



COVERSHEET

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List of documents that have been proactively released

Date	Title	Author
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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

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

Our Future Services Programme

Detailed Business Case

Appendix one

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Executive Summary

The Our Future Services Business Case proposes investment to accelerate and enhance delivery of a digitally-enabled service model that is more efficient and sustainable in balancing facilitation and protection of the immigration system.

Over recent years we have developed the core foundations for a future service model that is built around a single, cloud-based application submission and processing platform. This Business Case builds on previous business cases and investments to continue work to address ongoing challenges and modernise the immigration system.

As the programme is a continuation of work already started, Cabinet has given authority to move directly to a detailed business case. This document is a hybrid of a programme business case and a detailed business case.

Our work to date has already identified the solutions we need for the future.

We have delivered tangible incremental improvements to the immigration system over the past five years. This includes a cloud-based, digitally enabled platform for visa and visa-related application processing (known as ADEPT), a cloud-based business rules engine, and a risk analytics platform.

Our successes to date provide a framework for our future service model and confidence in what our proposed future state will achieve. By investing now to accelerate this work and framing it within a programme structure, we can ensure we reduce risk, save money and deliver additional benefits faster. The formality of a programme will ensure there is robust governance and reporting to provide delivery confidence and effective monitoring of benefits realisation.

While we have set a clear direction of travel, continuing at our current pace means spending money to keep out-of-date legacy systems operational and will lead to us carrying an increased risk of technology platform failure for longer.

Our new platform is proven to improve efficiency and productivity. However, we cannot realise its full potential until it is our single submission and processing platform and the risk analytics platform is connected and enabled. We also need to go further to address the enduring barriers we face in providing an efficient, customer-centric immigration service and appropriately managing risk to protect New Zealand's borders.

The Our Future Services programme will deliver a smaller, more cost-effective immigration system that is more productive, effective at managing immigration risk, and provides a better experience for customers and staff.

The programme will deliver a new service model that is centred around ADEPT becoming our single intuitive digital platform that is easy for customers and staff to understand and use. It will make better use of automation, removing manual tasks and enabling our people to focus on work that requires specialist judgement and intervention. This will reduce our reliance on recruiting more staff to manage increases in visa application volumes and ensure we can maintain service standards and risk management when application volume spikes occur.

We will apply service design and business process methodologies to review and redesign products as we build them into this single submission and processing platform. We will also provide self-service

functionality for customers to improve customer experience and reduce pressure across the immigration system.

The use of ADEPT will be underpinned by an intelligence-led risk management framework and model. We will strengthen key components of our risk management framework, implement new capabilities, and connect our existing risk analytics platform to our visa processing platform to better inform risk identification and management.

Our changes will drive efficiencies across the immigration system by increasing the number of visa processing decisions that can be made in a day, reducing the number of calls and emails to our Customer Service Centre, and reducing costs through the decommissioning of legacy systems. As a result, we will be able to respond quicker to changes in policy, volumes or risk, and make it easier for customers to do the right thing.

We have made progress over recent years to move towards a digital and intelligence-led immigration system, but still face enduring challenges that we need to respond to.

Inefficient visa processing

Our reliance on multiple submission and processing platforms, some of which are not fit-for purpose and are out of date, creates complexity and inefficiency within the immigration system. Significant amounts of processing work can only be done manually, which puts additional pressure on the system.

We can increase productivity and make cost savings by moving to a single submission and processing channel and decommissioning legacy systems. Adopting a digital-first approach and leveraging capabilities for the automation of manual tasks and end-to-end automation of select visa products will further improve our productivity.

Increasing risk of technology and service failure

Several of our platforms are at the end-of-life stage and are difficult to maintain. We have frequent outages and slow performance that affects productivity. We will need to invest significantly if we are to keep using these legacy systems in order to manage the risk of system failure.

By reducing our reliance on multiple platforms and streamlining to a single cloud-based system, we can respond quicker and more effectively as demands on the immigration system change. We will also unlock a more flexible approach to service delivery, so we are no longer reliant on increasing staff numbers to increase processing capacity.

Reactive and unsophisticated risk management

International travel is forecast to continue to grow, with customers coming from increasingly diverse backgrounds and routes. This makes risk management more demanding. However, we are still operating with approaches to risk management that were not designed with this complexity in mind. Our risk rules are often blunt, and many are updated reactively.

We need to invest in new capability to enable an intelligence-led visa processing model that is supported by enhanced data analytics, including connecting a risk analytics platform to our core processing platform. We have a vast amount of data within the immigration system, and we need to ensure this is easily accessible and connected across the system and with relevant agencies. We need

to build the capability to predict and mitigate risk, based on agreed data formatting, well-integrated intelligence and outcomes, and data and information sharing arrangements.

Poor customer and user experience

A lack of clarity on the information and supporting documents required and limited self-service options for customers reduce the number of decision-ready applications we receive. This impacts productivity by creating additional work, unnecessary customer interactions, and long processing times. Additionally, we do not provide frontline staff with easy access to the information and resources they need to effectively support customers or make quality decisions quickly, with guidance provided through multiple disconnected sources.

We can change the way we design and deliver immigration services by putting the customer at the centre of what we do. We can drive productivity benefits and reduce pressure across the immigration system by ensuring both customers and staff have access to the right information at the right time, via the right channel.

Our future services will be delivered across three phases with incremental benefits achieved over time.

We have defined the workstreams and roadmap necessary to deliver the Our Future Services work programme. Our roadmap and benefits realisation approach are based on evidence gathered to date, including the build of the Permanent Resident Visa (PRV) into ADEPT.

The programme will be delivered through three phases over seven years. Monetary benefits will be delivered throughout the life of the programme, starting in year two. Taking a phased approach means we can continue to learn from previous experiences throughout the programme.

While the phases are interdependent, the approach provides structured decision points to use lessons from the previous phase to determine how and whether to proceed to the next stage and allows for any adjustments to the delivery approach to be made if required to support the realisation of benefits. This may include identifying opportunities for acceleration or reprioritisation, such as incorporating new technology advancements to enable faster delivery.

The programme will deliver monetary and non-monetary benefits across four outcome areas

We will measure our success against nine benefits across four outcome areas:

- improved efficiency of services
- improved identification and management of risk
- improved system agility
- improved experience for customers and staff.

Improvements across these areas will enable the immigration system to better deliver on its purpose of facilitating travel across the border for the people New Zealand wants to enter, while keeping New Zealand safe from immigration harm. It will also deliver cost savings that enable the immigration system to run more efficiently and sustainably into the future. This will result in better outcomes for all those who rely on the immigration system, from migrants and employers to New Zealand businesses and communities.

We have defined four investment options for the next steps the immigration system can take. These escalate in scale of investment, speed of delivery and quality of outcomes. While maintaining the status quo and continuing to migrate visa products at the current pace requires less investment, it would cost more over time due to the maintenance of legacy platforms. It would not deliver the full range of productivity, financial, risk management and customer or staff experience outcomes. It would also increase risk of technology platform failure in the interim and does not guarantee decommissioning of legacy systems, which is crucial to ensure ongoing savings.

The preferred investment option has the highest upfront investment, but it is the only option that will create a smarter and more integrated immigration system by fully delivering across all four outcome areas. It will also deliver these benefits faster than the other options.

The programme is estimated to cost \$336m, deliver approximately \$453m in monetisable benefits and result in ongoing annual net savings of \$80m (plus inflation) following delivery of the programme. By year four, the monetary benefits of the programme will outweigh its costs.

Reaching our end state will require change across our platform, processes and people

While enhancing our technology is central to achieving a digitally-enabled immigration system, it is also essential that we make changes to how we work to ensure successful delivery. Appropriate change management disciplines will be built into the programme in order to embed this change within the organisation and ensure the realisation of benefits across all four outcome areas.

The programme has a dedicated Workforce of the Future workstream that is essential to ensuring that changes made across the immigration system have a positive impact on staff, making it easier for them to do their jobs and leading the culture change that is required for our new service model.

The workstream will focus in the crucial areas of recruitment, training, leadership and setting up teams to be successful in the new way of working, as well as investing in lifting the capability of our frontline staff. It is integral that as we shift the way we work in systems, we match this with our workforce changes that are supported by a robust organisational change approach and organisational culture shift.

Strategic case

The strategic case:

- provides an overview of the immigration system, its priorities, and the outcomes we are aiming to achieve
- describes the key challenges we face in delivering to our priorities and desired outcomes
- describes how we will deliver more efficient and effective services through a transformed service model
- details the scope of the Our Future Services work programme and phases of implementation
- presents the benefits we will deliver through delivering on the Our Future Services work programme.

The immigration system

Immigration makes a vital contribution to New Zealand's economy, workforce and community. It reunites friends and families, provides employers with access to key skills and capital, contributes to New Zealand's international and humanitarian commitments, and supports the security and integrity of our border.

Within the Ministry of Business, Innovation and Employment (MBIE), there are four areas that contribute to the immigration system.

- The immigration policy team, within the Labour, Science and Enterprise group, provide advice and support to the Government to make changes to immigration policy settings.
- Immigration New Zealand (INZ) administers the core operational functions of the immigration system.
- Corporate and Digital Shared Services (CDSS) is responsible for all the immigration IT systems and MBIE intelligence functions.
- Te Whakatairanga Service Delivery (TWSD) helps customers, employers and licensed immigration advisors understand their rights, obligations, and what is required of them, and holds them to account when needed.

As the operational arm of the immigration system, Immigration New Zealand (INZ) has four core roles:

- granting visas for people to work, visit, study or settle in New Zealand
- ensuring that people crossing the border and staying in New Zealand are entitled to do so.
- helping migrants and refugees to make New Zealand their home.
- playing our part in the global immigration system, together with our border partners to keep New Zealand safe.

The frontline workforce for the immigration system is based within Immigration New Zealand and Te Whakatairanga Service Delivery. A summary can be found in *Appendix One: Overview of immigration system frontline workforce*.

