14 September 2018

Mr Oliver Roberts

Email: fyi-request-8523-5aff0a26@requests.fyi.org.nz

Ref: OIA 1819-0254

Dear Mr Roberts,

Thank you for your email of 18 August to the Ministry of Business, Innovation and Employment requesting, under the Official Information Act 1982 (OIA), the following information:

> "I would like to request under the official information act all documents, briefings, & memos regarding the purpose and estimated cost of the IGMS programme during its design phase.
>
> I would also like to request any documents, briefings, and memos regarding IGMS outlining how it operates now, and for a summary of how the cost, design, and implementation differs from its original purpose.
>
> I consider any emails regarding this programme out of scope."

That was refined on 4 September to:

> "Basically I am looking for any documents, or a simple explanation outlining why it did not replace AMS as designed and what has the cost been of the whole system. I mentioned providing a summary as I thought that might be easier if no documents were available."

I have interpreted your request to be that for the cost of the Vision 2015 Programme, and why AMS was not fully replaced as originally intended. As you have indicated that you would be happy with a summary, I am providing this information by way of a summary.

Immigration Global Management System (IGMS) started as a project to develop a new foundation immigration system which would enable and support Immigration New Zealand's business change. One of the in scope items for this project was replacement of the existing Application Management System (AMS) with IGMS. Over time, the original IGMS project grew in to the Vision 2015 Programme with which the replacement for AMS was an objective of. The Programme had an increased scope over the original IGMS project and delivered many components and enhancements to Immigration NZ, including Immigration ONLINE.

To answer your request for a simple explanation regarding why AMS was not replaced as originally intended, I have the following information below; this information is provided by way of summary from Vision 2015 Programme documents.

The programme to upgrade Immigration systems spanned many years with the original intention, based on the technical and organisation requirements at the time, to replace the existing core visa processing system (predicated on a largely paper-based application model) with a new system (Immigration

ONLINE). As the programme went on, and in order to work within budgetary constraints, the component parts of AMS were reviewed for fitness of purpose.

The review confirmed that a number of core AMS processing components would be able to be remediated or migrated to make them fit for purpose as part of the Immigration operating model, rather than having to be replaced, as replacing them was not required. Therefore, the approach to achieve the Vision 2015 outcomes was adjusted to modernise some software components of AMS, migrate to the new MBIE environment, and to integrate the new Immigration ONLINE functionality with those components, rather than decommission AMS in its entirety.

Regarding the cost of the whole system, it is important to note that the Vision 2015 Programme budget includes technology costs associated with Immigration ONLINE, programme costs including business transformation, operating model development and other technology projects that were added to the Programme. For example, cost included establishing Immigration ONLINE, our identity system; IDME, Triage, eMedical, and a number of other technology enablers, including business change activities and support functions.
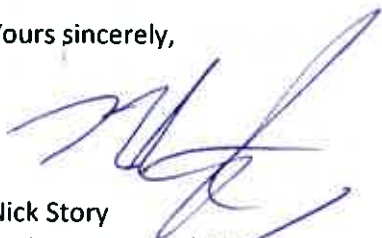
The Auditor-General's Programme report (https://oag.govt.nz/2017/immigration) has the following:

Cost of the Vision 2015 Programme (Part 3)
- 3.19 The Vision 2015 Programme was delivered within budget. As the Vision 2015 Programme progressed, costs were tracked and reported. The final cost of the Vision 2015 Programme was $119.3 million.
- 3.20 The cost included the Cabinet-approved investment of $108.4 million and additional approved adjustments of $10.9 million.
- 3.21 The Vision 2015 Programme invested in quality assurance such as Gateway reviews and independent quality assurance. The overall cost of quality assurance was about 2.25% of the cost of the Vision 2015 Programme. In our view, this compares favourably with the cost of quality assurance for other major projects.

I trust that you find the information helpful.

Yours sincerely,

Nick Story
Assistant General Manager
Service Design & Performance
Ministry of Business, Innovation and Employment