

# Delivery Approach – Increment 1 Key Risks

Title	Description	RAG	Mitigation/Controls
<b>Alignment on delivery approach</b>	If all agencies and related programmes are not aligned on what is being delivered and when, then the THP Programme will not be able to deliver the MVP and the full end to end solution, resulting in an extension of the manual process and restricting scalability.	High	<ol style="list-style-type: none"> <li>1. Host kick off session across key agencies and programmes to align on what the THP Programme is delivering and responsibilities across the end to end solution</li> <li>2. Engage willingness of contributing agencies to provide dedicated resources to the programme to ensure delivery integration.</li> </ol>
<b>Availability of critical resources</b>	If the THP programme is unable to recruit and onboard critical resources at pace, then delivery of key activities will be delayed, resulting in an extension of the manual process and restricting scalability.	Medium	<ol style="list-style-type: none"> <li>1. Critical resources have been identified and recruitment is underway.</li> <li>2. Regular reporting to THP Steering Group and the BEB on resourcing needs and status; escalation as and when required.</li> </ol>
<b>Operational changes</b>	If the end to end operational changes are not well defined and managed, then operations could come under significant strain trying to operationalise the travel health pass and the customer experience will be impacted, resulting in a mixed manual/digital MIQ-free channel and restricting scalability.	Medium	<ol style="list-style-type: none"> <li>1. Elaborate end to end user stories and change impacts. Engage early with Operations to understand and implement the required changes.</li> </ol>
<b>Legislative changes</b>	If the need for legislative changes is not defined and implemented in time, then the solution will not be viable as there will not be any legal standing to enable enforcement of the conditions of travel, resulting in the inability to provide secure and safe travel that meets the expectations of the MVP.	High	<ol style="list-style-type: none"> <li>1. Engage early with Legal team to agree timeframes and milestones to implement changes to align with operationalisation of the solution.</li> </ol>
<b>Privacy and Security</b>	If the appropriate security/privacy considerations and controls are not implemented, then the programme may not be able to deploy the solution, resulting in an extension of the manual process and restricting scalability.	High	<ol style="list-style-type: none"> <li>1. Actively looking to recruit Cyber and Security Lead to embed security by design principles</li> <li>2. Regular engagement and consultation with the Data Ethics Advisory Group and GCDO</li> </ol>
<b>Programme Assurance</b>	If an appropriate assurance plan and framework is not embedded into the programme, then it may be difficult to monitor performance and address issues in an appropriate manner, resulting in the inability to course correct.	Medium	<ol style="list-style-type: none"> <li>1. Set up and embed an assurance framework with regular report backs to Steering, BEB, Treasury, GCDO and other central agencies.</li> </ol>

# Delivery Approach – Establishment Resource Cadence

The following is a sequence of resources to support immediate programme establishment for FY21/22. It highlights the Customs resources needed to design and manage the work, and assumes development effort already exists in-house or is managed through third parties and commissioned through a commercial construct. Where resources are the same colour, they are assumed to be shared across tranches

Tranche	Q2 FY21/22			Q3 FY21/22	Q4 FY21/22
	Sep	Oct	Dec	Jan-Mar	Apr-Jun
Pilot (Tech only)	1 Business Analyst 1 Project Manager 1 Tester 1 Solution Architect 1 Security Architect	No Change	No Change	Remove 1 Solution Architect 1 Security Architect	Closure
Foundation	1 Service Designer 1 Service Analyst 1 Business Analyst 1 Scrum Master 1 PM (Contact Centre)	Add 1 Business Analyst 1 Change Manager 1 Change Analyst	Add 1 Solution Architect	Add 1 Security Architect 1 Tester  Remove 1 Service Designer 1 Service Analyst	No Change
Enhancement	1 Service Designer 1 Service Analyst 2 Business Analyst 1 Scrum Master 1 Comms Lead 1 Comms Analyst	No change	Add 1 Solution Architect	Add 1 Tester 1 Change Manager 1 Change Analyst	Add 1 Change Analyst
Cross- Programme	1 Programme Director 1 Programme Manager 1 PMO Manager 1 PMO Coordinator	1 Business Lead 1 Policy Lead 1 SoS (Integration) Lead	Add 1 Cyber Lead	No change	No change

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# Programme Establishment

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The mission of the programs need to be clearly defined and that for each workstream, Customs know how it will measure its success. At present, there are no outcomes defined and deliverables are an aggregation of technology changes without impacts defined. The programme appears to be struggling to isolate its contribution toward outcomes that are cross-agency delivered and that they can only partially influence, or 'facilitate'.