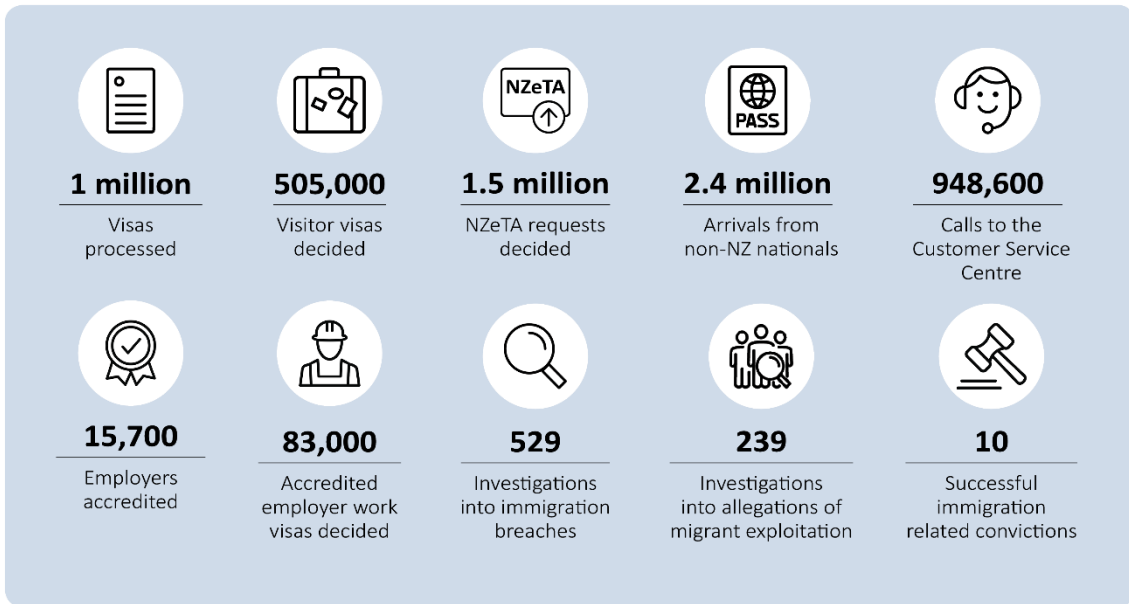
A number of external agencies are key delivery partners for the immigration system, enabling us to identify risk and improve the integrity of the immigration system, including New Zealand Customs Service, New Zealand Police, and New Zealand Security Intelligence Service. We also operate as part of a wider global immigration community through our connections with our international partners, in

particular the other Border Five and Migration Five (M5) countries (Australia, Canada, United States of America, and the United Kingdom).

Our ambition is to provide a trusted, world class immigration service for all customers

Since New Zealand’s border re-opened after COVID-19, interest in visiting and working in New Zealand has quickly rebounded. 2023 was the first full year of the border being open since COVID-19 and the volume of interactions across the immigration system shows just how integral immigration is to New Zealand and how important it is to have a capable and efficient immigration service.

Figure 1: A year in the life of the immigration system – data from the 2023 calendar year



Naturally, we want the immigration system to perform optimally and for all customers to have a good experience when interacting with the immigration system, regardless of the outcome.

We are committed to being an organisation that puts customers at the centre of everything we do. In line with MBIE’s Our promise – Te Kī Taurangi¹, this means customers find it simple to engage with us, we help to keep customers safe, and we provide certainty for them.

We want to make sure customers know when they can expect a decision on their application, and how to comply with their visa conditions. We know that feeling they have been treated fairly is the strongest driver for customer satisfaction. We receive high volumes of visa applications, and we continually aim to improve how we process applications, aiming to assess every application against the relevant immigration requirements in a fair and transparent way, as quickly and efficiently as possible.

We want to make it easy for customers to do the right thing and ensure we have the capacity and capability we need to address those who deliberately put the immigration system at risk. This includes using our full suite of regulatory levers to identify risk early and minimise harm, keeping New Zealand safe and upholding the integrity of the immigration system.

¹ MBIE Our Promise – Te Kī Taurangi – (www.mbie.govt.nz/about/who-we-are/our-promise)

Striking the balance between facilitation and protection

Integral to providing a world class immigration service is our strategy to strike the balance between facilitating the entry of the people New Zealand needs to work, visit, live or study here and protecting New Zealand from immigration risk.

- **Facilitation:** customers can easily navigate the immigration system and follow the rules.
- **Protection:** immigration harm is predicted, identified, prevented and addressed.

Our Striking the Balance strategy enables us to deliver on our key immigration system objectives and MBIE's purpose of 'Growing New Zealand for All', as outlined in MBIE's organisational strategy *Te Ara Amiorangi*². A summary of the immigration system's role can be found in *Appendix two: An overview of the immigration system and our strategic approach*.

We support the economy and labour market with key skills and capital

We facilitate the entry of people into New Zealand to support New Zealand businesses and organisations that need migrants, visitors and students to grow and thrive. This includes tourism and international education, as well as the highly skilled workers needed by a wide range of New Zealand organisations. We design and advise the Government on policy settings that ensure New Zealand has the workforce it needs to support the economy and can compete with other nations who are seeking to attract similar migrants. Through our operations, we enable customers to easily apply, travel and understand their obligations.

We enable family reunification and maintenance of family ties

Immigration plays an important role in building and maintaining vibrant communities across New Zealand. Our family visa products support migrants to settle and stay, encouraging them to make New Zealand their home and enabling them to contribute to our society and economy.

We contribute to meeting New Zealand's international and humanitarian commitments

We support the resettlement of refugees in New Zealand and facilitate humanitarian responses to offshore crises as they occur. We also support regional development and social wellbeing objectives in the Pacific through specific visa categories that reflect our close ties with these nations and the growing geopolitical importance of the Pacific region.

We support the security and integrity of New Zealand's borders

We ensure our immigration settings appropriately manage immigration risk and minimise immigration harm and exploitation by keeping as much risk as possible offshore. In collaboration with our border partners, we ensure that people crossing the border and staying in New Zealand are entitled to do so.

Good customer experience is central to ensuring New Zealand gets the migrants it needs

The immigration system plays a vital role in supporting the New Zealand economy and wider society by attracting the migrants we need to come to New Zealand and facilitating them to do so. Ensuring these migrants have a good experience throughout their end-to-end immigration journey can support improved outcomes not just for these individuals, but also the businesses and social services that rely on migration.

² [Our organisational strategy | Ministry of Business, Innovation & Employment](#)

Released in November 2024, the Controller and Auditor-General report *Immigration New Zealand: Managing how it makes decisions about skilled residence visas*³ highlighted how a stronger focus is needed on the experiences of customers applying for skilled residence visas. While skilled residence is one of the smaller visa types by volume, it is strategically significant for New Zealand in securing highly skilled migrants who will fill roles that can be difficult to fill and that are important for our society.

The report acknowledged that while the immigration system is working to improve the experience of these migrants, and other customers, there is more that needs to be done. This includes ensuring requirements are clearer so customers know what information they need to provide and making sure customers can easily track application progress. It also highlighted the challenges that customers and staff face due to multiple submission and processing platforms, with information not easily shared between these systems.

The Our Future Services programme will contribute to addressing several of the issues raised through the report, with improving the experience of customers and staff being one of four outcome areas for the programme. The programme will improve the experiences for this cohort of highly skilled migrants, as well as other customer groups that are essential to so many New Zealand businesses and organisations, such as tourists and international students.

Our ability to reduce immigration harm directly impacts other government agencies and New Zealand communities

Minimising harm from immigration is central to a world class immigration service and maintaining New Zealand's reputation as a safe, fair and highly attractive place to work, visit and trade with. The impacts of immigration harm are experienced by other government agencies, as well as within New Zealand communities and wider society.

High-harm activities, such as people trafficking, smuggling and migrant exploitation, have ongoing impacts that go beyond the individuals affected. Domestically this puts pressure on government services, like the Labour Inspectorate, welfare agencies, and non-government organisations. It can also impact law-abiding businesses who may be undercut by those exploiting migrants for their own financial gain.

Failing to prevent bad actors from exploiting our systems, coming to New Zealand or those entering lawfully from overstaying can lead to additional work for New Zealand Police and the justice system and additional costs for the health and education system. Failure to mitigate certain risks at the assessment stage and keep risk offshore can create additional burdens on social services, such as the healthcare system.

A well-functioning immigration system ensures that we facilitate and make it easy for the people we want to enter New Zealand, protect them while they are here, and make sure they leave when required. This is enabled through having appropriate risk management frameworks in place and embedding compliance throughout the immigration journey.

³ Controller and Auditor-General Report, *Immigration New Zealand: Managing how it makes decisions about skilled residence visas* (www.oag.parliament.nz/2024/skilled-residence-visas)

We are aligning to the Government's priorities for an efficient, effective and sustainable immigration system

As highlighted in the Government's 2024 budget, identifying enduring savings across government departments and agencies while providing better public services, is a key priority for the Government. This includes MBIE, and therefore the immigration system.

In addition to delivering the Government's policy objectives for the immigration portfolio, we seek to support the Government's better public services objectives by making higher quality decisions more quickly and better managing risk in the system in order to provide efficient and financially sustainable immigration services. The approach outlined in this Business Case aligns with this objective and will better ensure the Government's desired outcomes for immigration are delivered.

We must address the significant challenges we face to delivering on our purpose and objectives

The immigration system continues to face significant challenges that impact our ability to successfully deliver against our vision of a trusted, world class immigration system that balances facilitating migrants and protecting New Zealand from immigration risk. Significant change has been implemented over the last five years, which evidences what we can achieve and the direction of travel required.

A review of our current end-to-end service model to better understand our challenges identified four key problem statements:

1. ***Inefficient visa processing:*** Our reliance on multiple online systems and paper applications causes processing inefficiencies, with a significant amount of manual processing work required. We can only manage increased volumes through increasing staff numbers or accepting slower processing times.
2. ***Increasing risk of technology and service failure:*** Legacy platforms are at the end-of-life stage, carry significant risk and require high ongoing maintenance costs. It is complex and expensive to implement critical business enhancements and/or policy change, or to adjust as priorities change.
3. ***Reactive and unsophisticated risk management:*** There are significant gaps in the tools and capabilities of the immigration system to proactively predict and respond to risk. The types of data collected and methods of collection are limited, reducing the efficacy and accuracy of how immigration risk is identified, mitigated and managed.
4. ***Poor customer and user experience:*** Our online services are not fit-for-purpose in providing a good customer experience, including understanding the progress a visa application. Complex processes, and complex and unclear guidance, make it challenging for customers to know what to do, resulting in incomplete applications that significantly impact visa processing productivity.

These problem statements remain consistent with those highlighted in the previously approved Automated Decision Assist project

In July 2020, Cabinet agreed to a funding proposal put forward in the Automated Decision Assist (ADA) Business Case to start phase one of the work required to future proof the immigration system so that it can quickly respond to global trends and risks – specifically by improving visa processing efficiency and risk management ability. [CAB 20-MIN-0324]

The ADA Business Case highlighted that the visa processing model at the time was not fit for purpose. It identified the following areas of challenges.

