems Diagram

On-site consultations were undertaken with the IDme Project Team and Service Owner Business areas over the course of two days, from 3 – 4 October 2018.

2.0 STAGE A DOCUMENTS

The Stage Approach Plans are understood to provide a consolidation of all potential options identified in Stage A pertaining to the workstreams. The documents are non-binding and exist as evolving documents across the workstreams. The comments in this section refer only to the documents Biometix has visibility and it is understood that other documents may have been sourced by the Project Team in development of the Stage A documents.

2.1 PRIMARY IDME RESIZING AND COMBINED POPULATION: APPROACH PLAN

Summary:

The document provides overall lists of objectives, assumptions and risks for the project.

Section 5 of the document provides an extensive issues list which pertains to existing tangible business problems and what represents opportunities for improvement. This list, may however, benefit from more information and articulation of the potential approach for resolving issues.

It is recommended that, leading into further activities, Section 5 is expanded and separated to distinguish issues requiring investigation, issues with readily available solutions, and opportunities to improve.

It is also observed that the case for addressing the identified issues would be enhanced by the production of relevant metrics. It is suggested that, where possible, further analysis on audit data be conducted.

Other observations of note:

- Section 'Risks':
 - Suggest inclusion of '*Changes introduce new and/or unexpected security or performance issue.*'

2.2 IN PERSON ENROLMENT ENHANCEMENTS: APPROACH PLAN

Summary:

The objectives identified in this document are broad and describe a range of both problems and opportunities. It is also noted that the timelines to achieve objectives against this workstream may be restrictive given the extensive collaboration required to address existing issues and implement new opportunities.

Other observations of note:

- Section 'Objectives':
 - While the objectives are wide-ranging in scope, some prioritisation may be beneficial to readers.
- Section 'Risks': *"Conflicting views within the business resulting in indecision"*
 - Suggest further clarification on potential conflicts if available.

2.3 PQC ENHANCEMENTS: APPROACH PLAN

Summary:

The document points to a number of quality issues primarily caused by upstream processes producing invalid or poor data outputs. Despite this, the document does not suggest that there is statistical analysis available on various issues, e.g. problem images. Where possible, recommend further investigation for data that can to establish an accurate view of the quality issues and determine where tuning can achieve optimal performance.

Other observations of note:

- Section 'Objectives': *'Define sufficient quality of a facial biometric...'*
 - How will sufficient quality be defined? Will this include a particular standard, e.g. ICAO? Will the Project Team seek assistance from current vendors, so the quality is sufficient for a particular process, system or matching service?
- Section 'Assumptions': *"Facial images submitted online are of a higher quality than via other channels."*
 - This is dependent on the number and type of attributes used to determine image quality, i.e. an image may be of high quality, yet not suitable for facial recognition matching.

- Section 'Risks': *'Duplicate capabilities being developed with other work streams.'*
 - If other work streams are developing similar capabilities while this analysis is taking place, suggest regular communication so they may be informed by the Project Teams findings.

2.4 IDME FINGERPRINT ENHANCEMENTS: APPROACH PLAN

Summary:

The document proposes a number of objectives and three broad scope taskings. There are several high level issues to explore including quality, search times, workflows, and segmentation.

A primary tasking is to determine if future needs can be met by enhancements to the current system or to utilise a partner agency. It is expected that both Stage B and C documents will provide the necessary level of the detail (taking into account requirements such as new initiatives, costings and policy) for decision making.

Other observations of note:

- Section 'Key Outputs': *'Capacity Model'*
 - Detailed information of new initiatives will be essential to ensure the capacity model can appropriately inform the analysis, options and scope items of Stage B.

3.0 STAGE B DOCUMENTS

The Stage B documents are understood to provide a summary of the business requirements and the high level options for each of the project's workstreams, for consideration by the Working Group in progressing to Stages C and D.

3.1 IDME FINGERPRINT ENHANCEMENTS: HIGH LEVEL REQUIREMENTS AND OPTIONS SUMMARY

This document outlines INZ's high level requirements regarding IDme Fingerprint Enhancements and proposes five options to be analysed in further detail in Stage C. At the time of this review Biometix has not yet been informed of which options have been selected by the Working Group to progress to Stage C.

3.1.1 Observations Summary

Overall this document provides sufficient information under Stage B objectives for progression to Stage C. High priorities for INZ Business areas are well articulated throughout the document. The proposed future state appears achievable, is not overstated and has s 6(c) ity. Each Option is appropriate for consideration at Stage C to progress for detailed analysis or be excluded.

Some High Level Requirements appear to Business Based Requirements rather than a system requirement (e.g. HLR 9), therefore would suggest a separate section for High Level Business Based Requirements.

Observations of particular note:

Section 'INZ Identity Strategy':

- s 6(c)

Section 'Options':

- Suggest consistent use of a complete list of scope items to be either included or excluded in each of the Options. Also suggest consistent wording for each scope item. For Option 4, suggest that some 'in scope' items and list of assumptions be included in the description section. This would allow for a consistent approach through each Options list of scope items and would better highlight for comparison where options share mutual scope, exclusions or benefits.

Other observations of note:

Section	Comment
HLR 1 Upgrade fingerprint quality score algorithm	May be better listed as two requirements relating to Fingerprint Capture Software, by combining HL2 and HL3; i.e. HL1) Enhance FPC software – update fingerprint quality algorithm, HL2) Enhance FPC software – update fingerprint segmentation algorithm.
HL 2 Fingerprint segmentation algorithm to provide accurate identification	With regard to HL1, upgrade of the Fingerprint Quality Score Algorithm to NFIQ 2.0 – Are the current vendors able to facilitate this requirement? Have the vendors successful tested and/or deployed NFIQ 2.0, at INZ or for other clients?
HL 3 Fingerprint segmentation software to provide accurate identification	Dependent on the primary issue, this type of upgrade may be of minimal benefit to front end users where a main concern is associated with visual capture quality.

HL4 Fingerprint matching algorithm to generate higher success in match results	Suggest considering the latest algorithm for both populations, but varying the thresholds based on risk analysis, or testing of an alternate algorithm if data inputs or quality is substantially different. Similar options have been considered by other agencies with comparable implementations.
HL12 Interoperability with new initiatives	Suggest considering 'Ability to configure workflows without code change'. This would enable introduction of new service lines at any time (e.g. HL14). Interoperability could be considered in relation to data transmission, equipment, file type, modality etc.
HL14 Mobile solution for INZ identity verification in the field	This could be implemented as a workflow service. Mobile access could then be dealt with via internal ICT/Cyber Security business areas. Service response time is dependent on many different interaction, transmission and transaction points, as such, suggest removal of SLA's for this level of documentation.
HL15 Visibility of fingerprints	Suggest including the ability to extract files in several different formats also, i.e. JPG, PDF, BMP, Interpol, FBI, including the ability for files to be anonymised in an automated way. Similarly, suggest including the ability to support various transmission file formats and standards, i.e. NIEM, NIST and other applicable international standards. This would also support further interoperability with international partner agencies.

HL16 Ability to edit fingerprint	Suggest including 'not limited to' when listing features. s 6(c) Recommend addition of Quality Control (QC) process in the system workflow.
HL18 Best fingerprint sets are used for matching	s 6(c) Proprietary matching engines may work differently. It is helpful to understand how images are selected for inclusion in the composite set and how the matching is undertaken. For example, s 6(c)
HL19 Quality check of fingerprints	Utilising an automated QC process will significantly reduce human specialist intervention. A QC workflow is often included in an ABIS system. Manual review of each new fingerprint enrolment may not be practicable and could cause significant processing impact on specialist resources. This would need to be considered in regard the transaction volumes of new projects or initiatives.
HL20 Fingerprints in subsets	Suggest ability to flag as a WL record in the DB. This could be incorporated though a workflow process and/or a manual setting (access controlled). This action could be reflected at the identity/client level through a system notification.

s 6(c)	
HL23 Correct existing problematic fingerprints	This would be possible with the inclusion of a QC workflow process and could be completed as a 'data migration' like exercise.
HL24 Role based access to edit fingerprint identity	Suggest role based access for various aspects of fingerprint resolution process, i.e. Reviewer, View Only, Extract records, Editing, Admin, Deletion etc. Suggest inclusion of a change of identity (biographic) information notification process in a High Level Business Based Requirements Section.
HL31 Bulk processing of fingerprints	Suggest inclusion of term 'batch upload' without a min/max value.
HL33 Increase capacity	Suggest inclusion of terms 'throughput/speed and storage'.
HL34 Information available for tuning	Recommend an initial analysis of data stores is undertaken to assess available transaction information. This should include anonymised data including demographics and quality metrics.

s 6(c)

Section	Comment
Possible High Level Requirement inclusions	Suggest including the following: • Minimum number of fingerprints required by the system for matching (i.e. may be necessary for Compliance checks using mobile handheld equipment). • Matching service support for verification as well as identification (i.e. 1:1, 1:F, 1:N) Other for consideration: • s 6(c) • Not limiting the service to enrolment and output; ensure processes and UI's are configurable for future proofing, s 6(c) • Auditing/Logging – Transactions, editing, results, extractions, deletions, retentions, etc. to support INZ compliance and audit requirements. • Retention requirements – e.g. notification of upcoming deletion date (if applicable). • Deletion requirements – e.g. double validation process (different users). • Disaster recovery • Storage – security and privacy requirements.