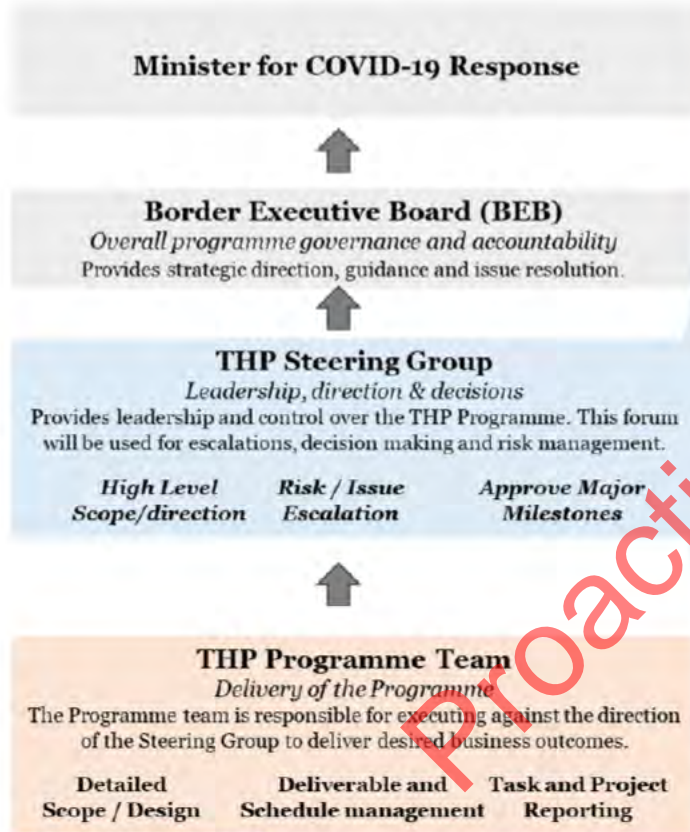
Good outcomes for this programme will be influenced by a range of Government policy settings, that describe how the Government is intending to re-open borders, and should be combined with forecasts of passenger volumes, frequency and sequence by which access from certain countries will take precedence. These will have a set of action plans that have not yet been considered within the programme sequencing.

In order to understand the scale of the proposition for change, the high level relationships between different service components people, technology and processes needs to be depicted. This is essential for complex scenarios spanning many service-related offerings. This is a recommended approach to omni-channel experiences that involve multiple touchpoints, or require a cross-functional effort (that is, coordination of multiple departments, agencies and commercial entities).

It will help Customs and its stakeholders discover weaknesses and confirm the obstacles and pain-points in the service experience, and is the quickest path to the big picture and a map of dependencies, and identify opportunities for optimisation to support scale.

Elaborating the blueprints into scenarios and journeys is the simplest way to define priorities and thus puts the scope in place. At present the scope is developing through evolution rather than through clear design and iteration, and commencing scenario elaboration would allow a rapid path to a predictable roadmap.

# Programme Establishment - Governance Approach



## Purpose

The THP Steering Group will provide guidance and governance to the THP Programme Team. The THP Steering Group will be responsible for 'steering' the project on requirements, making decisions and supporting the project to clear obstacles and address challenges. This forum will function as a delivery enabler and assurance mechanism for the THP Programme Team.