- **Largely manual visa processing:** Although the majority of applications are received in online systems, visa processing and decision-making is largely manual, creating a linear relationship between volumes and resources. Visa applications contain variable complexity and risk. When volumes increase, we need to deploy additional resources to maintain service levels. This means we cannot respond quickly to volume increases in specific markets, increasing the likelihood of processing backlogs developing.
- **Limited ability to interact digitally with customers:** The absence of clear workflow and application status means customers cannot self-serve, a problem that is compounded when customers need to travel urgently. This results in increased enquiries from customers seeking information on their application.
- **Limited ability to react quickly to changing risk profiles:** Limitations in the current data sets and technology available to the immigration system result in many applications being over-processed for their risk profile.
- **Data capture processes do not support the use of data-driven insights:** Robust and reliable data is key to operating in a digital environment. Processes for capturing immigration data are compromised by factors such as a lack of input data validation and requirements for manual data entry.

The ADA investment delivered a more modern digital visa submission and processing channel (Advanced Digital Employer-led Processing and Targeting (ADEPT), known externally as Enhanced Immigration Online) and laid the foundation for the eventual replacement of legacy systems.

ADEPT was introduced in early 2022. Only a small number of visa products were in scope of the ADA project and were built in ADEPT at that time. However, it was always the intention that ADEPT become the single submission and processing platform for the immigration system. It brings advantages in improving efficiency through reduction of manual tasks and introducing automation.

The ADA business case stated that further investment would be required for subsequent phases to implement additional visa products and services onto the platform and connect a mobile solution for improved capture of passport information. An overview of the scope of the ADA project and its delivery can be found in *Appendix Three: Summary of the Automated Decision Assist project*.

The Our Future Services work programme will build on our previous investment

We need to deliver further change to our service model. This Business Case proposes a programme of work that builds on the work already started (see page 36 for detail) and will achieve the full outcomes from this previous investment and improve our ability to address our areas of challenge.

By addressing the problems outlined in this Strategic Case, we can better deliver on our objectives and contribute more efficiently to New Zealand's economic growth through tourism, international education and the arrival and settlement of skilled migrants. We can also protect our borders and contribute to tackling immigration harm that results from non-compliance and migrant exploitation.

Problem definition

Inefficient visa processing

We have several different submission and processing channels

160,000

paper applications received each year (approx)

65%

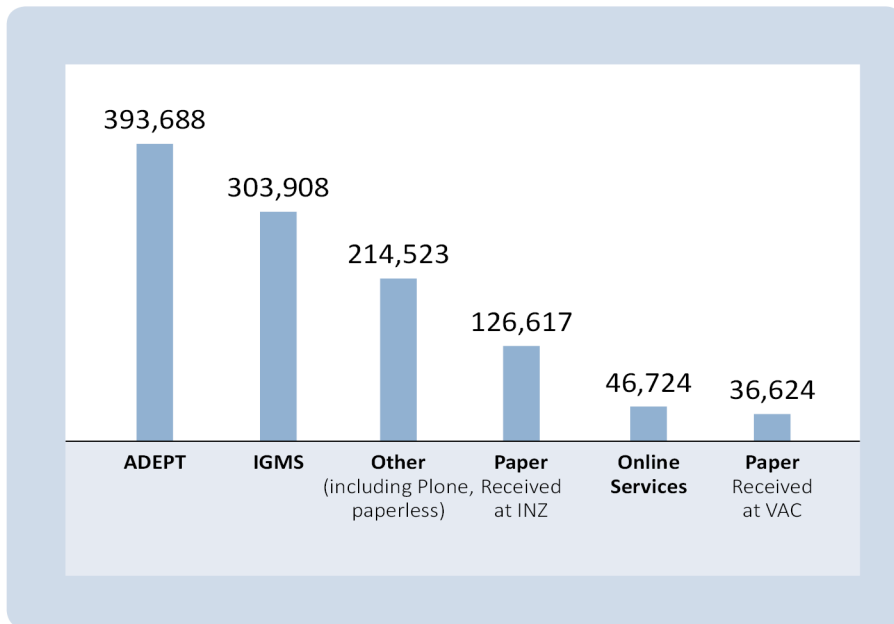
of application volume is received outside of ADEPT and processed using multiple systems

ADEPT has the potential for delivering processing efficiency and a better customer experience. However, a lack of investment and delivery capacity means progress in building all visa products into ADEPT has been slow.

Development capacity for ADEPT has primarily focused on business-as-usual tasks, including essential upgrades/fixes and policy changes. The platform is still limited and not flexible enough to enable rapid scaling and end-to-end automation of visa products.

Operating multiple submission or processing platforms is creating inefficiencies across the immigration system. Visa applications are currently split across five submission channels, with 15% still paper-based and 65% of application volumes received outside of ADEPT⁴.

Figure 2: Visa application volumes received by submission platform (July 2023 - June 2024)



The use of multiple systems results in inconsistencies and makes the system harder to navigate for customers and staff. For example, in some cases, applications can be submitted for the same products in different platforms. This results in poor customer experience and inconsistencies in how these applications are processed. Visitor visa applicants need to use the Immigration Global Management System (IGMS) platform if they wish to apply as a tour or family group (i.e. submit multiple applications together), while individuals can apply through ADEPT or through IGMS.

⁴ Internal data provided by the INZ Business Performance and Reporting team, August 2024

In addition, connected visa applications must often be made in separate platforms. While an Accredited Employer Work Visa (AEWV) application is made in ADEPT, applications for dependents of this worker (i.e. a partner or child) are made in other platforms. This leads to complex internal processes and workarounds as our processing staff have to manually connect these applications and ensure they are processed within a similar timeframe and with consistent decision making.

Staff supporting customers through the Customer Service Centre often have to navigate multiple systems to answer simple queries, resulting in longer handling and wait times.

We are overly reliant on manual work and not taking full advantage of automation

A significant amount of processing work can only be done manually due to our reliance on legacy platforms and paper for visa processing. This includes data entry, scanning or returning documents, and submitting documents through portals for external checks. Applications submitted via IGMS and Plone/Secure Access Formdata Electronic Repository (SAFER) are almost entirely manual.

The amount of manual work required increases the time it takes to process applications, impacting on processing efficiency and our ability to meet customer expectations. ADEPT has the ability to automate processing tasks, which is proven to increase productivity and processing efficiency for visas submitted and processed in this platform.

For example, at the end of January 2024, we built the Permanent Resident Visa (PRV) into ADEPT. This removed the paper application option and automated some processing tasks. This enabled a productivity increase in the number of visa decisions made per day per immigration officer (from around 5 a day at the end of 2023 to over 20 in July/August 2024) and a reduction in the median processing time from 14 days (January 2024) to 4 days (August 2024).⁵

Task automation is used in ADEPT to improve efficiency, but with only a small number of products on ADEPT, we are not yet leveraging the opportunities this presents. Details of the products built to date can found in *Appendix Four: List of visa products in ADEPT*.

Employer Accreditation and Job Check applications under the Accredited Employer Work Visa policy are the only products in ADEPT where applications are automated end-to-end (and only for some specific cohorts). This is possible as it only uses system rules. Without connecting a risk analytics platform to ADEPT, we are not in a position to introduce end-to-end automation for other visa products, which would further improve efficiency and processing timeliness.

Increasing risk of technology and service failure

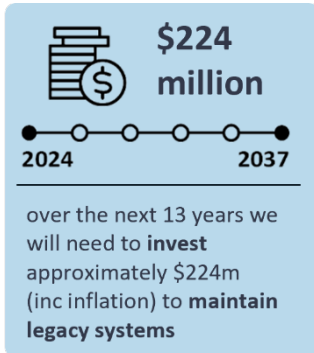
Our legacy platforms have high ongoing maintenance costs

Our legacy technology platforms are aging and are either nearing their end-of-life stage or no longer fit for purpose, with system outages and fixes a regular occurrence. They will require high ongoing costs to maintain and adjust when policy settings change.

The Application Management System (AMS) has been in use for approximately 25 years. AMS is used to process applications made in other legacy platforms and provides the front-end for Online Services. It serves as the core immigration backbone in terms of visa processing, border operations, risk management, internal and external system integration, and the central system of record.

⁵ Internal data provided by the INZ Business Performance and Reporting team, October 2024

Between April 2023/April 2024, we carried an average of 33.4 technological risks at any one time across our core visa submission and processing systems⁶, with IGMS contributing to the majority of these. This carries particular reputational risk given IGMS is used for the submission of student visas, visitor groups, temporary family visas, and most non-AEWV work visas. All of these are high volume products and vital to delivering on immigration objectives of supporting the economy and enabling temporary visa holders to maintain family ties.



Our reference state architecture indicates that up to 37% of our current application platforms have been identified as in 'divest state', which means that these platforms are no longer fit-for-purpose and ideally would have been retired or replaced by now. They need significant investment to continue to deliver a technically and functionally fit solution. We will continue to carry the financial burden and technical risk of using these platforms until they are replaced or decommissioned.

Annual licence/support costs for these legacy systems is approximately \$20m. Over the next 13 years, we estimate that we will need to invest \$224m in maintaining these systems so they remain fit for purpose for our immigration system.

The time taken to resolve technical issues also reduces productivity across the immigration system. Customers often call the Customer Service Centre about technical issues, which has an internal support channel that these calls are escalated to. This channel addressed 16,238 calls/requests in the 23/24 financial year, at an average handle time of 9 minutes and 11 seconds.⁷

We cannot respond quickly to policy and application volume changes

Our current platforms and processes mean it is complex and expensive to implement both policy related changes and critical business enhancements. For example, a change to application fees can take up to three months in IGMS. This limits our ability to respond quickly and efficiently to changing government policies, immigration system changes, threats and risks.

Our current model for distributing visa processing work is based on different visa products being allocated to specific sites. Only some staff are trained in more than one platform, so there is limited flexibility to move work between processing sites due to capability and training needs. This makes it difficult to respond quickly to changes in demand or priority, even when we can predict that a peak in application numbers is imminent.

Reallocating staff from other products is often not possible because not all staff are trained across the whole suite of processing platforms. In order to maintain levels of service, we have generally been reliant on increasing processing capacity through additional recruitment or training, but this can be slow to implement and to deliver benefits. We often have to make trade-offs and accept a reduced level of service, such as an increase in processing times, which then drives more calls to our Customer Service Centre.

We carry additional business continuity risk that processing of some products may have to stop entirely should a site be temporarily out-of-action, such as due to a weather event or other natural

⁶ INZ Operational Risk Report May 2024, provided by the Digital Operations Branch, CDSS

⁷ Internal data provided by the Customer Service Centre team, September 2024

disaster. Online applications mean we can continue to process visas even if one or more of our offices are shut for a period of time.