Maintainability Requirement List	Suggest inclusion of peripheral equipment/hardware upgrades supported, OS upgrades supported.
Reports Requirement List (for Business)	Suggest extra reporting requirements listed. For example (but not limited to), enrolment/transaction numbers for various inputs, number of matches/no matches, ability to categorise by input group/type, user reports, capture location, date, etc.

3.2 IN PERSON ENROLMENT ENHANCEMENTS: HIGH LEVEL REQUIREMENTS AND OPTIONS SUMMARY

This document outlines INZ's high level requirements regarding In Person Enrolment Enhancements and proposes three options to be analysed in further detail in Stage C. At the time of this review Biometix has not yet been informed of which options have been selected by the Working Group to progress to Stage C.

3.2.1 Observations Summary

Overall this document provides sufficient information for the Working Group to make an informed decision for Stage C. The Future State shows an appropriate high level overview of the objectives, however would suggest inclusion of a multimodal capability (engine/service) if indicated as an input (i.e. voice and iris).

As the In Person Enrolment stream is currently the sole input process for INZ fingerprints, it is an opportune time to resolve current issues and enhance the capability in readiness for new projects and initiatives.

Observations of note:

Section	Comment
HLR 1 Upgrade fingerprint quality score algorithm HL 2 Fingerprint segmentation algorithm to provide accurate identification HL 3 Fingerprint segmentation software to provide accurate identification	As per the first observation tabled for the IDme Fingerprint Enhancements: High Level Requirements and Options Summary.
HL4 Different devices	Is the vendor looking to provide updated versions of the solution to enable latest version of peripheral equipment (camera/fingerprint scanner)?
HL9, HL10 Ongoing upgrade of fingerprint segmentation algorithm and software	As per the first observation tabled for the IDme Fingerprint Enhancements: High Level Requirements and Options Summary.
HL12 Identification of person in the field	Suggest removal of SLA (time requirement) for this level of documentation.

HL20 Known constraints	Recommend more detail or a list of 'Known constraints.' It is possible that some constraints could be listed as a single requirement, other constraints may be configuration issues (e.g. HL18 - UI configuration issue).
----------------------------------	---

3.3 PQC ENHANCEMENTS: HIGH LEVEL REQUIREMENTS AND OPTIONS SUMMARY

This document outlines INZ's high level requirements regarding Photo Quality Check Enhancements and proposes four options to be analysed in further detail in Stage C. At the time of this review Biometix has not yet been informed of which options have been selected by the Working Group to progress to Stage C.

3.3.1 Observations Summary

This document provides a high level overview of the current quality issues associated with the two input streams for facial images, the Online Channel (Visa Application) and the In-Person Enrolment. s 6(c)

While a prominent focus is for INZ is to have a single quality image checking tool for all facial images, this may be more difficult for the In-Person Enrolment process given the proprietary nature of the quality checking conducted at capture. As this is a relatively 'controlled' environment images should be of a higher quality than Online Channel, which is considered an 'uncontrolled' environment.

Observations of particular note:

Section 'Requirements': Data Retention

- Suggest a more detailed descriptor of the requirement and more detail in the rationale, i.e. what data is being referred to (i.e. meta data, log data, transactional data).

Section 'Options':

- For each option suggest reference to which of the two available input processes, Online Channel (Visa Application) or the In-person Enrolment process, is applicable. If both are applicable, possibly categorise the scope items accordingly.
- Option 1
 - s 6(c) [REDACTED]
[REDACTED]
[REDACTED].
 - What is out of scope/excluded in this option?
- Option 2
 - Similar to Option 1, the description appears confusing.
 - What is out of scope/excluded in this option?
- Option 3
 - For clarification, suggest remove 'upgrade' from first two scope items descriptors as a new solution will likely have different proprietary segmentation algorithms and software.
 - What is out of scope/excluded in this option?

Other observations of note:

Section	Comment
HL3 Configure thresholds of image feature attributes HL4 Configure mandatory image feature attributes HL5 Configure thresholds of face extraction attributes	Are changes to Online Channel thresholds also implemented through Daon?
HL11, HL12 Automatic resizing of file by megabytes & pixel height and width	Is it possible to validate the number of records that require a data fix is caused by a) file size (MB) or b) file size (pixel height/width)?
HL15 Reject face images based on features extraction attributes	May be prudent to add an exception regarding need to retain some non-compliant/non-templating images as per HL21.
HL18 Improve error messages	Suggest more specificity in the description, i.e. UI error messages, audit log error messages.

HL19, 20 Chinese translation for photo quality check & error messages	Appear to be Business Based Requirements. Suggest not limiting to one language translation, i.e. 'Translation of error messages into languages other than English'.
s 6(c)	

4.0 CONSULTATIONS

4.1 OVERVIEW

Biometix attended INZ from 3 – 4 October 2018, to conduct face-to-face meetings with the IDme Rescaling Project Team and other Service Owner Business stakeholders.

The table below indicates the dates and stakeholders consulted during the onsite visit.

Stakeholder	3 October 2018	4 October 2018
Project Architects	✓	
Workstream Leads	✓	
Working Group (Business & Project)	✓	
Core Project Team		✓
Identity Services Teams		✓

Topics discussed during consultations included:

- Composition of workstreams including enhancements
- System design including connectivity/interaction, integration, platforms, components and NFRs
- Overall data quality and availability of audit data for empirical assessment
- Volume/capacity
- Inputs/collection streams (Data/Workflows/processes)
- Database populations

- Test environments
- Technical issues experienced
- Upcoming project dependencies

s 6(c)

Discussions were held on current issues with the system as provided in the high level planning documentation, specifically data quality (face and fingerprint), and the Photo Quality Checker and Face Quality Tool.

Also discussed in further detail were:

- Supportability of systems and requirements going forward
- BAU processes
- Identity resolution
- The IDme Fingerprint Enhancements – High Level Requirements and Options Summary

4.2 OUTCOMES

These meetings were highly valuable in gaining a more holistic understanding of the high level project scope, direction, requirements and issues encountered.

It is clear from discussions, that there are a number of challenges to overcome in order to achieve the projects objectives.

It was observed from the consultations that many issues are known, but often they are unable to be qualified or quantified. Modelling and analysis has proved difficult for INZ staff, due to inability to obtain appropriate data. For example, to empirically substantiate issues and tune systems.

These concerns were raised by IDme Project Team and are also detailed through the objectives of each of affected workstreams documents.

Another concern is that several years following implementation of IGMS, AMS appears to still be a primary platform, necessitating data syncing and maintenance of two systems. This also puts a strain on front end users who rely on dual systems to complete their work processes.

Users could also become frustrated when dealing with issues that may only require a relatively 'simple' fix, finding that the current process to enable this work is not optimal as issues may be de-prioritised or descoped or the service may be vendor managed requiring different governance processes.

Issues with updating, maintenance and functionality of peripheral and mobile kit equipment was also identified. This has been included for review in the workstream documentation.

As part of the Business Requirements, it was also recognised that further work to standardise and align Facial Comparison Training, particularly with those used by other immigration bodies was of a high priority.

5.0 CONCLUSION

Ongoing review of the project documentation in conjunction with regular meetings and onsite visits (as necessary), will enable Biometix to provide validation and quality assurance across the IDme Rescaling Project.

Biometix supports the main objectives of the IDme project to:

- Provide a solution to meet the INZ's future requirements and initiatives, including capability, capacity and resourcing.
- Optimise data quality and matching accuracy for both face and fingerprint modalities.
- Provide business with greater input and oversight into the operational, maintenance, and support of the solution.
- Have the technological design meet both a simplified architectural and end-user requirement.

From review of the Stage B documents, it is Biometix opinion that the proposed future state of INZs identity and biometric system is aligned with that of other immigration agencies making similar advances, s 6(c)

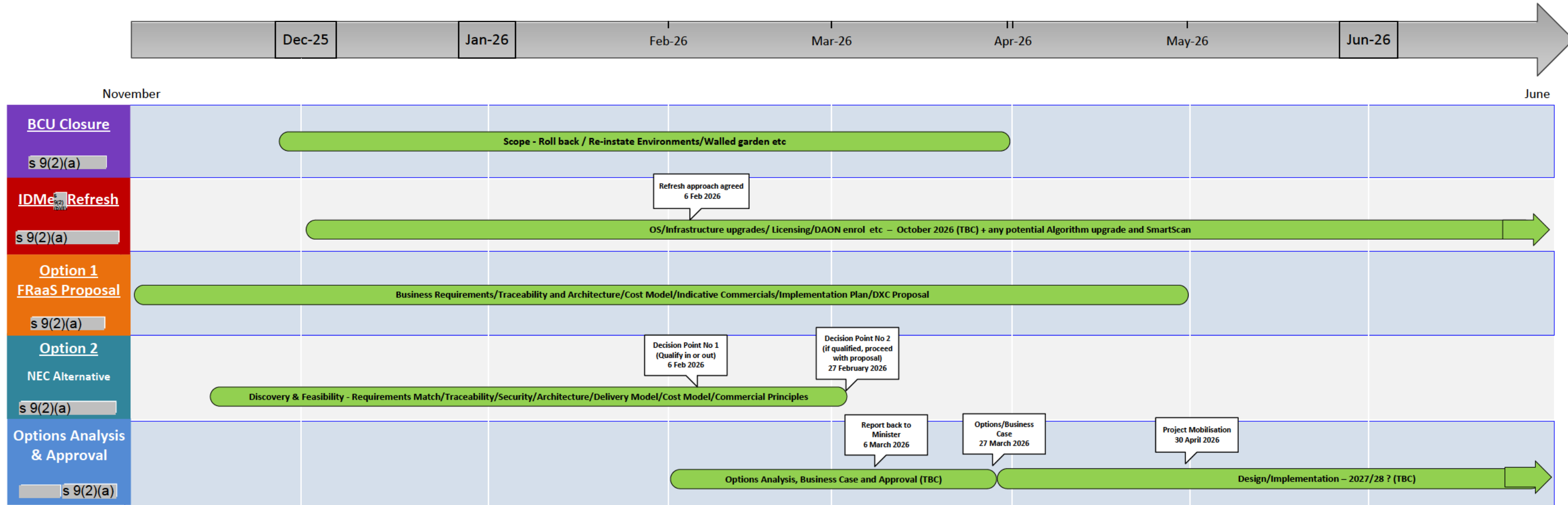
Detailed review and input into the Stage C and D documentation across the four main workstreams will further assist the Department in ensuring that this alignment is maintained. Depending on future decisions, the project may also create an opportunity for the Department to lead in some areas.