Specifically, this group will receive updates on and provide oversight and decision-making in relation to:

- Strategic direction and scope of programme
- Delivery progress and issue escalation/resolution
- Programme spend against forecast

## Membership

### Person and role

#### Deciding members

Mat Black - Customs  
Sharon May - Customs  
Steve Dunstan - INZ  
TBC - MoH

#### Contributing members

Darren Calder - INZ  
TBC  
TBC

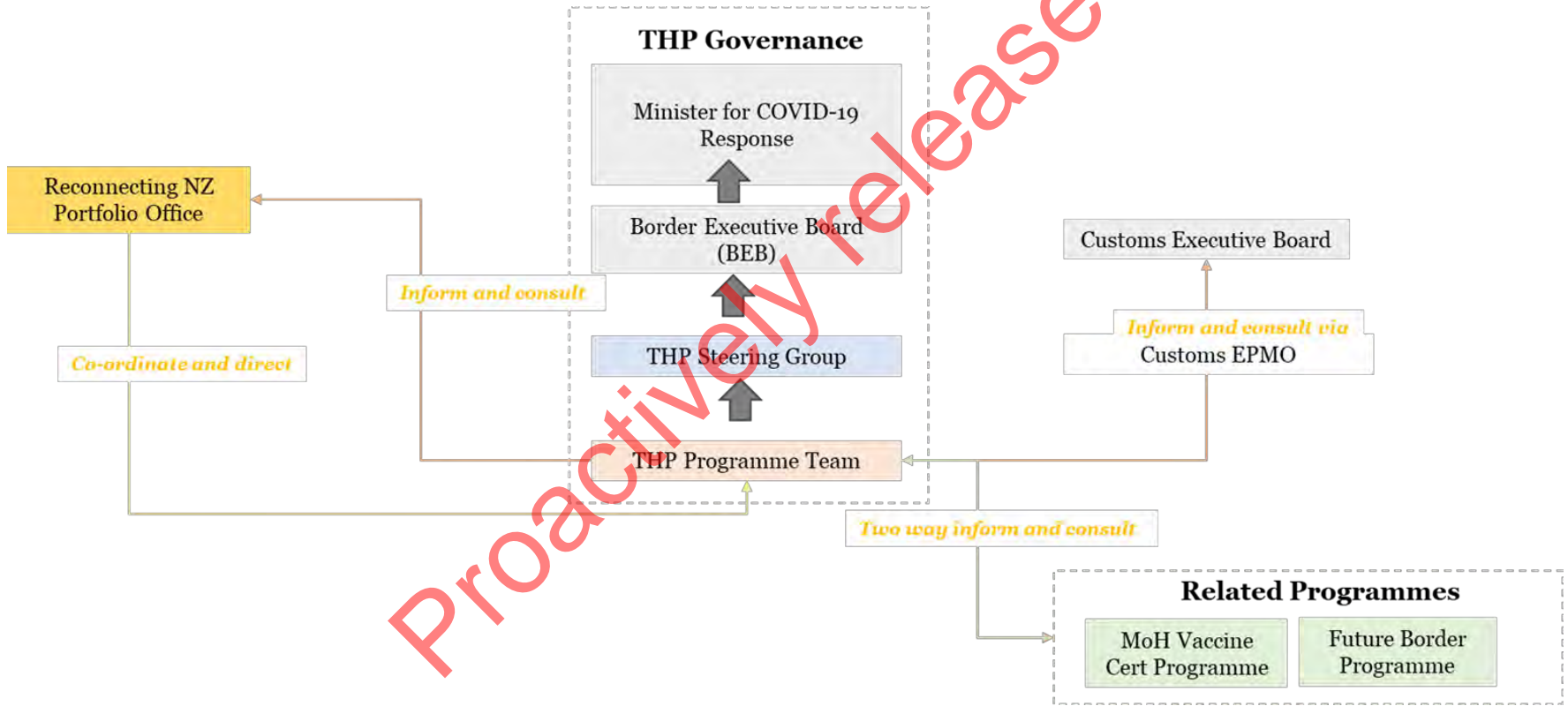
#### Secretariat

TBC

## Frequency

This THP Steering Group will be conducted on a fortnightly basis.