Reactive and unsophisticated risk management

We have not invested enough in the core foundations of immigration risk management

Our immigration risk environment is increasingly challenging. Sophisticated technology and wide-ranging global issues present new challenges and trends in immigration risk and the potential for immigration harm, including organised crime, irregular migration, trafficking in persons and migrant exploitation. This is increasing pressure on the immigration system and our ability to maintain the integrity of the system using our current data and tools.

We have approaches in place to manage risk throughout the customer journey. However, these are often reactive and unsophisticated, as we have not had the capacity to take the strategic and proactive steps needed to address the risks of the future. We need to elevate and strengthen our approach to immigration risk management, and measurement of risk, if we are to stay ahead of these challenges and predict, identify, treat and manage risk at the earliest possible opportunity.


All parts of the immigration system contribute to the management of immigration risk in different ways. However, without strong core foundations to support our immigration system risk management framework, these roles and responsibilities are not clearly articulated or well understood. We do not have a single view of risk advice, or clearly defined risk appetites or tolerances. This limits our ability to appropriately identify which risks need to be treated and how, as well as how we can create system efficiencies through better identification and management of where risk exists and where it does not.

We also lack the appropriate feedback loops that would enable us to use insights from risk management across the system to inform and improve our approach. For example, a fit-for-purpose mechanism to collate and evaluate the risks staff identify while processing a visa or the activities they should undertake. Access to this information would help identify commonalities and risk themes across different parts of the immigration system, bring them together and allow us to proactively manage risk emerging across different parts of the customer journey.

Ineffective data collection and connection means risks are not always correctly identified or assessed

The types of data we collect and our methods of collection are limited, reducing the efficacy and accuracy of how we identify and manage immigration risk. In particular, our collection of biometric information is behind the practice of our M5 partners. For example, we do not have the capability to collect face images from customers across all visa types.

~35%



of customers are **not declaring the same information** on their application as it is on their passport

We are also not making use of technologies that would improve the quality of the data we collect. Customers are required to manually enter information when making an application, which often leads to errors or incorrectly formatted data.

It is estimated that 35% of customers are not declaring the same information on their application as is found on their passport⁸ – this is

⁸ MBIE Internal Memo to Operations Group, Biographical errors and the impact on the immigration system, July 2023

both due to human error and, in some cases, providing fraudulent information.

We also lack the necessary feedback loops and consistent data collection and formatting to ensure data held in different systems can be connected and accessed effectively across the immigration system. The data we hold is often unstructured and stored in multiple systems that are not well integrated. Time-consuming manual effort is required to make use of information in different parts of the system.

In some cases, this means that staff do not have all the data in front of them to make an informed decision, carrying both reputational risk and increasing potential for immigration harm not to be addressed at the right point in time, or at all.

Identifying and assessing risk is largely rules based, inherently reactive and difficult to change

Visa processing is informed by two business rules engines. Our different methods of collecting and using data across these two rules engines make it difficult to inform rule-based risk controls in a consistent and meaningful way. It can be cumbersome to update our rules, and we are limited in our capacity to regularly review them to ensure they remain fit for purpose.

Our multiple submission and processing platforms are not all connected, which means we do not have a comprehensive dataset to inform risk ratings. Our current platforms collect different data and connect to different business rule engines, which can lead to a lack of consistency in how we identify and treat risk when assessing visa applications.

There are limitations to the data that the different business rule engines are able to access. Visa products are triaged differently, and it can be complex to change or add risk rules. This impacts the effectiveness of our response as new risks emerge.

A lack of quality data that the system and rules can work from mean that a proportion of our applications automatically default to medium risk, because we do not have sufficient data for rules to categorise them as high or low risk. This leads to processing inefficiencies as staff may have to gather additional information through manual processing to identify if risk is present, or put more effort into processing an application that could be low risk.

We have not connected an analytics platform to our main submission and processing platform. This means we are not positioned to implement end-to-end automated decision-making of low-risk applications and leverage the efficiency benefits this would bring to the immigration system.

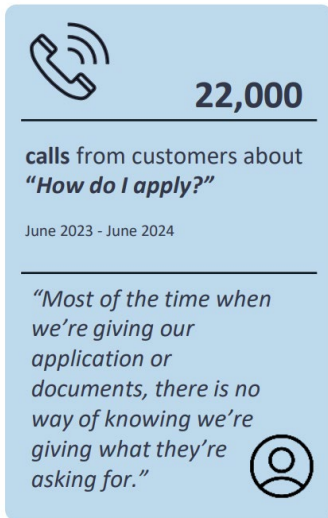
We lack the appropriate guidance and training needed to identify and treat risk in a consistent way

Our approach to risk appetite and risk tolerance is still maturing. While we are evolving our approach it will take time to mature and provide the necessary guidance throughout the organisation to ensure appropriate understanding. We are also dependent on the development of an immigration harm index to effectively set risk tolerance ranges.

In addition, the current use of multiple systems and inconsistent data collection across visa products makes it difficult to train and support processing staff in a consistent way. There is a need for improved guidance for staff to help manage risk at different stages of the immigration journey. This would both improve our ability to minimise risk and ensure risk is treated at the right level.

For example, processing staff are not always clear on the appropriate response to risks, and when further investigation is required. In some cases, this leads to the undertreatment or overtreatment of risk.

Poor customer and user experience



22,000

calls from customers about
"How do I apply?"

June 2023 - June 2024

"Most of the time when we're giving our application or documents, there is no way of knowing we're giving what they're asking for."

Customers find it challenging to know how to do the right thing

Customer insights tell us that our information and guidance is not always clear, including how to apply, what evidence must be provided, how long the application process will take, and relevant visa conditions. From June 2023 to June 2024, we received over 22,000 calls from customers asking "How do I apply".⁹

Difficulty navigating the immigration system can result in customers applying for the wrong visa or submitting an incomplete application.

This is often due to unclear information about what evidence a customer needs to provide with their application. In some instances, there are inconsistencies between different information sources (i.e., website and forms) on what a customer should provide, and a varied range of evidence can be provided for some of our visa products,

such as partnership applications, which can be confusing for customers.


This means we often receive incomplete applications where staff have to ask for additional evidence, leading to delays in processing times, impacting both productivity and customer experience.

*"Most of the time when we're giving our application or documents, there's no way of knowing we're giving what they're asking for."*¹⁰

The project to implement a new immigration website will increase the ease with which customers can find the information they need (see page 36 for more information). However, further work is required to ensure that our other communication channels, application forms, and internal processes are aligned and consistent to ensure a good customer experience.

Customers cannot self-serve and manage their own applications online once submitted

Many customers will apply for several different visa products throughout their immigration journey. They may have a different and inconsistent experience each time, depending on the platform used for that particular application. This creates confusion around how to access information and what they should expect. It also means that both customers and staff cannot view all their applications in one place.



52.5%

of calls to the contact centre are for updates on application status

ADEPT has some functionality for a customer to check on the status of their application, but a similar self-serve option is not available across our other submission channels. This leads to an unsatisfactory experience for customers who want to understand where their application is in the process.

A lack of self-service options results in significant work for MBIE's Customer Service Centre, with status update queries making up 52.5% of calls in April 2024.¹¹

⁹ Internal MBIE data, Nexidia, June 2023 – June 2024

¹⁰ Customer comment during research interview for 'Setting guidelines for Customer-centric Communications' project, September 2023

¹¹ Internal MBIE data, Nexidia, April 2024

However, the information the Customer Service Centre can provide is limited compared to what could be provided through a customer-centric self-service portal.

While ADEPT does have functionality for status updates, customers cannot easily self-serve to complete many other simple tasks after they have submitted an application, impacting customer satisfaction and driving more work to other parts of the organisation. For example, in the 2023/2024 financial year, 24% of privacy requests were to access a customer's travel movement information¹². If this was made available through a self-service option it would reduce work to manually provide this information and enable the Privacy teams to focus on other, more complex work.

Our communication channels lack clarity and consistency

We have multiple communication channels available to customers, which serve different purposes throughout a customer's immigration journey. These include the website, proactive emails, letters and the Customer Service Centre.

Each channel has developed organically and independently. While available, these channels are not integrated and there can be inconsistencies between content that can be confusing or inaccurate. This is particularly true of legacy content or channels that are updated less frequently or are more complex to update. For example, making a change on the website is quicker and simpler than on a form or in one of our platforms.

Processing staff are provided with template letters that help them communicate with customers, but there are challenges in the consistent use of these tools. The template letters have static text and are held in a platform that is not user-friendly and requires manual updates. This means the letters are sometimes out-of-date, not always customer-centric and are not easy to update to reflect policy or operational changes. In some cases, this leads to processing staff creating their own or using out-of-date letters, resulting in customers not always being clear on what is being requested or the decision that has been made.

A lack of standardisation across our communications means customers applying for the same visa product may receive communications with an entirely different tone, or even different levels of information. It also means we lack oversight of how or why we are communicating with customers. In ADEPT, there are options for modular, dynamic text that allow for greater consistency across visa types and more flexibility.

Staff do not have easy access to the information needed to make quality decisions in a timely manner

Frontline staff currently rely on multiple knowledge tools and information sources to support them to do their work. These different platforms are not well integrated or easily searchable and staff have to check several places to find the right information. This leads to inefficiencies with staff spending time clarifying processes or how to apply immigration instructions. It also has potential for inconsistencies, with staff relying on their own knowledge or experience as it is too time intensive to find the most up-to-date information.

The number of resources can make it difficult to keep track of changes or updates, which are often sent via email. This relies on staff having seen and/or remembered the update and then being able to find and reference it at the appropriate time. In addition to being inefficient, this opens up risks that

¹² Internal INZ data, SAS Portal, October 2024

staff may be providing information or making decisions without all of the relevant and current guidance in front of them.

Staff processing in ADEPT have limited use of some signposting tools that provide prompts and guidance while processing. A more strategic and streamlined approach to knowledge could make better use of these tools and ensure we are getting our people the right information at the right time to make a quality decision and improve productivity.

The Our Future Services programme will deliver a smaller, more cost-effective immigration system that is more productive, effective at managing immigration risk, and provides a better experience for customers and staff

The Our Future Services work programme will position us to respond to the challenges outlined above and build on the existing work already undertaken to address these. Moving to our future state will involve change across our platforms, processes and people and will create positive impacts throughout the end-to-end immigration journey.