Next Steps

Biometix will commence the following activities:

- Review of Stage C and D documentation.
- Analysis of options to support the best outcome and value from investment.
- Provide recommendations through the delivery of a Validation Assurance Report.

Identity Management Refresh - Discovery Phase Workstreams – DRAFT



Identity Management Refresh - Discovery Phase - Workstreams - Scope

BCU Project Closure – Formal closure of the BCU project (End March 2026)

- **Environment Rollback:** Restore UAT, Preproduction, and SIT environments by reintegrating IDMe (s 9(2)(b)(ii)) and deploying production versions of AMS, NZeTA, IGMS, IQOffice, s 6(c) selected infrastructure, access, or software if required.
- **Close down the Project:** Complete commercials, independent review, and lessons learnt.

s 9(2)(b)(ii)

Project Team – Discover Phase

- s 9(2)(a)
-
-
-
-
-
- Cyber Security Architect – TBC – 10%
- s 9(2)(a)
-



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

IN-CONFIDENCE



IDme Biographics Enhancement

Approach Plan



Document Control

Version history

Date	Version	Author	Description of change
16/10/2018	0.1	s 9(2)(a)	Create first draft
18/10/2018	0.2		Amend first draft
18/10/2018	0.3		Updated with information from workshop
24/10/2018	1.0		Updated with feedback from s 9(2)(a) and s 9(2)(a). Finalised for approval.

Reviewed by

Name	Role	Date
s 9(2)(a)	Workstream Lead	18/10/2018
	Subject Matter Expert	18/10/2018
	Subject Matter Expert	18/10/2018
	Subject Matter Expert	18/10/2018
	MBIE Architect	18/10/2018
	Datacom Business Analyst	18/10/2018



Contents

1. Document Purpose	4
2. Approach Model	4
3. Executive Summary.....	5
Background.....	5
Glossary of terms	5
Scope	5
Objectives.....	6
Assumptions	7
Risks.....	7
Issues	8
Dependencies.....	8
Key Outputs.....	8
Documentation	8
4. Detailed Approach	9
Timescale.....	9
Capability Model	9
Non Functional Requirements	9
Resources	10
Tasks: B - Analysis.....	12
Tasks: C - Detailing	12
Tasks: D - Finalisation	12



1. Document Purpose

The purpose of the Approach Plan is to:

- Provide an overview of the strategy to realize short-term business outcome of the work stream.
- Detail the “who”, “what”, “when” and “how” for each stage in the work stream.
- Provide a baseline document against which the working group and resources have clear expectations and assess progress.
- The Approach Plan consolidates the planning outputs and deliverables into a single document that forms the basis of the undertakings for the work stream.
- The Business Analyst is responsible for completing the Approach Plan and keeping it updated through the life of the work stream.
- Note that this document aims to provide intent for commencing activities in Stage B and not anticipated to be binding.

2. Approach Model

For the purpose of achieving consistency across multiple work streams, a four-stage approach model has been developed.

	A – Planning	B – Analysis	C – Detailing	D – Finalisation
Objective	Develop a plan and approach to guide the execution of each phase for the purpose of achieving the end goal in this work package.	Investigate current and future states; problems and gap analysis; elicit requirements; and identify solution options.	Detail analysis of options including activities to provide further information for decision making.	Provide options and recommendation for decision making.
Entry criteria	Project is ready to kick off.	Plan and approach document.	Analysis and options document.	Preferred option identified.
Roles and responsibilities	PM - Lead / input into plan IGMS Architect - Input into plan Customer Delivery Manager - Input into plan Corporate Support - Input into plan Business Owner - Input into plan Project Coordinator - Organisation / Support BA - Input into / document plan Steering Committee - Direction Business Lead - Ownership	PM - Oversight / Input / Review IGMS Architect - Input / Review Domain SME (Internal) - Input Operational Support (ITMS) - Input Vendors - Input BA - Document analysis and options	PM - Oversight / Input / Review IGMS Architect - Input / Solution / Review BA - Documentation Operational Support (ITMS) - Input Corporate Support - Support MBIE Architects - Governance Domain SME (Internal) - Input Vendors - Input	PM - Oversight / Review IGMS Architect - Review Customer Delivery Manager - Review Business Owner - Review BA - Prepare Recommendation
Activities	Identify and secure resources. Define scope and objectives. Ascertain capacity model. Establish tasks and timeframes. Agree outputs and tools. Confirm funding. Document plan and approach.	Derive questions. Conduct analysis activities. Execute tasks. Brainstorm solution options. Document analysis and options.	Obtain additional information and detail analysis for each option. Evaluate options. Execute tasks. Select preferred option. Develop documents.	Prepare Recommendation.
Output	Plan and approach document. Capacity model.	Analysis and options document.	Depending on the solution, one or more of the outputs may be required: • Solution design document • Changes to operations • Changes to commercial arrangements. • Business impact assessment	Recommendation Paper.
Exit criteria	Plan and approach agreed, documented and communicated to project team and resources.	Current and future state, problems, gaps and requirements understood and documented. Solution options identified.	Detailed analysis of options completed; preferred option selected.	Recommendation Paper finalised.



3. Executive Summary

Background

Biographic matching capability has been in production since the IDme go-live in June 2016. INZ key stakeholders have requested the team undertake a review to determine if the current capability will meet the future state and support requirements.

Glossary of terms

The following is a list of general terms used in this document.

Term	Description
INZ	Immigration New Zealand
Matching Algorithm	In IDme, matching algorithm is the function that is used to estimate how close or similar the search sample is to each biographic
IDme / IGMS	Immigration online system which encompasses the identity management solution.

Scope

The following table indicates what is and is not covered by the project, for the purposes of creating a clear understanding of project boundaries.

In Scope	Out of Scope
Improve biographic matching algorithm by: • Undertaking tuning exercise; • Optimise matching thresholds; • Upgrading current algorithm • Capping the number of presented candidates in any one task.	Ability to determine given and family names structure by regions.
Review approach for how family members should be used for matching.	
Improve efficiency by: • Reviewing how resolution queues are managed and prioritised	
Consider treatment of ETA candidates. (I.e. will these candidates be considered in manual	



In Scope	Out of Scope
resolutions).	
Consider matching using additional parameters: National ID.	
Review of IDme rules and consider additional biographics matching rules (e.g. similar to Face Image Gateway) such as • s 6(c) [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Enhancements of IGMS to assist with reducing volume of manual resolutions: s 6(c) [REDACTED]	

Objectives

The objectives of this project are:

- Ensure the system is upgradable to support new versions of matching algorithms; and parameter driven threshold configurations.
- Deliver a solution which supports emerging technology and accommodates increasing volumes.
- Delivers more robust biographic matching rules.
- Provide more responses and simplifies matching support models.



- Simplify technology and remove any technical debt.
- Ensure designs meet MBIE's future architecture.
- Reduce need for manual resolution by improving matching, efficient filtering and consider introducing auto-match tasks.

Assumptions

The following assumptions have been made with respect to the project.

Assumption	Impact if not validated
Future capacity model must take into consideration growth in volumes as a result of the ETA project and predicted yearly increases	Solution may not meet the growth rate in the future
No limitation to the options that can be presented to the business taking into consideration our constraints	Place unnecessary limitations on solutions
New recommendations will be able to integrate with existing capability	Expansion in solution options
Tender is not a consideration	Prolongs the timeline needed to provide options and recommendations
Resources are available	Prolongs the timeline needed to provide options and recommendation.
Non Functional requirements will be prioritised and adhered to as much as possible	Solution may not meet future capacity.

Risks

The following risks have been identified with respect to the project.

- Contention of the same resources across multiple workstreams.
- Contention of resource working on other projects.
- Prioritisation of other projects over this project resulting in delay to implementation and deferred realisation of benefits.
- Funding not available to progress with project.



Issues

No issues have been identified in Stage A.

Dependencies

The following table identifies the dependencies for this project.