# Programme Establishment - Governance Interactions



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# Programme Establishment - Ceremonies

Governance Ceremonies and Cadence				
	Daily	Weekly	Fortnightly	Monthly
Reporting & Updates	-	<ul style="list-style-type: none"> <li>Status Update Report</li> </ul>	<ul style="list-style-type: none"> <li>Steering group packs</li> </ul>	<ul style="list-style-type: none"> <li>Programme board reporting</li> </ul>
Forums	<ul style="list-style-type: none"> <li>Project stand-up: JIRA board review and progress</li> </ul>	<ul style="list-style-type: none"> <li>SRO / Exec Update &amp; Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Risks &amp; Issues Review</li> <li>Core-Agencies Stakeholder Group</li> <li>Steering Group</li> <li>Programme all-hands</li> </ul>	<ul style="list-style-type: none"> <li>Programme Board</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>To provides focus and awareness of outstanding tasks and issues, and ensure the correct connections are made to resolve blockers.</li> </ul>	<ul style="list-style-type: none"> <li>Weekly connection to provide confidence in progress, provide advice and seek feedback on possible gaps or needs, discuss risks and mitigations, and review any steering updates ahead of sessions</li> </ul>	<ul style="list-style-type: none"> <li>To monitor progress and likelihood of success within timeframes for this work. Raise and take cross-business actions for resolution.</li> </ul>	<ul style="list-style-type: none"> <li>To direct the programme accordingly, as well as understand any strategic implications and the outcomes being pursued.</li> <li>To make decisions and provide both challenges and approvals on issues affecting the progress of the programme.</li> </ul>
Value	<ul style="list-style-type: none"> <li>Collaboration - more effective than forcing multi-parties to conform via a schedule or traditional control model</li> </ul>	<ul style="list-style-type: none"> <li>Checking-in is quick, simple and reliable. Allows the programme to openly share challenges and sensitive information, encourages a problem-solving mindset and fosters a transparent partnership.</li> </ul>	<p>Core-agencies stakeholder group</p> <ul style="list-style-type: none"> <li>Collaboration</li> <li>Provides the adhesive for the relationship between project, policy and other agencies</li> <li>Defines procedure for reporting status of the programme</li> </ul> <p>Steering Group</p> <ul style="list-style-type: none"> <li>These attendees provide support and guidance to the project to assist in escalation points, traceability, interdependencies and monitoring of progress</li> <li>A cross-Customs forum to monitor progress of interdependencies, and to highlight additional considerations and take cross-business actions.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Enabling teams to do the <i>right thing</i></li> <li>Continuous monitoring for timely insight</li> <li>Interface and influencer across large Government programmes</li> <li>Rapid decisions</li> <li>Provides the adhesive for the relationship between programme and government</li> </ul>

# Programme Establishment - Controls

The 12 Elements of Successful Delivery methodology have been mapped against the current status of programme establishment and validated with team members. It is viewed from the perspective of business case approval and subsequently managing a programme of delivery under the governance of the gateway and better business case process. Four overarching themes have emerged:



Programme approach – the programme is currently technology centric as it is the most advanced. There needs to be a shift as to where it is service and design led to allow for greater focus on the path to target state operation. This will ensure a set of predictable transitional states can be developed and accepted, whilst the parallel interim and tactical solutions can be met.

Capability - The programme is still mobilising and further work is required to get important foundational documents and processes in place. The programme needs to define and build the capabilities needed to support and deliver the transformation journey.

Scope – Whilst the end-state of the Digital Arrival Card is well understood, and has been informed well through reliable prototype-led thinking, there needs to a shift to design led to ensure the pain-points, common capability changes, and operational cost (people, time, experience) is well understood. This needs to take place across target-state and transitional states in order to understand the full transition from current to target states, and to continually assess risks against the business cases.

Engagement and Communications - Work is required to build engagement across the programme, the wider organisation to get buy-in from core-agencies.



# Programme Establishment - Controls Maintenance

## Financial management

The current projects that are in-flight are funded by existing approvals from the CFO. No project delivery expenditure occurs without prior approval.

Prior to each month end, a review of the work undertaken and actual costs incurred takes place. Where work has been undertaken but not invoiced an accrual is created to ensure the correct month end financial position is recorded. Forecasts to the completion of each project are maintained monthly and monitored for variances to the approved budget. Where action is required this is discussed with business owners and appropriate action taken, including referral to SRO if required.

## Quality management

Each project has a defined scope to deliver against. The SRO has the responsibility to ensure that the quality of the deliverables is acceptable.

# Programme Establishment - Controls Maintenance

## Risk and Issue management

On a weekly basis (or as otherwise agreed) the top risks and issues are reviewed in line with the programme RAID principles. The associated registers are updated accordingly and key risks and issues are placed in the deliver hub including mitigations and treatments. Risk management is a process of working with team members and stakeholders to manage, mitigate or avoid exposure to the organisation. Where appropriate, risks or issues will be escalated, not just reported, using the Customs Risk Management Framework.