We will deliver a leaner and more flexible immigration system that can respond well to change, manages risk more effectively, and supports better productivity. Our outcomes will be aligned to four benefit areas:

- **Improved efficiency of services:** Reducing costs through a single digital submission and processing channel that leverages automation capabilities to decrease manual effort.
- **Improved identification and management of risk:** Implementing smart systems to help predict, identify, mitigate and manage risk at the earliest available opportunity.
- **Improved systems agility:** Increasing ability to respond to change, including faster implementation of policy and other critical business change.
- **Improved experience for customers and staff:** Designing with customers in mind to provide more self-service options and ensure they are well informed about what they need to do.

We have designed this work programme based on learnings from the projects that delivered our foundational technological capabilities. These building blocks demonstrate that we have always had the intention and have understood for some time what is required to reach our future state. However, the current trajectory would see this change take place over 12 years, rather than the proposed seven under this programme.

By accelerating the pace of change, we can deliver our new service model faster and better fulfil our MBIE strategic vision of 'Growing New Zealand for All'. We will do this by facilitating the immigration that is required to enable businesses, education and tourism to thrive, while also driving greater compliance with the immigration system to protect our borders and keep New Zealand safe from immigration harm.

Our future state is built around a more customer-centric approach to how we provide immigration services. We will make sure customers know what the visa process means for them, make it easy to apply for a visa, and comply with their visa obligations. This will drive more assessment-ready applications at the start of someone's immigration journey and support our end-to-end compliance approach by making it easier for customers to do the right thing.

Outcome area # one: Improved efficiency of services

We will have a single online submission platform to reduce inconsistencies and manual work


We will create a digitally-enabled immigration system by building all products into the ADEPT platform and making this our single online submission and processing platform. This will make processing simpler and more efficient, reducing the amount of data entry and manual processing steps that are required. As a result, we estimate the average number of non-complex visa applications decided each day will increase by 50% and the average number of complex visa applications decided each day will increase by 30%. In addition, automated decision making will be applied to selected visa products which will enable us to process applications faster.

Additional functionality is required to strengthen and enhance the ADEPT platform, and its associated risk rule engines, to enable more products to be seamlessly built onto the ADEPT platform. A planned roadmap is required to enable consistent design of system functionality and processes across products, while still prioritising implementation of government policy changes.

We will remove paper applications to bring time and cost benefits to the immigration system. We will mandate online applications and accept paper applications by exceptional request only. We recognise that maintaining paper applications for some customers is necessary to prevent digital exclusion from immigration services.

However, it is noted that online applications are increasingly the preference for customers. In particular, applying online is no longer the barrier it once was for customers that have traditionally relied on paper applications, such as our neighbours in the Pacific.

We will increase levels of automation to enable more efficient, flexible and faster visa processing

More automation 

will enable a **smaller**, more **efficient** immigration system.

Having all visa products in ADEPT will enable us to enhance and scale the benefits already achieved through this platform, including the ability to make decisions faster. We will further improve productivity through the automation of some previously repetitive and administrative tasks, which will enable staff to focus on tasks that require judgement and decision-making.

We will automate health, character and identity tasks across all visa products as we build new products onto ADEPT. Informed by probabilistic risk models (machine-based learning), we will introduce end-to-end automated decision-making for low-risk applications in selected visa products. This will remove the need for processing staff to interact with these applications. Appropriate monitoring and assurance processes will be put in place to support the use of automation.

Leveraging the capabilities of automation will mean we can reconsider how we allocate staff resources and create more flexibility to move work as priorities across the immigration system change. This approach will be informed by an enhanced visa processing model that enables us to use all available levers to balance system priorities and reduce the impact of seasonal peaks on processing times.

We will decommission legacy systems

Hosting all visa products in a single platform and decommissioning legacy systems will mean a reduction in annual licence and maintenance costs, as well as reducing the amount of technical risk carried across the immigration system.

Significant cost savings



will be realised through the **decommissioning** of legacy systems.

Submission platforms will be decommissioned once all associated visa products have been built onto ADEPT. IGMS will be decommissioned first, followed by Online Services (AMS front-end) and Plone/SAFER.

The AMS visa processing functions will be integrated into ADEPT to create one core backend system for visa processing and operational system of record for immigration data. The functions of AMS will be broken down and merged into the ADEPT platform. For example, application management, risk rules management, risk rules engine, and template letter modules. This will provide a unified end-to-end immigration and border journey that enables automation and enhances user experience.

Outcome area # two - Improved identification and management of risk

We will mature our immigration system risk management framework

Aligning with our strategic objectives, our ambition is to predict, identify, treat and manage risk at the earliest available opportunity, keeping as much risk as possible offshore. This is embedded in our end-to-end approach to risk and compliance, supporting efficiencies in the system and helping to keep New Zealand safe.

We will strengthen the foundational components of our risk management framework. This will improve the identification and management of risk by defining and measuring what successful management of risk in the immigration system looks like. Developing and giving visibility to our immigration harm index, review of risk levers and tolerance ranges will enable us to have a clear view of the acceptable level of risk across the immigration system. This will enable us to build on our current approach to reporting and training, creating clear expectations and accountabilities across roles and enabling clarity and an all-of-system approach to risk management.

Understanding, agreeing to and monitoring immigration harm outcomes, supported by lead and lag indicators, means we can apply the right level of resource to risk management to prevent harm, and we can scale up or pare back risk levers subject to agreed risk tolerance. A defined approach to risk tolerance, within the context of a more mature risk management framework, provides us with an additional lever to manage changes in demand within visa products or across the system.

Strengthening these foundations will enhance our immigration system risk management framework. The framework has five areas that each require attention to ensure we are better positioned to predict, detect and treat risk early. Three of these areas are within the scope of this business case - collection of information, collation and evaluation of information, and action to treat risk. Work across the other two areas – providing insight about risk and value, and providing balanced risk advice – are being completed through business-as-usual capacity.

We will improve data collection to improve data connections

Across visa processing, border, customer engagement, investigations and compliance, we will ensure we are collecting and making the best use of data to better identify and respond to emerging and changing risk. This includes taking a consistent approach to the collection, categorisation and standardisation of data. In tandem, it is essential we ensure staff have access to the right data at the right time to support more efficient and better-informed decisions, keeping risk offshore and facilitating genuine travel.

We will be clearer about the information we need to capture from customers at the application stage and ensure relevant questions are mandatory and consistently asked across visa products. In doing so, we will improve our collection of structured data from customers.

We will also do the same for data captured by staff during processing, in particular regarding risks identified and risk treatment activities to create more accurate and structured data that informs risk management approaches. Immigration visa and border decisions will be informed by accurate and reliable information and our systems will accurately count people in and out so that immigration rules can be appropriately managed and enforced.

We will implement enhanced identity capabilities that collect information from source, such as liveness detection checks and an eChip passport reader. Liveness detection will conduct real-time checks to verify the face image being submitted belongs to a real person (and is not a depiction of someone's face), while the eChip reader will allow us to match the face image against the image held on the passport's secure e-chip (as well as automatically pulling biographic data from the e-chip).

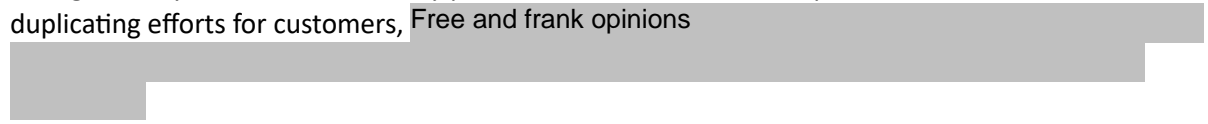
These will have benefits across the end-to-end immigration system, from visa processing through to our border services. It will support us to better manage identity risk offshore wherever possible by enabling us to verify a customer's credentials prior to them reaching the border.

Strengthening our identity verification will also provide potential to integrate digital identity credentials into the immigration system as this technology develops and becomes more widespread and accepted by other entities. We are committed to working with the Government Chief Digital Officer (GCDO) to identify options for creating and utilising digital identity credentials with the support of the Digital Identity Services Trust Framework. We recognise the positive impacts this would deliver for other government agencies, with the immigration system acting as the authoritative source of identity for non-New Zealanders.

We will streamline processes and reduce immigration risk through better information sharing


We will investigate where we can improve information sharing across MBIE, between NZ government agencies and with external partners. This will enable us to better target risk levers, manage risk in real time and learn from immigration system outcomes, as well as better support our partners across the immigration system and within other government agencies or regulators.

One example that could be explored is introducing information sharing between the immigration system and the Companies Office (which is administered by a different group within MBIE). The use of Application Programming Interfaces (APIs) to match against system holdings would enable the immigration system to automatically pull information from the Companies Office and reduce duplicating efforts for customers, Free and frank opinions



As a further example, we will partner with the New Zealand Security Intelligence Service on their planned improvements to systems and business processes **International relations**

We will enhance our technological capabilities to deliver decision intelligence capability

Decision intelligence 

will enable proactive identification and management of emerging risks.

A decision intelligence approach will bring together foundational capabilities for risk management. Implementing the approach requires strengthening several technology foundations, including implementing an off-the-shelf and cloud-based Decision Intelligence Platform (DIP), collection and connection of data, business and risk rules management, connection of a risk analytics platform to ADEPT, and introduction of a strategic network analytics capability.

We will leverage improvements to collection and connection of data and the benefits of having all products on ADEPT to analyse data more easily and translate it into increasingly effective risk rules. This will enable us to introduce and change risk rules more quickly, and improve our capacity and capability to develop and maintain risk targeting rules, including removing rules that are no longer required. Frontline decision-making staff will be supported by in-the-moment guidance, improving both how we mitigate and manage risk and our overall productivity and performance.

A Business Rules Management system will provide a single repository to store both visa triage rules and border risk targeting rules. It will give greater visibility and oversight, enabling efficient management, searching, analysis and reporting on rule coverage across the system.

Our new approach to data collection for risk rules will be insights-driven and complemented by using an analytics platform to develop probabilistic models and algorithms that identify patterns and associations. These models examine past data to find patterns or cohorts that are more commonly associated with one outcome or another. This means they can be used to estimate how likely certain outcomes are to occur, such as how likely an application will be approved or declined. This capability will enable the introduction of end-to-end automated decision-making for select low-risk visa applications.

The risk analytics platform and risk rules will work together to enable us to proactively adjust risk controls/settings and respond quickly to changes in the risk environment and in organisational risk tolerance. This will inform processing decision-making through a more sophisticated and agile system of rules and models that identify low and high-risk visa applications and travellers, while supporting more informed decisions on how we balance risk management and processing efficiency.