Description of Dependency	Date Needed
Electronic Travel Authority (ETA) - Implementation of ETA will lead to an increase in number of identities captured. Biographics enhancements will need to take into account the potential surge in growth rate. - Ensure system interoperability.	Dependent on new initiative.

Key Outputs

The following outputs will be delivered as part of this work stream.

#	Deliverable	Stage
1.	Approach plan Detailing the workstream's plan for Stages B, C and D with the goal of providing an informed recommended solution to key stakeholders.	A
2.	List of options.	B
3.	Recommendation Paper	D

Documentation

This work stream will use the MBIE document management system MAKO for storage of all documentation.

The MAKO URL for the Work Stream folder is:

s 6(c)



4. Detailed Approach

Timescale

#	Milestone	Date
ML01	B – Analysis Current and future state problems gaps and requirements understood; and documented. Solution options identified.	End Oct 2018
ML02	C – Detailing Detailed analysis of options completed; preferred option selected.	End Nov 2018
ML03	D – Finalisation Recommendation Paper finalised.	End Nov 2018

Capability Model

Capability model has been completed by s 9(2)(a)

Non Functional Requirements

Non-functional requirements will be identified.

IN-CONFIDENCE

Resources

The following table identifies the resources and their expected availabilities for this workstream.

Name	Role	Responsibility	A - Planning	B - Analysis	C - Detailing	D - Finalisation
s 9(2)(a)	Workstream lead	Lead the workstream through the stages from A to D ensuring delivery of outcomes for each stage.	Yes	Yes	Yes	Yes
	Project Coordinator	Support workstream with scribing and organising.	Yes	Yes	Yes	Yes
	Facilitating Business Analyst	Support workstream with analysis and documentation.	Yes	Yes	Yes	Yes
	Subject Matter Expert	Input into workstream.	Yes	Yes	Yes	Yes
	Subject Matter Expert	Input into workstream.	Yes	Yes	Yes	Yes
	Subject Matter Expert	Input into workstream.	Yes	Yes	Yes	Yes
	Subject Matter Expert	Input into workstream.	Yes	Yes	Yes	Yes
	MBIE Architect	Provide technical analysis, input and advice.	Yes	Yes	Yes	Yes
	IDme Domain Business Analyst	Support workstream with analysis.	Yes	Yes	Yes	Yes

IN-CONFIDENCE

Name	Role	Responsibility	A - Planning	B - Analysis	C - Detailing	D - Finalisation
Datacom Architect	Datacom Architect	Provide information into options.		Yes	Yes	Yes
IQ Office Representative	Vendor	Provide information into options			Yes	

IN-CONFIDENCE

Tasks: B - Analysis

Task	Duration	Lead
Current and Problem Statement	1 week	s 9(2)(a)
Conduct analysis activities and document future state and requirements.	2 weeks	
Brainstorm a list of options	1 week	

Tasks: C - Detailing

Task	Duration	Lead
Solution options details	3 weeks	s 9(2)(a)
Impact assessment of solutions on IDme.		

Tasks: D - Finalisation

Task	Duration	Responsible
Prepare recommendation paper	1 week	s 9(2)(a)



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

IN-CONFIDENCE



IDme Fingerprint Enhancement

Approach Plan



Document Control

Version history

Date	Version	Author	Description of change
01/08/2018	0.1	s 9(2)(a)	Create first draft
07/08/2018	0.2		Review and updates s 9(2)(a) .
13/08/2018	1.0		Finalised version.
16/08/2018	1.1		Incorporated feedback from Working Group: • “Lights out” option to be considered as a scope item; • s 6(c) . Consider future state requirements. Note: Approved by Working Group on 20/08/2018 to proceed to Stage B.
28/08/2018	1.2		Feedback from s 9(2)(a) Added two new objectives.
06/09/2018	1.4		Added link to task list in Scope section and Biometric Consultant in Assumption section.

Reviewed by

Name	Role	Date
s 9(2)(a)		08/08/2018
		08/08/2018
		08/08/2018
		08/08/2018
		08/08/2018
		16/08/2018
		27/08/2018



Contents

1. Document Purpose	4
2. Approach Model	4
3. Executive Summary.....	5
Background.....	5
Glossary of terms	5
Scope	5
Objectives.....	8
Assumptions	8
Risks.....	9
Issues	9
Dependencies.....	9
Key Outputs.....	10
Documentation	10
4. Detailed Approach	11
Timescale.....	11
Capability Model	11
Non Functional Requirements	11
Resources	12
Tasks: B - Analysis.....	14
Tasks: C - Detailing	14
Tasks: D - Finalisation	14



1. Document Purpose

The purpose of the Approach Plan is to:

- Provide an overview of the strategy to realize short-term business outcome of the work stream.
- Detail the “who”, “what”, “when” and “how” for each stage in the work stream.
- Provide a baseline document against which the working group and resources have clear expectations and assess progress.
- The Approach Plan consolidates the planning outputs and deliverables into a single document that forms the basis of the undertakings for the work stream.
- The Business Analyst is responsible for completing the Approach Plan and keeping it updated through the life of the work stream.
- Note that this document aims to provide intent for commencing activities in Stage B and not anticipated to be binding.

2. Approach Model

For the purpose of achieving consistency across multiple work streams, a four-stage approach model has been developed.

	A – Planning	B – Analysis	C – Detailing	D – Finalisation
Objective	Develop a plan and approach to guide the execution of each phase for the purpose of achieving the end goal in this work package.	Investigate current and future states; problems and gap analysis; elicit requirements; and identify solution options.	Detail analysis of options including activities to provide further information for decision making.	Provide options and recommendation for decision making.
Entry criteria	Project is ready to kick off.	Plan and approach document.	Analysis and options document.	Preferred option identified.
Roles and responsibilities	PM - Lead / input into plan IGMS Architect - Input into plan Customer Delivery Manager - Input into plan Corporate Support - Input into plan Business Owner - Input into plan Project Coordinator - Organisation / Support BA - Input into / document plan Steering Committee - Direction Business Lead - Ownership	PM - Oversight / Input / Review IGMS Architect - Input / Review Domain SME (Internal) - Input Operational Support (ITMS) - Input Vendors - Input BA - Document analysis and options	PM - Oversight / Input / Review IGMS Architect - Input / Solution / Review BA - Documentation Operational Support (ITMS) - Input Corporate Support - Support MBIE Architects - Governance Domain SME (Internal) - Input Vendors - Input	PM - Oversight / Review IGMS Architect - Review Customer Delivery Manager - Review Business Owner - Review BA - Prepare Recommendation
Activities	Identify and secure resources. Define scope and objectives. Ascertain capacity model. Establish tasks and timeframes. Agree outputs and tools. Confirm funding. Document plan and approach.	Derive questions. Conduct analysis activities. Execute tasks. Brainstorm solution options. Document analysis and options.	Obtain additional information and detail analysis for each option. Evaluate options. Execute tasks. Select preferred option. Develop documents.	Prepare Recommendation.
Output	Plan and approach document. Capacity model.	Analysis and options document.	Depending on the solution, one or more of the outputs may be required: • Solution design document • Changes to operations • Changes to commercial arrangements. • Business impact assessment	Recommendation Paper.
Exit criteria	Plan and approach agreed, documented and communicated to project team and resources.	Current and future state, problems, gaps and requirements understood and documented. Solution options identified.	Detailed analysis of options completed; preferred option selected.	Recommendation Paper finalised.



3. Executive Summary

Background

IDme fingerprint capability has been in production for a number of years. INZ key stakeholders have requested the team undertake a review to determine if the current capability will meet the future state and support requirements.

Glossary of terms

The following is a list of general terms used in this document.

Term	Description
s 6(c)	
INZ	Immigration New Zealand
Matching algorithm	In IDme, matching algorithm is the function that is used to estimate how close or similar the search sample is to each enrolled biometric.
Segmentation algorithm	Decomposing a fingerprint image into two disjoint regions, so as to identify the region of interest. IDme uses NFSEG which is a fingerprint segmentation system.
s 6(c)	
Quality scores	The degree to which a biometric sample fulfils specified requirements for a targeted application.

Scope

The following table indicates what is and is not covered by the project, for the purposes of creating a clear understanding of project boundaries.

Items from Task list are sourced from: s 6(c)

In Scope		Out of Scope	
Source	Description	Source	Description
Task list	Review finger print capability to determine if current solution supports the future state.		
Task list	Determine high level finger print capability options.		



In Scope		Out of Scope	
Source	Description	Source	Description
Task list	Consider enhancement to internal capability or working collaboratively with other agency.		
The above scope items encompass the following:			
Workshop	Implement a solution to provide enhanced visibility of fingerprints; so quality checks and maintenance can be performed.	Workshop	Changing of NIST file standard.
Workshop	s 6(c)		
Workshop	Consider a future MBIE in house INZ fingerprint team.		
Workshop	Research operating models and processes from other countries and how their systems work.		
Workshop	Deliver a solution that will guarantee system interoperability with future technology.		
Workshop	Consider one of the two options: • Make improvement to current INZ system; • Or collaboration with NZ Police ABIS system / fingerprint management and matching.		
Workshop	Perform an upgrade of current matching algorithms and ensure that continued algorithm upgrades are included in business planning and commercials.		
Workshop	s 6(c)		
Workshop	Ensure data consistency between		



In Scope		Out of Scope	
Source	Description	Source	Description
	the different systems.		
Workshop CR00902	Ability to extract fingerprints based on the date they become available for extraction in IDme.		
Workshop CR61415	Ensure system displays correct fingerprint capture date in privacy reports. s 6(c) [REDACTED]		
Workshop CR01098	Ability to extract all fingerprint files held for a client.		
Workshop	Review primary biometric business rules that select a biometric to be used for matching purposes.		
Workshop	s 6(c) of the OIA [REDACTED]		
Workshop	s 6(c) of the OIA [REDACTED]		
Workshop	Create a good understand how DAON integrates with IGMS, and the impacts of any changes proposed in this project.		
Workshop	Consider a business operating model that encompasses flexibility of a “lights out” and manual resolution system.		