## Change control

Scope that has been agreed and approved by the Programme Board can only be changed by creation of a formal Change Request and approved by the appropriate governance forum.

Project Change Requests (i.e. deviations from scope, budget, resources, costs) will be managed in alignment with Portfolio Tolerances and by using a formal change control process.

The Business Owner, Sponsor, Programme Board will review any project changes and ensure that any changes to scope, costs, quality, schedule, benefits, resources will be managed and escalated to the appropriate level of governance accountability as per the (yet to be) agreed tolerances.

# Programme Establishment - Controls Maintenance

## Dependencies management

The project will track dependencies as part of project reporting and be reviewed weekly (or as otherwise agreed) at Programme Board meetings.

Dependency tracking and reporting will capture: To (Outbound business/project), From (Inbound business/project), Dependency Owner, Dependency Description, Status, Status Commentary, Dependency Type (Workstream/Operational), Start and End Date.

## Decision management

The key decisions relating to the Programme will be recorded in the Border Executive Board meeting minutes or the papers submitted and endorsed at that forum at the point meetings take place.

## Document and approvals management

All key documents and approvals relating to the Programme will be recorded in the Programme Board meeting minutes or the papers submitted and endorsed at that forum.

Documents and approvals will be stored in the Customs shared workspace using the Customs information management framework.

# Programme Establishment - Controls Maintenance

Ceremony	Description	Frequency
Deliverables Review	A monthly review to review the Deliverables Register to validate current deliverables, timeframes and acceptance status.	Monthly
Sprint planning sessions	Session to identify team capacity and Definition of Done (DoD) with appropriate product team(S), including all roles.	Fortnightly
Daily stand-up	20-30 minute sessions (irrespective of sprint duration) to speak about any blockers or impediments with complete Scrum team, including all roles.	Daily
Mission Control & Showcase (where appropriate)	45 minute session where the entire team and stakeholders share progress on current tasks, what is actively in flight and being worked on, any challenges encountered along the way and to keep teams on track. Acts as a localised decisions and control body to validate performance and status and to inform senior stakeholders.	Fortnightly
Sprint review sessions	Engage in feedback with complete Scrum team, including all roles, plus any other stakeholders who are interested in the project success. To provide demos of working solutions and outputs, if planned as part of sprint objective	Fortnightly
Sprint retrospective meeting	To brainstorm and agree on what is and is not working with the complete Scrum team, including all roles (product owners are optional)  1.5 hours for two-week sprint, 3 hours for a four-week sprint, proportionately longer/shorter relative to sprint duration.	Sprint duration dependent
All-Hands Stand-up	Weekly 15 minute all-hands (entire delivery tribe) session, to provide brief clarity and direction of approach, content, changes and news. To keep all resources informed and aligned.	Weekly
Backlog refinement sessions	Product owner and selected team members review Iteration (increment) backlog to ensure it only contains the appropriate prioritised items, and that the items at the top of the backlog are ready for delivery or prepared for release.	On-going (and on-demand)
Backlog Iteration (increment) planning	Ceremony where all team members determine how much of the Team Backlog they can commit to delivering during an upcoming Iteration which are then summarised as set of committed Iteration Goals	Quarterly

# Traveller Health Declaration System Summary of the financial model

18 August 2021

Proactively released

# Assumptions (1)

## General Assumptions

Agencies covered	NZ Customs, Immigration NZ, and Other (Ministry of Health, Ministry for Primary Industries, and New Zealand Ministry of Foreign Affairs and Trade)
Full Project Life	15 Years
Project Development Phase	2 Years (FY22 and FY23)
Discount Rate	5.00%
Depreciation	NZ Customs: 15 years (straight-line), Immigration NZ: 4 years (straight-line), and Other: 15 years (straight-line)
Contingencies	30% of Project CAPEX and OPEX, 0% on ongoing OPEX

