



COVERSHEET

Minister	Hon Erica Stanford	Portfolio	Immigration
Title of Cabinet paper	Delivering a modern immigration system through the Our Future Services programme	Date to be published	14 March 2025

List of documents that have been proactively released		
Date	Title	Author
October 2024	Delivering a modern immigration system through the Our Future Services programme	Office of the Minister of Immigration
23 October 2024	Delivering a modern immigration system through the Our Future Services programme ECO-24-MIN-0238 Minute	Cabinet Office
October 2024	Gateway Review Report – Our Future Services Programme	MBIE
February 2025	Our Future Services: Detailed Business Case – Modernising the immigration system end-to-end	Office of the Minister of Immigration
11 February 2025	Our Future Services: Detailed Business Case – Modernising the immigration system end-to-end EXP-25-MIN-0003 Minute	Cabinet Office
17 February 2025	Our Future Services: Detailed Business Case – Modernising the immigration system end-to-end CAB-25-MIN-0034.01 Minute	Cabinet Office
February 2025	Our Future Services: Detailed Business Case	MBIE

Information redacted

YES

Any information redacted in this document is redacted in accordance with MBIE's policy on Proactive Release and is labelled with the reason for redaction. This may include information that would be redacted if this information was requested under Official Information Act 1982. Where this is the case, the reasons for withholding information are listed below. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Some information has been withheld for reasons of security and international relations; free and frank opinions; commercial information and confidential advice to government.



Cabinet Economic Policy Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Delivering a Modern Immigration System Through the Our Future Services Programme

Portfolio Immigration

On 23 October 2024, the Cabinet Economic Policy Committee:

- 1 **noted** that the Our Future Services programme is a continuation of a previous business case and investment to futureproof the immigration system by improving visa processing efficiency and risk management ability, specifically the Automated Decision Assist business case agreed to by the previous government in July 2020 [GOV-20-MIN-0026];
- 2 **noted** that the immigration system faces enduring challenges – inefficient visa processing, increasing risk of technology and service failure, reactive and unsophisticated risk management, and poor customer and user experience;
- 3 **noted** that there are possibilities to address the above challenges through modernising the immigration system by:
 - 3.1 creating a unified immigration system technology eco-system that consolidates visa submission and processing into a single platform and de-commissions visa processing legacy systems;
 - 3.2 implementing new risk capabilities and strengthening the processes and frameworks to better understand, mitigate, and manage immigration risk;
 - 3.3 developing and delivering an immigration system that is easy to understand, interact and comply with;
- 4 **noted** that three investment options (on top of the status quo delivery over 12 years) have been identified that build in scale of investment, accelerate in delivery, and improve in quality of outcomes;
- 5 **noted** that Option 4, modernising the end-to-end service model, is the indicative preferred option, subject to a detailed business case, as it will deliver all the intended benefits and the total monetary benefits generated will exceed the costs from year four of the programme;
- 6 **noted** that progressing Option 4 has an estimated cost of \$343 million, which will be funded through immigration third party revenue, Ministry of Business, Innovation and Employment (MBIE) capital funding, and realising monetary benefits;

7 Free and frank opinions

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- 10 **invited** the Minister of Immigration to report back to the Cabinet Expenditure and Regulatory Review Committee in February 2025 with a detailed business case for approval, subject to a Gateway review of the business case;
- 11 **noted** that, subject to Cabinet's agreement to a finalised business case, the Our Future Services work programme will accelerate in delivery from May/June 2025.

Rachel Clarke
Committee Secretary

Present:

Rt Hon Winston Peters
Hon David Seymour
Hon Nicola Willis (Chair)
Hon Brooke van Velden
Hon Simeon Brown
Hon Erica Stanford
Hon Paul Goldsmith
Hon Louise Upston
Hon Judith Collins KC
Hon Mark Mitchell
Hon Tama Potaka
Hon Matt Doocey
Hon Simon Watts
Hon Melissa Lee
Hon Penny Simmonds
Hon Chris Penk
Hon Nicola Grigg
Hon Andrew Bayly
Hon Andrew Hoggard
Hon Mark Patterson
Simon Court MP

Officials present from:

Office of the Prime Minister
Office of Hon Chris Bishop
Ministry of Business, Innovation and Employment
Officials Committee for ECO