Objectives

The objectives of this project are:

- Ensure system is upgradable to support new versions of matching algorithms; and parameter driven threshold configurations.
- Deliver a solution which supports emerging technology; accommodates increase in volume; bulk processing; empowers mobile personnel (e.g. in-field compliance officers) and capable of integrating with newer and more advance devices (e.g. scanners).
- Increase the quality of the fingerprint images templated for the purpose of improving matching accuracy.
- Ensure that fingerprints are captured at a satisfactory quality and consistent manner across all enrolment points so that they are suitable for matching.
- Provide more responsive and simplify matching support models.
- Simplify technology and remove any technical debt.
- Ensure design meets MBIE's future architecture strategy.

Assumptions

The following assumptions have been made with respect to the project.

Assumption	Impact if not validated
Future capacity model must take into consideration growth in volume as a result of the Biometric Enrolment project and predicted yearly increase	Solution may not meet the growth rate in the future.
No limitations to the options we can present to the business taking into consideration our constraints	Place unnecessary limitations on solution.
New recommended solutions will be able to integrate with existing capability	Limitations on solution.
NZ Police is amenable to interagency collaboration.	Option is off the table.
Tender is not a consideration.	Expansion in solution options.
Resources are available.	Prolongs the timeline needed to provide options and recommendation.
Non Functional requirements will be prioritised and adhered to as much as possible.	Solution may not meet future capacity.
Validation by Biometrics Consultant will not uncover any serious flaws in the option selected.	Solution may be deficient.



Risks

The following risks have been identified with respect to the project.

- Duplicate capabilities being developed in parallel with other workstreams.
- Contention of the same resources across multiple workstreams.
- Contention of resource working on other projects
- Prioritisation of other projects over this project resulting in delay to implementation and deferred realisation of benefits.
- Conflicting views within the business resulting in indecision.
- Existing commercial agreements with current vendors may post a constraint to the options.
- Funding not available to progress with project.

Issues

No issues have been identified in Stage A.

Dependencies

The following table identifies the dependencies for this project.

Description of Dependency	Date Needed
Biometric enrolment capture (DAON ENROL) Review of biometric enrolment solution must ensure system interoperability.	TBC
Biometric Enrolment Project • Implementation of biometric enrolment project will lead to an increase in number of fingerprints captured. IDme finger print enhancements will need to take into account the potential surge in growth rate. • IDme finger print enhancements should consider biometric requirements emerging from this project. • Ensure system interoperability.	TBC
6(c) of the OIA [Redacted]	TBC



Key Outputs

The following outputs will be delivered as part of this work stream.

#	Deliverable	Stage
1.	Approach plan Detailing the workstream's plan for Stages B, C and D with the goal of providing an informed recommended solution to key stakeholders.	A
2.	Capacity model Detailing the baseline and forecast for growth in transactions and volume.	A
3.	High level analysis document providing: • Current state; • Problem statement; • Future state; • High level analysis.	B
4.	List of options.	B
5.	Non Functional Requirements • Validated and prioritised	C
6.	Recommendation Paper	D

Documentation

This work stream will use the MBIE document management system MAKO for storage of all documentation.

The MAKO URL for the Work Stream folder is:

6(c) of the OIA



4. Detailed Approach

Timescale

#	Milestone	Date
ML01	B – Analysis Current and future state problems gaps and requirements understood; and documented. Solution options identified.	End Sep 2018
ML02	C – Detailing Detailed analysis of options completed; preferred option selected.	End Oct 2018
ML03	D – Finalisation Recommendation Paper finalised.	End Oct 2018

Capability Model

Capability model being worked on by s 9(2)(a) and will be delivered by 13th August 2018.

Non Functional Requirements

Non-functional requirements will be identified, validated and prioritised in Stage C – Detailing.

IN-CONFIDENCE

Resources

The following table identifies the resources and their expected availabilities for this workstream.

Name	Role	Responsibility	A - Planning	B - Analysis	C - Detailing	D - Finalisation
s 9(2)(a)		Lead the workstream through the stages from A to D ensuring delivery of outcomes for each stage.	3 weeks	Yes	Yes	Yes
		Support workstream with scribing and organising.	3 weeks	Yes	Yes	Yes
		Support workstream with analysis and documentation.	3 weeks	Yes	Yes	Yes
		Input into workstream.	3 weeks	Yes	Yes	Yes
		Input into workstream.	3 weeks	Yes	Yes	Yes
		Provide technical analysis, input and advice.	3 weeks	Yes	Yes	Yes
		Support workstream with analysis.	3 weeks	Yes	Yes	Yes
		Expertise advice.		Yes	Yes	
		Consultative role in workstream.		Yes	Yes	

IN-CONFIDENCE

Name	Role	Responsibility	A - Planning	B - Analysis	C - Detailing	D - Finalisation
IGMS BAU	Subject Matter Expert	Consultative role in workstream.		Yes	Yes	
s 9(2)(a)	Subject Matter Expert	Consultative role in workstream.		Yes		
NEC Representative	Vendor	Provide information into options.			Yes	
Daon Representative	Vendor	Provide information into options			Yes	

IN-CONFIDENCE

Tasks: B - Analysis

Task	Duration	Lead
Current and Problem Statement	1 week	s 9(2)(a)
Conduct analysis activities and document future state and requirements.	3 weeks	
Research operating models and processes from other countries and how their systems work.	1 week for first discussions, then ongoing consultation.	
Consultation with Police.	1 week for first discussions, then ongoing consultation.	
Brainstorm a list of options	1 week	
Revisit and revise plans for Stage C.	1 week	

Tasks: C - Detailing

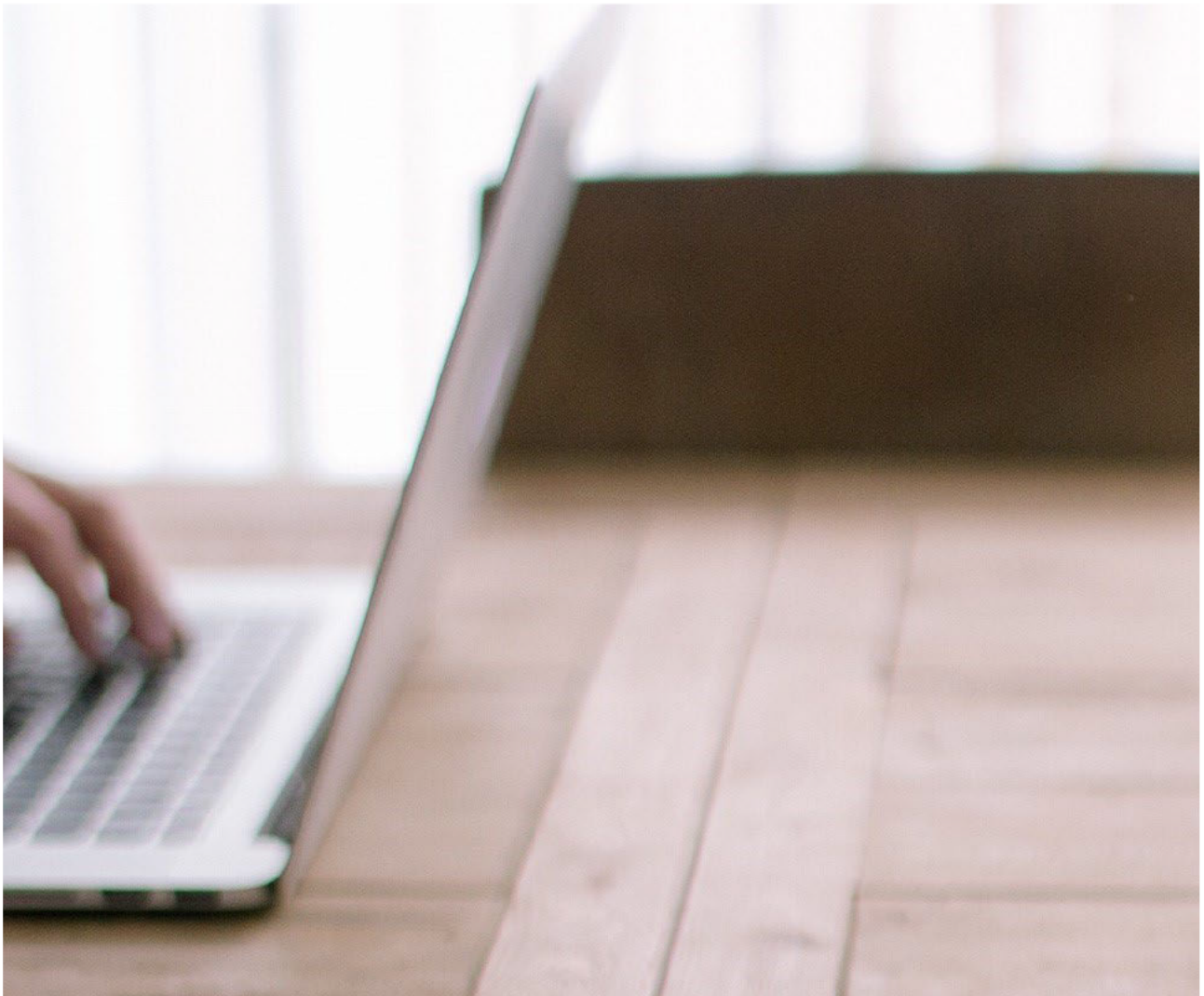
Task	Duration	Lead
Solution options details	4 weeks	s 9(2)(a)
NFRs		
Impact assessment of solutions on IDme.		