## Project CAPEX - Resource (FY22 and FY23)

Front End / Declaration Platform (TechDev)	10.5 FTEs (FY22) / 2.5 FTEs (FY23)
Verification (TechDev)	5.5 FTEs (FY22) / 1.5 FTEs (FY23)
Risk Assessment (TechDev)	6.0 FTEs (FY22) / 3.0 FTEs (FY23)
Frontline (TechDev)	9.5 FTEs (FY22) / 13.0 FTEs (FY23)
Shared Development Roles (TechDev)	8.5 FTEs (FY22) / 4.5 FTEs (FY23)

## Project CAPEX - Capital Assets (FY22 and FY23)

35 exit gates	\$10.0m (Jan-22)
20 declaration kiosks	\$1.5m (Jan-22)
Other equipment and installation	\$1.0m (Jan-22)

## Assumptions (2)

### Project OPEX (FY22 and FY23)

Project Management	14.0 FTEs (FY22) / 15.0 FTEs (FY23)
Legal, Policy and Other	8.5 FTEs (FY22) / 5.0 FTEs (FY23)
Communications	\$3.8m, FY22 and FY23 combined
Other (various)	\$2.3m, FY22 and FY23 combined

### Ongoing Operating Expenses (OPEX) (Full Project Life)

Contact Centre	30 FTEs (Immigration NZ)
Border Staff Surge	60 FTEs (NZ Customs), FY23 only (FY22 already funded)
Airline Liaison Officers	\$2.8m (Immigration NZ), FY23 only
Health Risk Assessment	8 FTEs (Ministry of Health)
Certificate Verification Platform	\$1.2m annually
Azure Costs	\$3.2m annually
Operations and Support	\$3.5m annually
Enhancements INZ	\$1.0m annually

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## 5 Year view (all agencies)

### All Agencies - Travel Health Pass financial summary (incl. contingency)

Description	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total
Total project delivery capex expenditure	\$ 42,037,034	\$ 13,600,808	\$ -	\$ -	\$ -	\$ 55,637,842
Total project delivery opex expenditure	\$ 12,695,972	\$ 15,856,056	\$ -	\$ -	\$ -	\$ 28,552,027
Estimated on-going business opex (excluding depreciation)	\$ 6,990,000	\$ 24,793,248	\$ 16,033,500	\$ 16,545,375	\$ 17,082,844	\$ 81,404,967
<b>Subtotal</b>	<b>\$ 61,723,006</b>	<b>\$ 54,210,112</b>	<b>\$ 16,033,500</b>	<b>\$ 16,545,375</b>	<b>\$ 17,082,844</b>	<b>\$ 165,594,836</b>
Depreciation	\$ 2,444,373	\$ 5,948,656	\$ 6,622,742	\$ 6,622,742	\$ 4,062,758	\$ 25,701,270
Capital Charge	\$ 1,518,468	\$ 2,657,195	\$ 2,781,892	\$ 2,781,892	\$ 2,781,892	\$ 12,521,340
<b>Total Project Costs</b>	<b>\$ 65,685,847</b>	<b>\$ 62,815,963</b>	<b>\$ 25,438,134</b>	<b>\$ 25,950,009</b>	<b>\$ 23,927,494</b>	<b>\$ 203,817,446</b>



## 5 Year view (Customs)

### Customs - Travel Health Pass financial summary (incl. contingency)

Description	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total
Total project delivery capex expenditure	\$ 30,978,584	\$ 10,762,908	\$ -	\$ -	\$ -	\$ 41,741,492
Total project delivery opex expenditure	\$ 11,663,933	\$ 14,710,496	\$ -	\$ -	\$ -	\$ 26,374,429
Estimated on-going business opex (excluding depreciation)	\$ 1,615,000	\$ 11,203,248	\$ 4,796,000	\$ 4,796,000	\$ 4,796,000	\$ 27,206,248
<b>Subtotal</b>	<b>\$ 44,257,517</b>	<b>\$ 36,676,652</b>	<b>\$ 4,796,000</b>	<b>\$ 4,796,000</b>	<b>\$ 4,796,000</b>	<b>\$ 95,322,169</b>
Depreciation	\$ 1,032,619	\$ 2,424,003	\$ 2,782,766	\$ 2,782,766	\$ 2,782,766	\$ 11,804,920
Capital Charge	\$ 939,453	\$ 1,962,378	\$ 2,087,075	\$ 2,087,075	\$ 2,087,075	\$ 9,163,055
<b>Total Project Costs</b>	<b>\$ 46,229,590</b>	<b>\$ 41,063,032</b>	<b>\$ 9,665,841</b>	<b>\$ 9,665,841</b>	<b>\$ 9,665,841</b>	<b>\$ 116,290,144</b>