Beyond these holistic technologies that support the management of risk across the immigration system, we will implement a network analytics tool to equip staff with an interactive visual risk and investigations tool for Immigration Officers or Investigators. By connecting real-time data from different sources, it will add another proactive and predictive risk identification capability to the immigration system toolkit.

The network analytics tool will provide opportunities to uncover and respond to new or emerging risks that have formerly been unknown to us, equipping us to better tackle the sources of immigration harm, such as migrant exploitation and organised crime. For example, algorithms can be developed within a network to generate proactive alerts and warnings based on lead indicators of risk. This technology will have uses at different stages of the customer journey, providing a supporting foundation for our end-to-end compliance model.

Together these technologies provide the foundational capabilities that position us to implement instances of artificial intelligence across the immigration system in the future.

Outcome area # three: Improved systems agility

We will remove the reliance on increasing staff numbers to increase system capacity

All visa products being on ADEPT and improved risk management tools will enable an enhanced visa processing model, where work is allocated strategically across our network based on staff capacity and capability, rather than on the platforms the staff are trained to operate.

A single processing platform



will enable us to allocate visa processing based on **capability** and **capacity**, not location.

The introduction of automation will reduce our reliance on increasing the number of frontline staff to respond to increases in demand, and we will be able to use all available levers, including adjusting risk tolerances, to facilitate the movement of work between sites as demand or priorities change.

An enhanced visa processing model which will be a key enabler of this new service delivery model, articulating which applications need more careful or manual assessment and by whom. The model will apply a different processing approach based on a number of factors; the complexity of the product (the policy requirements and how many steps in the process), the consequence of granting the visa (i.e., short-term vs residence), the volume of applications, and the risk posed by an individual application.

All products will be built in ADEPT with a set of specified tasks – some of which will be automated. The model will define how the remaining manual tasks are distributed to staff based on the factors outlined above. For example, all manual tasks for a high-risk application on a complex product could be given to one individual.

Taking a tiered approach to processing will enable us to ensure our most skilled people are used where they are most needed. For example, higher complexity or consequence products, or higher risk applications, will receive more pre-decision assurance or real-time checks enabling appropriate technical advice or verification. The service response will be supported by a refreshed quality assurance approach, which is one of several supporting strategies/approaches that will be produced for the work programme.

We will leverage our new technology capabilities to deliver change faster

**Faster
change
delivery**



will be made possible through **consolidated and enhanced technology**.

Our consolidated technology landscape and enhancements to ADEPT will provide the foundations necessary to deliver policy and critical business change faster and more effectively. These will be combined with an enhanced change implementation approach to ensure change is well planned and managed, reducing duplication across the immigration system and streamlining processes to support better collaboration. This includes implementing new ways of working across our change delivery teams.

Outcome area # four: Improved experience for customers and staff

We will improve customer experience through improving system efficiency

The changes made through the programme to improve visa processing efficiency will improve the customer experience of using the immigration system. This includes moving all visa products to a single online platform that better aligns with customers who are used to using digital services. In addition, the expected uplift in productivity will enable faster decision-making enabling us to better meet customer expectations.

We will redesign our processes to make it easier for customers to do the right thing

We will take a service design approach as we build visa products in ADEPT, helping us optimise the end-to-end experience from a customer and staff perspective. The renewed focus on customer-centred design and communication aligns with our end-to-end compliance approach, acknowledging that most customers want to do the right thing, but they do not always know how or might make mistakes. Supporting customers to understand what is expected of them is a key foundation for supporting compliance, ensuring we are using all the levers available to us and encouraging compliance as early as possible in the customer's journey.

Using customer insights as part of our design process will help us understand how to best communicate with customers and guide them through the application process. We will review our form design and make it clearer what information we need and how to provide this. This will support more decision-ready applications to be submitted, delivering increased compliance and improved productivity through faster decision-making. It will also reduce pressure on resource intensive communication channels, such as our Customer Service Centre.

**More decision-
ready
applications**



will be made possible through clear and **customer-centric guidance**.


We will implement solutions that make it easier for a customer to submit the correct information and a complete application. This includes making use of technologies that support customer experience and staff productivity. For example, introducing an identity document reader will make it simpler for customers to provide their passport information and easier for us to verify, reducing both user error and the deliberate provision of incorrect or fraudulent information.

Our customer-centric approach will build on the principles established through our new immigration website project, which has a focus on clear and accessible language that enables customers to self-serve and take appropriate action. This approach will be applied to our other customer

communications too, in particular correspondence sent to customers. We will review our template letter content as products are built in ADEPT, building on existing work to update and improve these letters, testing our language with customers and making use of the platform's capability to create consistent, modular, and flexible content.

We will enhance ADEPT to create an intuitive self-service customer portal

A self-service portal



will reduce calls to the Customer Service Centre.

The ADEPT platform has already had a positive impact on customers' experience and is consistently rated higher by customers in our Customer Experience Survey. A likely factor here is the ability to check status updates and view application progress in ADEPT, with managing expectations and timeliness clear drivers for improved customer satisfaction.

We will build on this improved customer satisfaction by enhancing ADEPT from an application-only system into an intuitive portal that enables customers to self-serve throughout their immigration journey. All customers will be able to find information about their individual application whenever they need it. Additional enhancements will make it easier for customers to complete simple tasks and encourage customer compliance, such as making it easier to upload new information if their circumstances change.

These changes will open up further opportunities to streamline systems and processes that sit outside of the core visa application journey and integrate these into the ADEPT self-service portal. For example, building in functionality that enables employers, education providers or other relevant and authorised parties to check an individual's visa status (as currently available through the Visa View tool, which is hosted separate to all our submission and processing platforms). As the platform evolves and more products are built in ADEPT, the customer portal will become the single place for customers to view all information related to their immigration journey.

These self-service enhancements, alongside more efficient processing, will reduce demand on our two-way support channels, such as the Customer Service Centre or Visa Application Centres. This will support efficiencies and enable them to focus on providing tailored support when it is really needed, such as in complex situations where customers cannot self-serve.

We will ensure staff have accurate and consistent information so they can do their mahi

We will ensure staff have easy access to the information and guidance they need by introducing a knowledge base that supports quality decision-making in a timely manner. Accurate and up-to-date, this knowledge base will be easily searchable, enabling swift access to information that is easily digestible and supports appropriate action.

Consolidating our existing tools, we will work towards a future where information is served to people as guided, real-time support when they need it, with the option of still being able to seek further, more detailed information, when required. This will result in more self-guided issue resolution through the visa assessment process, reducing the time burden on technical specialists and operational support functions.

We will create clear pathways for capability development and a continuous improvement culture

The enhanced visa processing model will enable more flexible working opportunities for staff and the opportunity to work across a wider range of products with clearer pathways for capability building. For example, as visa products no longer become tied to particular locations due to training and licensing needs, teams of new starters from different sites can work on similar products or tasks, while our most experienced staff can undertake the more challenging or complex cases. We will use existing digital tools to leverage expertise from across the entire immigration system network and enable real-time help for staff regardless of location, both supporting development of staff capability and collaborative resolution of processing issues.

The reduction in manual tasks and increased use of automation will enable a smaller, more specialised workforce, with a focus on empowering staff to tackle decisions that have higher complexity and therefore require greater judgement. Recruitment practices will adapt to attract, hire and retain people with the digital and risk literacy skills required, underpinned by the skills framework needed to develop high performing teams. An end-to-end training journey will be established which will guide and support staff from their induction through to becoming an expert in all areas of immigration processing that fits within the new enhanced visa processing model.

We will create clear career pathways that support the immigration system to respond to changing workforce trends, enable career progression, and deliver consistent decision-making. This pathway will give staff a very clear picture of the journey they will be on in the immigration system, the training they will receive, and what work they are able to complete across all visa products, which will be designed to be learner led at their pace with career pathways available at the end that they can work and train towards. This will help build an engaged workforce who contribute to the success of the immigration system.

As our workforce evolves over time, so too will the footprint of our sites as we move towards a future where individual sites work seamlessly together and operate as a single and integrated network. We may need to review and consolidate the scale of our onshore and offshore locations to support operational efficiency and ensure sites have the right balance of frontline roles to deliver to the new service model. This includes reconsidering the scope of teams outside of visa processing. For example, as more customer-centric service design reduces the demand for support from the Customer Service Centre, the scope of its work can continue to broaden to include operational support in line with business needs, such as completing manual resolution tasks where these are still required.

Our ambition is to build an environment that has an inclusive culture and empowers our people to constructively challenge, deliver and develop and bring their best to work every day. It will be underpinned by a continuous improvement programme and mindset wrapped around both staff and processes. We will invest in uplifting the capability of staff because we want to ensure our people have the skills and confidence required to identify improvements to systems and processes, have a channel to communicate these ideas, and have well-defined change processes in place to ensure the right solutions are prioritised and delivered.