Tasks: D - Finalisation

Task	Duration	Responsible
------	----------	-------------

IN-CONFIDENCE

Task	Duration	Responsible
Prepare recommendation paper	1 week	s 9(2)(a)



IDme Rescaling – Feedback

Author: s 9(2)(a)
Date: 7 August 2018
Version: 0.1, draft

DOCUMENT INFORMATION

Document ID	IDme rescaling feedback
Document Owner	s 9(2)(a)
Issue Date	August 8, 2018

Document References

Document	Version	Date
IGMS Identity Information Management Architecture 4.1 Vortex -> Technical Products -> Architecture -> Identity	4.1	17/10/2017

TABLE OF CONTENTS

DOCUMENT INFORMATION	I
1 INTRODUCTION	3
Document Purpose	3
2 DISCUSSION POINTS	4
2.1 IDme Capacity	4
2.2 Volume of Identity Data	4
2.3 IDme NFRs	5
2.4 Software version end of life support	5
2.5 IDme Workflows	6
2.6 Border Identities	7
2.7 Improvements	7
3 FINDINGS	10
3.1 Feedback on IDme rescaling plan	10
3.2 Future State Architecture of IDme	10
3.3 System Dependencies	11
3.4 Opportunities	12
3.5 Merging the full and watchlist population: Impact Assessment	13
3.6 Key risks	14
4 NEXT STEPS	15

1 INTRODUCTION

Document Purpose

The purpose of this document is to capture feedback regarding upgrading and rescaling IDme, as well as looking at other opportunities to improve business value. It also provides specific feedback on points of interest outlined by MBIE.

2 DISCUSSION POINTS

The section captures key discussion points relating to this NSSR.

2.1 IDme Capacity

**INZ is looking to increase the capacity of IDme in the near term to account for greater volumes of identity data being received as well as increase the capability of IDme to allow greater usage scenarios at the border and, hence, provide real-time services.*

Comments

- Increase in volumes will drive:
 - o An increase in resolution work which will raise the priority of improving or re-engineering the efficiency and processes of the resolution user interfaces. This will also raise the importance of providing real time management data so that the business can manage workloads, staffing, etc.
 - o An increase in capacity and possibly additional licensing costs e.g. NEC / Daon systems may need to be scaled to accommodate higher throughput and / or larger populations. Service scaling would probably need to be implemented horizontally because vertical scaling limits are being reached – and whilst each platform is designed to support horizontal scaling there is additional configuration work across several parties (Datacom, Vodafone, Daon, etc.) to achieve that. s 6(c)
 - o As data volumes increase the need to manage retention policies and implement archiving will become imperative to ensure systems can maintain the required performance profile over the long term.
 - o A potential increase in manual BAU interventions and support activities. s 6(c)
 - o More tools and automated monitoring and resolution solutions would be useful now and would become even higher priority if higher volumes of scenarios like ‘stuck in resolution’ occur. Further analysis is required to identify the key scenarios that need to be addressed in BAU to ensure the volume increase doesn’t result in additional support effort.
- Border and Real-time usage scenarios – s 6(c)
- o Further consideration/discussions are therefore recommended to determine whether the current design meets currently understood requirements or whether simplification/consolidation can occur.

2.2 Volume of Identity Data

**There are a number of projects being considered at present – s 6(c)*

Comments

- s 6(c) In summary, each platform is designed with scalability in mind so the ability to extend the current system to accommodate higher volumes exists, but further analysis in the areas where humans use or support the system, and in data retention, would likely need a refreshed analysis and approaches to achieve suitable long-term outcomes.

- Depending on the channel the increased biometric volumes may have a greater or lesser impact on the amount of resolution work, i.e. some channels have a higher percentage of resolution than others.
- The different types of biometrics have a different degree of impact on the current solution. For example, an increase in the percentage of fingerprints, where the fingerprint level match generally does not require resolution, versus face level matches where resolution occurs more often.

2.3 IDme NFRs

**It is known that IDme is currently operating at the design NFRs that were set for it at the initiation of SPP20, these now need to be reviewed in the light of actual usage of the system. The growth of applications processed by INZ also requires the forecast of IDme activities (store, enrol, match, resolve, share etc) to be revised with a view to optimising both the configuration of the system based on actual workload and the required software/infrastructure patterns.*

Comments

- See the increased volume comments in 2.1 and 2.22.2 above^[66]. . Again, in summary, each platform is designed with scalability in mind so the ability to extend the current system to accommodate higher volumes exists, but further analysis in the areas where humans use or support the system, and in data retention, would likely need a refreshed analysis and approaches to achieve suitable long-term outcomes.
- See also comments in sections 2.5 and 2.7 which, in summary, note that there are opportunities for improvements targeted at the processes supported by IGMS in the
- The elapsed time since its initial design, the change in business volumes, practice and direction, and the changes in software capability and products, all increase the opportunity for significant benefit to be earned across users, staff and the business, by reassessing the current issues and implementing appropriate changes.
- A simple example of this opportunity is the reduced resolution workload generated from online applications versus other channels – if more volume could be moved to the online channel then overall resolution workload would be reduced. But achieving this change is dependent on resolving some of the issues that prevent online uptake, such as uploading images.
-

2.4 Software version end of life support

s 6(c)

s 6(c)

2.5 IDme Workflows

s 6(c)

Comments

- s 6(c)
- Additionally, a gap analysis is recommended to ensure the current functionality that is delivered via Pulse can be recreated within SmartForms, and what the costs, including any additional licensing costs, would use of SmartForms incur. Note that SmartForms is a development capability, i.e. it is not a turn-key solution, and will require a standard analysis, design and development cycle to deliver.
- An alternative option that should be considered is to extend the IDme UI to provide similar functionality to Pulse. e.g. Task List, My Team Task List, etc.
- Other options that could be considered include reviewing and refinement of the existing business processes, options include:
 - o s 6(c)
- Improved matching outcomes

¹ Information provided by MBIE indicates that this date may be aligned to s 6(c) of the OIA, rather than the date provided. TBC.

- s 6(c)
- Further conversations with Daon and NEC required regarding new algorithms and solutions that may be available with up-to-date versions of the software.
- s 6(c)

2.6 Border Identities

**The Business has been considering a number of other initiatives such as* s 6(c)

– these increase the volumes that IDme needs to handle significantly. Any change to IDme needs to be mindful of these potential volume increases. s 6(c)

Comments

- Please refer to the considerations noted for section 2.1 IDme Capacity.
- Initiatives like s 6(c) will have an impact in a number of areas:
 - Volumes – again the type of biometric / biographic data that must be matched will determine whether the biometric or biographic matching engines, or both, would be impacted.
 - Resolution – generally not impacted assuming this is a ‘lights out’ process.
 - NFR impact – there will be different NFRs for aspects such as reliability, availability and performance, and, particularly for an externally exposed service, security and auditing. WRT performance there may need to be additional scaling, deployment instances or throttling to ensure spikes in load for one service (Police checks) do not impact other services.
 - Standardisation of message schema – exposing services externally increases the need to conform to agreed inter-agency standards, ideally internationally based such as NIST, for identity and match result.

2.7 Improvements

**Whilst the initial discussions have been on upgrading and rescaling we are very keen to look at opportunities to address known business issues, improve business value and performance, facilitate decoupling of Online and moving to a model that allows us to more easily upgrade and/or replace components or layers.*

Comments

- The largest benefits are achieved when the solution is aligned with the business. For example, where the business processes data through a series of stages more akin to a pipe then the solution should be aligned in the same manner. This presupposes a good understanding of the current and future state business with sufficient detail to map down to the services and data consumed and produced at each stage. With this in hand:
 - The task of delivering an architectural roadmap becomes easier.