## 5 Year view (Immigration)

### INZ - Travel Health Pass financial summary (incl. contingency)

Description	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total
Total project delivery capex expenditure	\$ 11,058,450	\$ 2,837,900	\$ -	\$ -	\$ -	\$ 13,896,350
Total project delivery opex expenditure	\$ 743,860	\$ 170,560	\$ -	\$ -	\$ -	\$ 914,420
Estimated on-going business opex (excluding depreciation)	\$ 4,875,000	\$ 12,550,000	\$ 10,237,500	\$ 10,749,375	\$ 11,286,844	\$ 49,698,719
<b>Subtotal</b>	<b>\$ 16,677,310</b>	<b>\$ 15,558,460</b>	<b>\$ 10,237,500</b>	<b>\$ 10,749,375</b>	<b>\$ 11,286,844</b>	<b>\$ 64,509,489</b>
Depreciation	\$ 1,411,754	\$ 3,524,653	\$ 3,839,976	\$ 3,839,976	\$ 1,279,992	\$ 13,896,350
Capital Charge	\$ 579,015	\$ 694,818	\$ 694,818	\$ 694,818	\$ 694,818	\$ 3,358,285
<b>Total Project Costs</b>	<b>\$ 18,668,078</b>	<b>\$ 19,777,931</b>	<b>\$ 14,772,293</b>	<b>\$ 15,284,168</b>	<b>\$ 13,261,653</b>	<b>\$ 81,764,123</b>

## Other Agencies - Travel Health Pass financial summary (incl. contingency)

Description	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total
Total project delivery capex expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total project delivery opex expenditure	\$ 288,179	\$ 975,000	\$ -	\$ -	\$ -	\$ 1,263,179
Estimated on-going business opex (excluding depreciation)	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,500,000
<b>Subtotal</b>	<b>\$ 788,179</b>	<b>\$ 1,975,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 5,763,179</b>
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 788,179</b>	<b>\$ 1,975,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 5,763,179</b>