Figure 3: Summary of outcome area 1: Improved efficiency of services

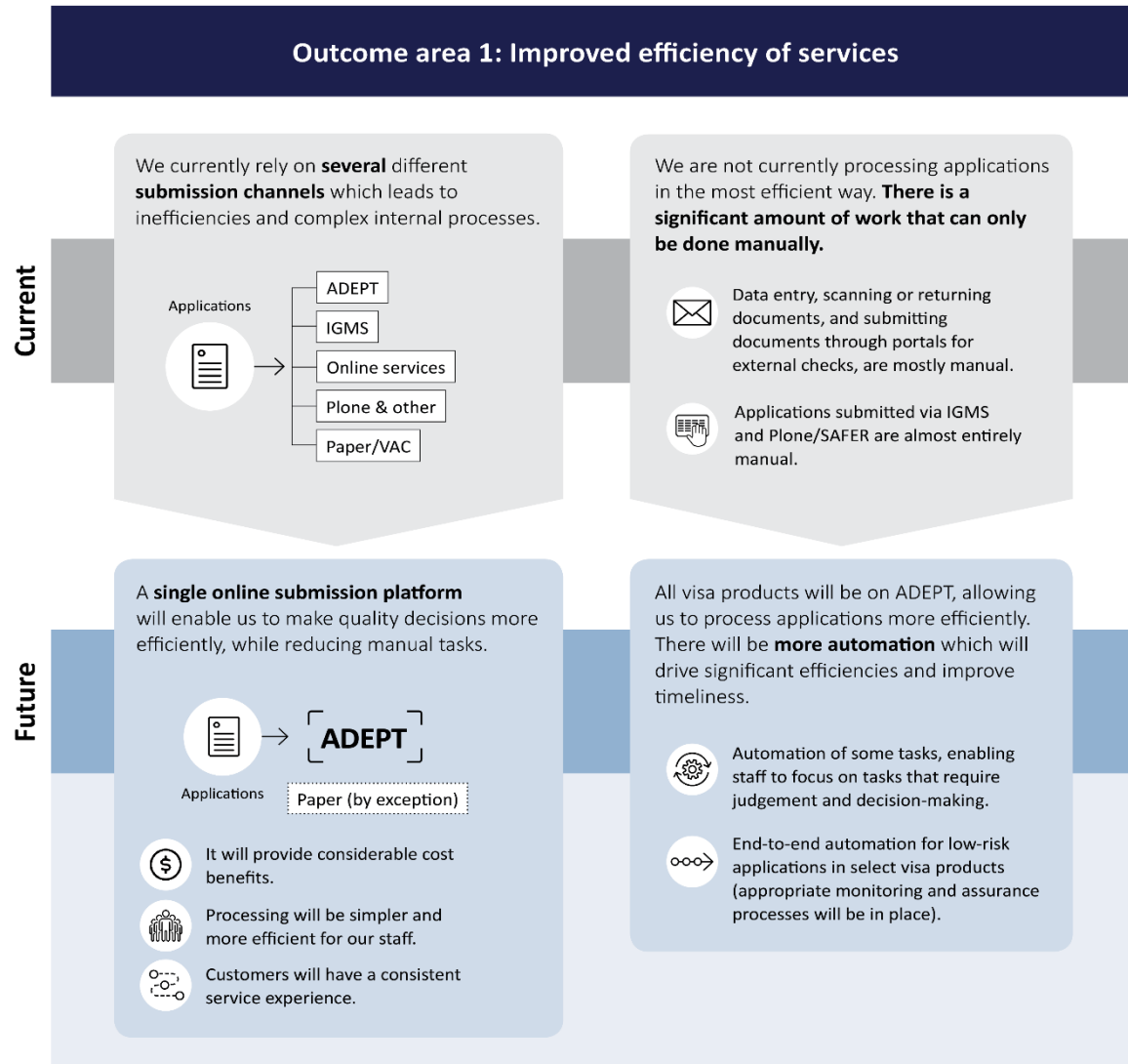


Figure 4: Summary of outcome area 2: Improved identification and management of risk



Figure 5: Summary of outcome area 3: Improved system agility

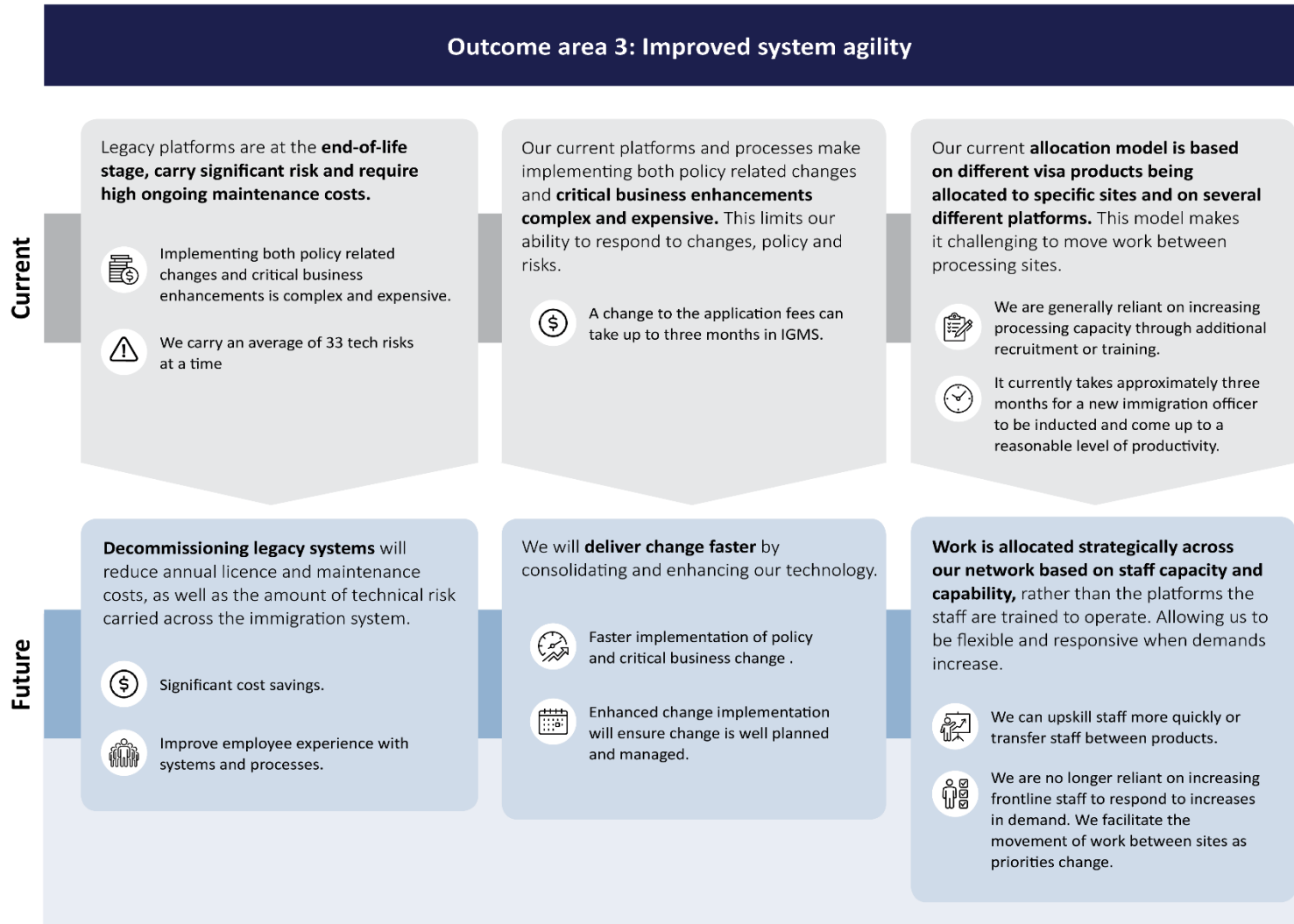
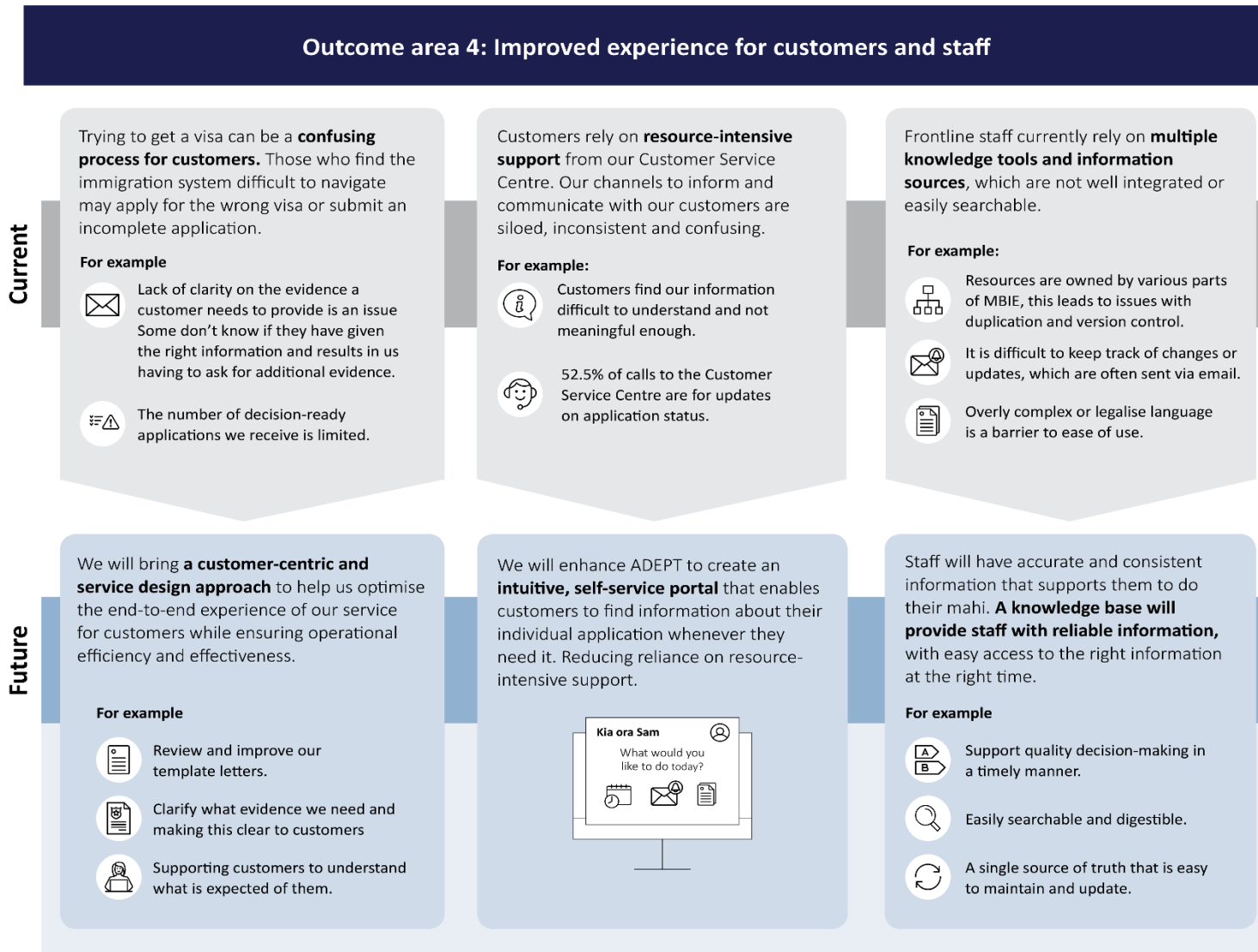