- The technical cost of change would generally be aligned with the magnitude of the impact to the business. This reduces the likelihood of an unpleasant surprise when a small change for the business requires a big change in the solution.
 - Given our current understanding, the following opportunities seem appropriate:
 - Online
 - Separation of concerns – decoupling as discussed elsewhere.
 - Consolidation/Simplification – given the scope of Online has changed (e.g. no longer requires ECM) the requirement for SharePoint has diminished.
 - ESB (supports IDme, Online, etc.)
 - Separation of concerns – deploying each major function of the ESB separately would both reduce the impact of outages but more importantly surface opportunities to simplify some of the processes of the system. Similarly the services offered through ESB Core could be partitioned across websites or servers to reduce outage impact and ease the ability to configure each service in terms of performance characteristics for the functions it provides. The ESB Core services used by s 6(c) are a candidate for developing a services layer designed for consumption by external systems where the issues of version releases in a multi-party eco-system, security and the impact of outages can be specifically managed for that context.
 - Consolidation – there are several areas of the solution where the original scope required the delivery of a set of platforms that would be used for future projects. This vision has not eventuated. The end result is that there are potential opportunities for consolidation and / or simplification. Additionally there have been new components developed to address new scope which could potentially be extended to address existing functions.
- Note that implementation of either a physical or logical separation of concerns would generally be required first to be able to identify appropriate candidates for consolidation.
- Resolution user interfaces – please see comments for section 3.2.
 - Alignment of the domain model with the data and processing that the business requires: A major cost impact for any organisation is change to data sets, for example the changes for a new Visa type. This is because a change in data impacts **every** layer of a solution. s 6(c)

The end result is that the biggest area of change-driven cost has been replicated multiple times.

The types of solutions available to address this would depend on the initial analysis of the business need, as discussed above, but any opportunity to minimise the leakage of domain model knowledge across systems reduces the impact of future change. A key area of discussion in this space is agnostic data delivery / storage – the use of data blobs with associated meta-data that can be stored in any system and passed to the

appropriate system for processing. The data blob may have a structure that supports partitioning the data set into business entities, e.g. the application form and associated identities, so that parts of the data set can be managed separately.

3 FINDINGS

3.1 Feedback on IDme rescaling plan

**Review and provide feedback (including gaps) on the IDme rescaling plan*

3.2 Future State Architecture of IDme

**Provide high level recommendations on the future state architecture of IDme that provides flexibility to accommodate substantial biometric and identity transaction volume increases ideally with improved performance, algorithm updates, improved business value, and supports the decoupling of the online channel*

Comments

- The current solution can be scaled for higher biometric and identity transaction volume increases by design. The use of load balancers, mechanisms to manage state and queue match requests, etc. in the infrastructure and Daon / NEC biometric engine means that all layers of the solution are designed with the ability to both horizontally and vertically scale. s 6(c)
The IDme web user interface implements load balancing and shared state management so that it can also be scaled. s 6(c)

Note that at all points that any component accesses a database there is a single database node fulfilling that request, but solutions such as Always On could also provide read-only or read-write replicas of data. This area of change would require some level of re-configuration and / or re-design of the IGMS applications.

Future architectural design should consider the implementation of turn-key scalability similar to cloud-based elasticity. Given that this would be a major redesign of the solution and direction of the architecture it would need specific requirements to determine a suitable solution.

- Treatments for increasing performance are very dependent on the exact detail of the data transfer and processing that is required. It is generally an aspect that has to be addressed as much through continuous improvement as it is during initial design. In addition, matching responses in the order of minutes versus seconds can apply an enormously different profile in terms of architecture and resultant cost. Also please refer to Performance Improvements NSSR for areas of improvement that are higher benefit / lower cost ('low hanging fruit').

It is worth noting that an assessment of the thresholds and candidate limits with respect to accuracy of match outcome has a large impact on downstream processing within the resolution process. Shorter candidate lists would have a direct impact on resolution times.

s 6(c)

This is an area of the system where a focus on performance, usability and process design would produce measurable benefit that would be a 'must have' if any volume increases are likely to

increase resolution load.

In addition some form of dashboard for governance of the process has been identified as a high priority. Now that the system has been used for several years there is ample material on what that dashboard should provide.

- Treatments for flexibility in terms of matching algorithms, and potentially aspects such as biometric formats (JPEG2000 for finger prints etc.) etc., may be addressed to some extent through version upgrades. Biometric algorithms are generally applied during image templating, therefore changing the algorithm normally requires re-templating the biometric population. A key input to this would be an assessment of current algorithm matching performance against what updated algorithms could provide.
- Providing an independent implementation of the QTF service would be the only major change required to support Online decoupling with respect to IDme. There is an opportunity here to establish a matching / quality assessment capability for external systems and / or agencies. This could support externally provided visa submission clients and inter-agency processes such as the Police identity check. The benefit here is the opportunity to divest the implementation of Online to external parties while still ensuring data quality through exposed services or APIs.
- Two key areas of the interaction between systems will become more prominent as MBIE look to manage services across their enterprise; namely identifier management (business keys) and reference / lookup data. Further analysis of the requirement in these areas is recommended prior to further integration initiatives. Currently existing integration points, e.g. within the IGMS context; to AMS, 6(c) of the Online Notifications, should be reviewed to confirm what the impact of changes in identifier and reference data management will be.

A key requirement for identifier management (business key) is a clear understanding of where data is created (and identifiers assigned) and where data is processed, esp. where status changes occur through the life cycle of business entities. Business entity *state* needs to a first class concept across the enterprise for effective data management.

3.3 System Dependencies

**Identification of any system dependencies or current issues that are known to cause performance or throughput issues in production including the ability to decommission Oracle and simplify or consolidate the current s 6(c) databases*

Comments

- It is not apparent that SQL consolidation would reduce overall ownership costs of the SQL database platform. Given the rate of change and volume increases the benefit of separate database servers is the opportunity to address support issues by, for example, restarting servers and re-allocating server memory between a fewer number of SQL instances. These benefits would be more limited in a consolidated environment. At the point that version upgrades and introduction of major new capabilities (groups, data broker, ETA, etc.) has plateaued the migration to a consolidated SQL platform would incur lower risk.
- s 6(c)

- Please refer to Performance Improvements NSSR for areas of improvement that are higher benefit / lower cost ('low hanging fruit')

3.4 Opportunities

**Provide an assessment of opportunities to facilitate the replacement of solution components or service layers in future*

Comments

- § 6(c) is a layered application architecture using SOA principles throughout the stack. Because of this all of the platforms and often components within platform could be replaced. Examples include:

- The biometric matching engine – § 6(c)

§ 6(c)

§ 6(c)

§ 6(c)

Note that each of these platforms exposes a service layer behind which the specific products are called, hence the ability to replace them if required.

The § 6(c) platform architectures note any specific dependencies between components, in general these are minimal.

- Specific opportunities that would be worth considering include:
 - § 6(c)
 - § 6(c) as the biometric engine solution.

Note that if § 6(c) were replaced by a product that § 6(c) could integrated with then the application coding change would be minimal if not nil. The population would likely still need to be reprocessed. Would allow § 6(c) to be removed from the solution.

In terms of replacing the § 6(c) product the following features would need to be delivered by any replacement product:

- Abstraction from biometric templating and matching engines.
- ROC curve for score normalisation across algorithms / solutions.
- § 6(c)
- Management of both synchronous and asynchronous matching modes within § 6(c) and to § 6(c)
- Readily accessible support.

Some of the activities required to replace § 6(c) include:

- Migration of the biometric store from § 6(c) to the replacement product.

- Retuning biometric matching with new thresholds, normalised scores that IDme can use, etc.
 - Refactor existing client calls to Daon for the new product.
- The use of the business rules engine (BRE) in IGMS is not large and could either be redirected to another BRE instance or implemented using traditional coding approaches with similar if not lower support costs and the same if not shorter timeframes to implement business change.
- The IGMS ESB incorporates a significant proportion of the IGMS processing logic. Splitting the services / orchestrations it provides into separate deployments would allow a re-assessment of the SOA paradigm it implements and its applicability in each scenario. For example its interaction in the Online space versus support of the Data Sync / Data Broker process.
- Future opportunities include the implementation of current coding practices, such as micro-services and containerisation, which would reduce support costs and facilitate more flexible deployment options, including to the cloud, which in turn would reduce the impact of outages and the ability to isolate and address aspects such as performance.

3.5

s 6(c)

- Some of the main questions that would need to be addressed to set the context for an impact assessment include:
 - s 6(c)

- Requirement for near real-time matching for certain contexts.
- Requirement for different match profiles (thresholds, cap limits, etc.) for different capture contexts.
- Requirement to support new clients of match outcomes, e.g. Police checks.
- Overlap with other IDme initiatives (e.g. algorithm changes, version updates, etc.).
- Appetite for stripping out and regression testing code, orchestrations, data structures, reference data, user interface components, etc. that would no longer be used, but don't actually need to be removed, to simplify the code base and hopefully make future support efforts more efficient.

3.6 Key risks

Some of the key risks with respect to supporting the capabilities that IGMS provides to INZ are:

- IF the IDme domain model is modified away from the essence of the INZ vision for identity across the differing INZ business units
BECAUSE legacy approaches are more familiar to staff and current practice
THEN INZ will be hindered in their implementation efforts to enable the future business models that INZ needs
- IF INZ use technology- and solution-first approaches rather than business-first approaches when considering investment in IGMS and associated systems
BECAUSE there is an assumption that the business need is well known despite the ongoing evolution in the identity space
THEN IGMS will become a legacy blocker rather than a business enabler.
- IF new functionality or technology change is always introduced at the expense of resolving emerging issues with existing functionality and technology solutions
BECAUSE of the imperatives of funding business change
THEN users, internal and external, may become frustrated with the system, particularly as volumes grow.