# Appropriation driver

## All Agencies - Travel Health Pass financial summary (incl. contingency)

Description	Appropriated			Contingency						Total
	Jul-Dec-21	Jan-Jun-22	FY 21/22	Jul-Dec-22	Jan-Jun-23	FY 22/23	FY 23/24	FY 24/25	FY 25/26	
<b>Total project delivery capex expenditure</b>	\$ 14,271,504	\$ 27,765,530	\$ 42,037,034	\$ 8,612,942	\$ 4,987,866	\$ 13,600,808	\$ -	\$ -	\$ -	\$ 55,637,842
Customs	\$ 6,599,554	\$ 24,379,030	\$ 30,978,584	\$ 5,775,042	\$ 4,987,866	\$ 10,762,908	\$ -	\$ -	\$ -	\$ 41,741,492
INZ	\$ 7,671,950	\$ 3,386,500	\$ 11,058,450	\$ 2,837,900	\$ -	\$ 2,837,900	\$ -	\$ -	\$ -	\$ 13,896,350
Other	\$ -	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0
<b>Total project delivery opex expenditure</b>	\$ 6,763,123	\$ 5,932,849	\$ 12,695,972	\$ 8,196,510	\$ 7,659,545	\$ 15,856,056	\$ -	\$ -	\$ -	\$ 28,552,027
Customs	\$ 5,972,756	\$ 5,691,176	\$ 11,663,933	\$ 7,538,450	\$ 7,172,045	\$ 14,710,496	\$ -	\$ -	\$ -	\$ 26,374,429
INZ	\$ 563,940	\$ 179,920	\$ 743,860	\$ 170,560	\$ -	\$ 170,560	\$ -	\$ -	\$ -	\$ 914,420
Other	\$ 226,426	\$ 61,753	\$ 288,179	\$ 487,500	\$ 487,500	\$ 975,000	\$ -	\$ -	\$ -	\$ 1,263,179
<b>Estimated on-going business opex (excluding depreciation)</b>	\$ -	\$ 6,990,000	\$ 6,990,000	\$ 12,376,624	\$ 12,376,624	\$ 24,753,248	\$ 16,033,500	\$ 16,545,375	\$ 17,082,844	\$ 81,404,967
Customs	\$ -	\$ 1,615,000	\$ 1,615,000	\$ 5,601,624	\$ 5,601,624	\$ 11,203,248	\$ 4,796,000	\$ 4,796,000	\$ 4,796,000	\$ 27,206,248
INZ	\$ -	\$ 4,875,000	\$ 4,875,000	\$ 6,275,000	\$ 6,275,000	\$ 12,550,000	\$ 10,237,500	\$ 10,749,375	\$ 11,286,844	\$ 49,698,719
Other	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,500,000
<b>Depreciation</b>	\$ 1,222,187	\$ 1,222,187	\$ 2,444,373	\$ 2,974,328	\$ 2,974,328	\$ 5,948,656	\$ 6,622,742	\$ 6,622,742	\$ 4,062,758	\$ 25,701,270
Customs	\$ 516,310	\$ 516,310	\$ 1,032,619	\$ 1,212,001	\$ 1,212,001	\$ 2,424,003	\$ 2,782,766	\$ 2,782,766	\$ 2,782,766	\$ 11,804,920
INZ	\$ 705,877	\$ 705,877	\$ 1,411,754	\$ 1,762,327	\$ 1,762,327	\$ 3,524,653	\$ 3,839,976	\$ 3,839,976	\$ 1,279,992	\$ 13,896,350
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Charge</b>	\$ 454,496	\$ 1,063,972	\$ 1,518,468	\$ 1,266,249	\$ 1,390,946	\$ 2,657,195	\$ 2,781,892	\$ 2,781,892	\$ 2,781,892	\$ 12,521,340
Customs	\$ 164,989	\$ 774,465	\$ 939,453	\$ 918,841	\$ 1,043,537	\$ 1,962,378	\$ 2,087,075	\$ 2,087,075	\$ 2,087,075	\$ 9,163,055
INZ	\$ 289,507	\$ 289,507	\$ 579,015	\$ 347,409	\$ 347,409	\$ 694,818	\$ 694,818	\$ 694,818	\$ 694,818	\$ 3,358,285
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	\$ 22,711,309	\$ 42,974,537	\$ 65,685,847	\$ 33,426,654	\$ 29,389,309	\$ 62,815,963	\$ 25,438,134	\$ 25,950,009	\$ 23,927,494	\$ 203,817,446

Source of funding modelling is driven by this view, with manual adjustments made for additional Customs officers and airline liaison officers.

The adjustments are:

- \$6.4 ongoing opex (Customs) separately appropriated - \$3.2m in July-December 2022, \$3.2m in Jan-June 2023
- \$2.8 ongoing opex (Immigration) separately appropriated - \$1.4m in July-December 2022, \$1.4m in Jan-June 2023.

## Whole of Life Costs (all agencies)

Description	FY 21/22	FY 22/23	FY 23/24	FYs 25 - 36	Total
Total project delivery capex expenditure	\$ 42,037,034	\$ 13,600,808	\$ -	\$ -	\$ 55,637,842
Total project delivery opex expenditure	\$ 12,695,972	\$ 15,856,056	\$ -	\$ -	\$ 28,552,027
Estimated on-going business opex (excluding depreciation)	\$ 6,990,000	\$ 24,753,248	\$ 18,346,000	\$ 220,152,000	\$ 270,241,248
<b>Total (Whole of Life Costs) - Nominal Value</b>	<b>\$ 61,723,006</b>	<b>\$ 54,210,112</b>	<b>\$ 18,346,000</b>	<b>\$ 220,152,000</b>	<b>\$ 354,431,117</b>
<b>Total (Whole of Life Costs) - Discounted Value</b>	<b>\$ 58,783,815</b>	<b>\$ 49,170,169</b>	<b>\$ 15,847,965</b>	<b>\$ 140,464,498</b>	<b>\$ 264,266,447</b>

Split: Customs \$116.3m, Immigration \$136.9m, Other agencies \$11.1m