4 NEXT STEPS

	Description/Purpose	Who	When
1.	Plan session with MBIE Identity Users to understand current bottlenecks in current resolution process	MBIE Identity Resolution team. Datacom UX specialists. Datacom BA. Datacom Arch.	TBC
2.	Confirm s 6(c) 'end of support' dates	Datacom Arch	Pending
3.	Capping rules analysis. Determine if a change to either the capping rules, or UI in regard to the number of candidates is required.	MBIE Identity Analysis (Casie?) Datacom Arch Datacom BA	TBC
4.	Discussions with s 6(c) regarding Text based matching to understand mitigations.	MBIE Datacom Arch/BA	TBC
5.	Confirm if additional Licensing is required for s 6(c)	Datacom	TBC
6.	s 6(c) SmartForms gap analysis		
7.	BPM and IDme UI performance investigations. Understand and document where the existing performance issues are.		

FileMessageTe Peo MāoriHelpAcrobatTell me what you want to do

Ignore

Delete

Archive

Reply

Reply All

Forward

IM

More

Meeting

All Apps

Move

Send to OneNote

Actions

Mark Unread

Categorize

Follow Up

Find

Related

Select

Editing

Read Aloud

Immersive Reader

Translate

Zoom

Copy Message

Copy Attachments

Quick Steps

Suggested

Enterprise Connect

IDme, s 6(c)escaling NEC estimates

RW

s 9(2)(a)

Reply

Reply All

Forward

...

Wed 12/06/2019 4:21 pm

You forwarded this message on 13/06/2019 9:35 am.

Good afternoon s 9(2)(a)

We've been in a huddle for a few days ascertaining your high level estimate for the IDme/s 6(c)escaling work and licenses etc. We've had to wait for licensing and maintenance costs from offshore before we could complete this and these came through this afternoon. The costing estimates are as follows (all NZD):

Current situation (5m faces, 100K fingerprints)

MBIE software licenses
Setup, deployment, implementation and project management
Workflow development
Total
Support/maintenance

s 9(2)(b)(ii)

Assumptions

a) Detailed design and requirements workshops to be held to confirm costs and firm up estimates

b) For data migration services, DAON and Datacom are to provide data output in formats readable by NEC APIs, for both finger and face

c) Assuming 8 total workflows with half known and half unknown and to be developed

d) All workflows are approximately the same complexity

e) MBIE is to own the overall solution design with NEC assisting where necessary

f) MBIE and their non-NEC partners (DAON/Datacom) responsible for migration and workflow to deal with any problem images surfaced during data migration

g) NEC to provide 7x24 support for P1 calls only with P2-P5 calls being business hours

s 6(c)

To scale this to accommodate s 6(c) requires the following additional costs and assumptions

Software licenses
Additional software maintenance costs

s 9(2)(b)(ii)

Assumed that this is software licenses and maintenance only with no or minimal additional services included.

I hope this is what you require. if you have questions (undoubtedly), please fire away.

s 9(2)(a)

NEC New Zealand Limited
Pencarrow House, Level 1, 1 Williston Street, P.O. Box: 1936, Wellington, 6011
T: 021408309

s 9(2)(a)

"Advancing a more liveable and safer society for a sustainable future"



Orchestrating a brighter world

Please consider the environment before printing this email

Attention:

This information contained in this message and/or attachments is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination, copying or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any system and destroy any copies. MBIE has no liability for any loss or omission in reliance on the email or any attachment. Before opening this email or any attachment(s), please check them for viruses. MBIE is not responsible for any viruses in this email or any attachment(s), any changes made to this email or any attachment(s) after they are sent, or any effects this email or any attachment(s) have on your network or computer system.

BCU / IPE Project – list of Project Managers

Name	Start Date	Finish Date	Title	Notes
s 9(2)(a)	Aug 2019	Sep 2020	s 9(2)(a)	BCU Lead PM – left at the end of his 2-year term
	Mar 2020	Dec 2020		Unknown
	Mar 2020	Oct 2020		IPE Lead PM
	Aug 2020	Sep 2020		Unknown
	Aug 2020	Aug 2022		Lead PM – brought in to replace s 9(2)(a) left at the end of her 2-year term.
	Oct 2020	Feb 2023		Left as was advised he was no longer required.
	Jan 2021	Sep 2021		Unknown
	Aug 2022	Feb 2023		Lead PM - Brought in to replace s 9(2)(a)
	Jan 2023	Jul 2023		Lead PM - Brought in to replace s 9(2)(a)
	Apr 2023	Current		Brought in to assist s 9(2)(a) not a Lead PM originally, but is now Technical Lead
	May 2024	Aug 2024		Project Director
	Jul 2023	Aug 2024		Brought in to replace s 9(2)(a) left MBIE for a new role
	Jul 2024	Dec 2025		Replaced s 9(2)(a) left after the Project 'pause' at the end of 2025
	Aug 2024	Current		Programme Director
	May 2025	Current		Brought in to assist s 9(2)(a) and to work on the Walled Garden and EDW streams of the project.

List of Project Sponsors

Name	Start Date	Finish Date	Note
Stephen Dunstan	Aug 2019	Dec 2022	INZ Sponsor s 9(2)(a)
Richard Owen	Jan 2023	Current	Noting periods of absence
s 9(2)(a)	Jan 2023	Mar 2023	Acting INZ Sponsor (Richard seconded to another role during this period)
Michael Alp	Jan 2024	Dec 2024	Acting INZ Sponsor s 9(2)(a)
Robyn Moriarty	Jun 2022	Jun 2025	DDI Sponsor * (left through MBIE change process)
Aaron Toatelegese	Oct 2023	Jul 2024	Acting DDI Sponsor s 9(2)(a)

* DDI Sponsor role established in June 2022 when project ownership changed from INZ to DDI.

IN CONFIDENCE

Member	Title	Status	First meeting	Last meeting	Notes
Suzanne Stew	Deputy Secretary TWSD	Current	19/05/2025	N/A	Didn't attend meetings whilst acting CE s 9(2) (a)
Aaron Toatelegese	Chief Technology and Security Officer	Current	15/09/2025	N/A	
s 9(2)(a)	s 9(2)(a)	Current	19/05/2025	N/A	
s 9(2)(a)	s 9(2)(a)	Current	08/08/2022	N/A	
s 9(2)(a)	s 9(2)(a)	Temporary	20/10/2025	TBC	Will no longer be a member when Suzanne comes back from leave
s 9(2)(a)	s 9(2)(a)	Current	17/04/2025	N/A	
s 9(2)(a)	s 9(2)(a)	Temporary	15/12/2025	TBC	Will no longer be a member once Dep Sec role is filled
s 9(2)(a)	s 9(2)(a)	Current	19/05/2025	N/A	
s 9(2)(a)	s 9(2)(a)	Current	08/08/2022	N/A	
Stephen Vaughan	Chief Operating Officer Immigration	Current	08/08/2022	N/A	
s 9(2)(a)	s 9(2)(a)	Current	08/08/2022	N/A	
s 9(2)(a)	s 9(2)(a)	Former	08/08/2022	16/09/2024	
s 9(2)(a)	s 9(2)(a)	Former	08/08/2022	19/05/2025	
Greg Patchell	Deputy Secretary Digital, Data and Insights	Former	08/08/2022	18/11/2024	
s 9(2)(a)	s 9(2)(a)	Former	08/08/2022	17/04/2025	
s 9(2)(a)	s 9(2)(a)	Former	21/10/2024	18/11/2024	
s 9(2)(a)	s 9(2)(a)	Former	08/08/2022	17/04/2025	
Richard Griffiths	Deputy Secretary Corporate Services, Finance and Enablement	Former	08/08/2022	15/12/2025	
s 9(2)(a)	s 9(2)(a)	Former	16/12/2024	17/03/2025	

IN CONFIDENCE

There are also a number of attendees (advisors) that come to each meeting, but their attendance isn't recorded as rigidly as the members. General list of attendees are:

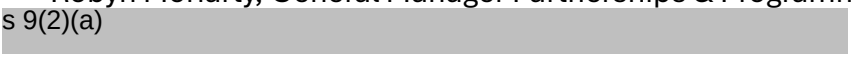
s 9(2)(a)



Former attendees:

- Robyn Moriarty, General Manager Partnerships & Programmes, CDSS

s 9(2)(a)



- Aaron Toatelegese (now a member – see above).

NEC total paid and forecasted BCU & IPE Project costs		
		Notes
BCU SOW:	s 9(2)(b)(ii)	Fully paid as at 08 NOV 2024
Paid CRs		All paid change requests to date
T&M - Paid		All T&M to end September 24, all 'Fixed price' from OCT24-MAR25, and T&M from APR25-DEC25
Other		BCU Project - Pre-BCU SOW (Example Installation, Environment Zero and Project Initiation)
		BCU Options Paper - work in November and December 2023
Total Project Costs		
BAU data face image Costs:		Band B to C license costs -paid
		Band C to D license costs-paid
Total Face Image licence costs:		
TOTAL PAID (Project & BAU)		
Other costs		
s 9(2)(b)(ii)		

Data Face Image Band licencing costs

From the EULA, the cost for the various volumed. These are a one-off cost and the support and maintenance is based off of the cumulative license fee based on the band that MBIE have paid for.

License band	Face Templates - range low	Face Templates - range high	Band increment	License band fees (one-off)	Cumulative Licensing Fees
s 9(2)(b)(ii)					