Figure 6: Summary of outcome area 4: Improved experience for customers and staff



We have defined the investment objectives for the changes we need to make

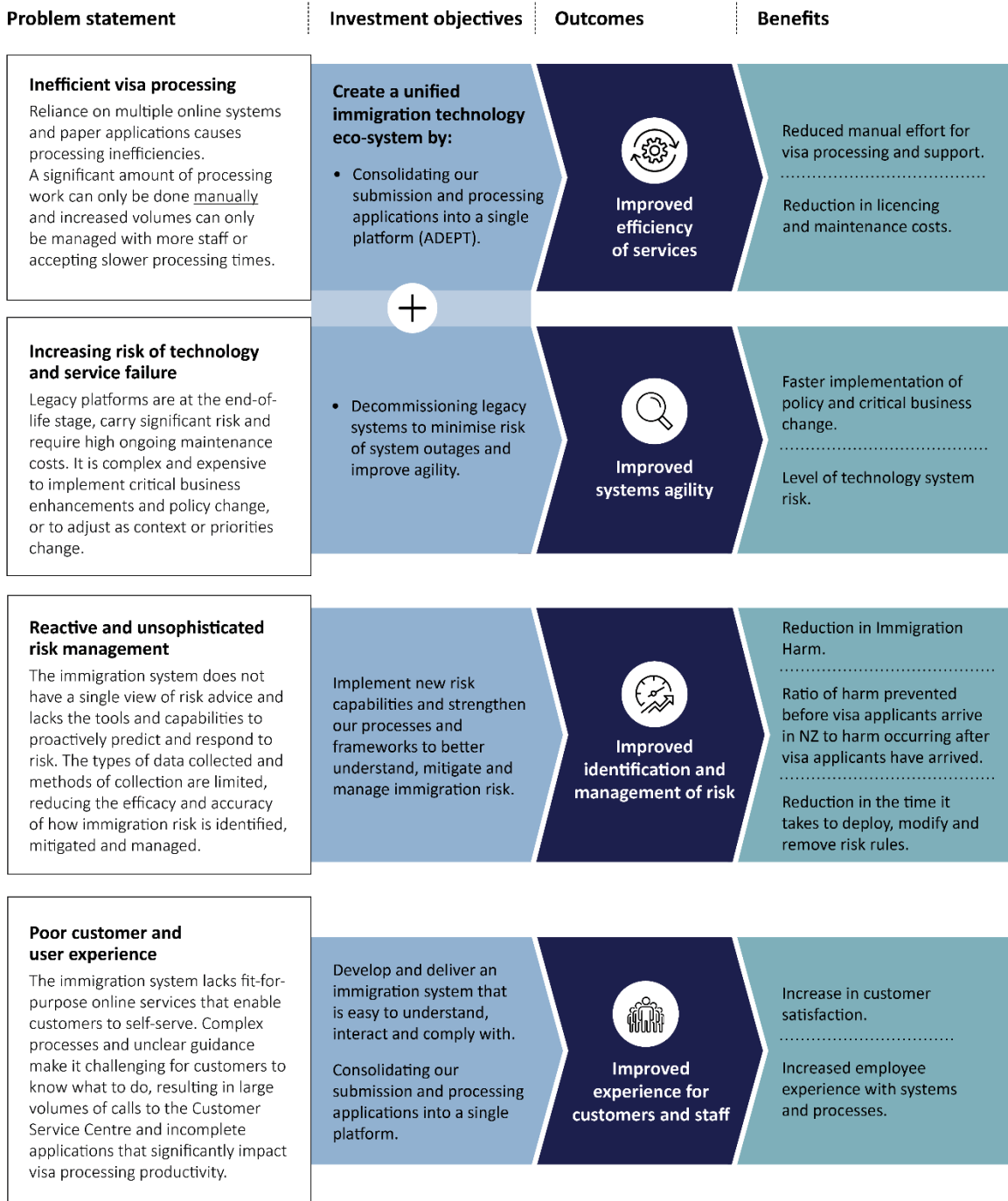
Our objectives for the investment are to:

1. create a unified immigration technology eco-system by:
 - consolidating our submission and processing applications into a single platform (ADEPT).
 - decommissioning legacy systems to minimise risk of system outages and improve agility.
2. implement new risk capabilities and strengthen our processes and frameworks to better understand, mitigate and manage immigration risk.
3. develop and deliver an immigration system that is easy to understand, interact and comply with.
4. Consolidating our submission and processing applications into a single platform.

Achieving these objectives will require change across various levels, including business processes, work practices, technology, and potentially some amendments to immigration instructions.

The investment logic for this case is summarised below.

Figure 7: Investment logic map



We have already put in place some of the core foundations required

We have long acknowledged the need to transform and over time have taken steps towards establishing a digitally-enabled model for processing visa applications and establishing some foundational elements to strengthen our risk management approach.

To start to address the challenges we are facing, we have invested over the last five years in developing infrastructure and systems to perform more efficiently and effectively and improving the experience for customers. These initiatives are summarised below.

- *A cloud-based, digitally-enabled platform for visa processing:* The ADEPT platform was a foundational step towards providing an enduring visa application processing platform and customer portal technology. More information can be found in *Appendix three: Summary of the Automated Decision Assist project*.
- *A cloud-based business rules engine (AzBRE):* This aligns our technology for one of our core components of the future management of immigration risk in visa applications to our target state cloud-based architecture.
- *A risk analytics platform:* The risk analytics platform project procured the predictive analytics foundational technology to complement our business rules engine and enable us to manage immigration risk in a more dynamic and responsive manner in the future. The project also developed a low-risk visitor visa model and established INZ's algorithm governance structure, including introduction of the MBIE Data Science Review Board (DSRB). However, the platform is not yet connected to ADEPT.
- *A strong and capable centre:* Changes to the organisational structure of INZ in 2023 focused on creating a strong and capable enabling centre that is responsible for enhancements to service design and delivery. With a goal of relieving pressure at the frontline, this structure improves our ability to respond to change and maximise visa processing efficiency.
- *A customer-centric approach:* Our customer function has an increasingly rich understanding of customer behaviours and insights. These insights are being used to inform the design of products, processes and services that are simple for customers and efficient for us to deliver.
- *A continuous improvement framework:* The introduction of a consistent continuous improvement framework is supporting operational teams to problem solve and improve team productivity.
- *A new immigration website:* The INZ Website Redevelopment Project is bringing together all immigration websites to form a single source of truth for all immigration audiences. It will improve the quality of applications received, reduce pre-application call demand to the Customer Service Centre and improve the satisfaction of customers seeking to use the immigration system.
- *An upgrade to existing biometrics capability:* The Biometric Capability Update project will deliver a significant upgrade to the existing immigration biometrics management, capture and matching solution. When completed, the upgrade will improve efficiency through higher levels of automation and lower the number of cases that need manual intervention to resolve. The work is also expected to result in better identity risk targeting, such as improving identity fraud detection.

The Our Future Services work programme is our plan to deliver the next phase of transformation

The changes outlined above have set an important foundation as we look to build further. They outline the pathway we need to take and provide evidence of the improvements and successes that can be achieved through our intended approach.

The Our Future Services work programme will continue and accelerate the changes required to future proof the immigration system. It will focus on leveraging existing technologies and capabilities, decommissioning legacy visa submission and processing platforms and implementing some additional technical capabilities to further enhance our risk management approach.

We recognise that transitioning to the desired future service model will require a dedicated, multi-year effort of change, which we propose to achieve over three phases and will incrementally deliver against the programme outcomes. Delivery of the programme will require multiple workstreams being undertaken in parallel with each delivering key initiatives which contribute to implementation of the future state model and the programme outcomes.

The programme will be delivered over three phases with clear checkpoints

- Phase one: February 2025 – June 2026
- Phase two: July 2026 – June 2028
- Phase three: July 2028 – December 2031

Each phase will deliver productivity and efficiency improvements as outlined in the table below.

Table 1: Programme phases

Phase	Time period	Core activities	Monetary benefit
Phase one	February 2025 – June 2026	31 visa products delivered, some pre-requisite decommissioning activities completed.	\$3m
Phase two	July 2026 - June 2028	A further 111 products delivered, one platform decommissioned, core risk capabilities implemented, including risk analytics platform connected and analytic model to inform risk.	\$79m
Phase three	July 2028 – December 2031	Remaining 75 visa products delivered, all decommissioning completed.	\$263m
One year post delivery			\$107m
Annual ongoing reduction in immigration expenditure			\$80m

While phase one begins in February 2025, this will initially be continuing to deliver at the current pace. Our Future Services work programme will work to have the necessary increased capacity in place by May/June 2025 to accelerate delivery from this time.

By dividing the programme into smaller components of work, we can establish clear check points to undertake formal delivery assessments. Through these we will monitor progress to date, validate and/or reset our initial assumptions and evaluate our delivery success.

The first phase is designed to be deliberately short to build confidence in our ability to deliver at an early stage. By the end of the first phase, we will already be delivering both monetary and non-monetary benefits. While it would be possible to choose not to proceed with the programme following the first phase, the efficiency benefits achieved would not be enough to recoup the costs spent. The aims of the business case would not be achieved and we would not deliver a service model that is fit for purpose.

The checkpoints provide opportunities to re-phase or re-prioritise if required

We recognise that even though the programme significantly reduces the timeframe of delivering all products onto ADEPT from 12 years to seven years (see page 48 for a summary of all four investment options), the length of the programme still carries delivery risk in relation to emerging technology, change fatigue and potential for ongoing scope changes.

While the phases are interdependent, the approach provides structured decision points to use lessons from the previous phase to determine how and whether to proceed to the next stage and allows for any adjustments to the delivery approach to be made if required to support the realisation of benefits. This may include whether it is possible or desirable to accelerate delivery by rephrasing the programme, or whether reprioritisation is required of the roadmap based on changes to our assumptions or government priorities.

These decision points will also provide opportunities for us to consider any appropriate changes to scope due to changing government priorities or delivery approach based on emerging technologies that it may be appropriate to bring into the system, such as the use of artificial intelligence. As ADEPT is a cloud-based platform, we will have the ability to upgrade and integrate changes as appropriate.

Key to managing the evolution of the programme's technology scope over the extended time frame, is a sufficiently mature and mandated architecture function which is able to knit together both emerging business concerns, delivery vendors' architecture and design practices, while maintaining oversight of newly emergent technologies and opportunities.

The MBIE Architecture team is suitably positioned to manage this risk. However, it will remain important that senior stakeholders ensure the architecture function remains well connected/embedded within the programme across its delivery horizon.

A risk has been included in the programme risk register to ensure that the proposed length of the programme is not a barrier to achieving benefits and ensure our ability to stay the course is actively monitored with appropriate mitigations put in place (see page 119 for a summary of the programme risks).

The investment logic map identifies the key outcomes for the programme

The investment logic map for the programme identifies four outcome areas:

- *improved efficiency of services* – reducing costs through a single digital submission and processing channel that leverages automation capabilities to decrease manual effort.
- *improved identification and management of immigration risk* – implementing smart systems to help predict, identify, mitigate and manage risk at the earliest available opportunity.
- *improved systems agility* – increasing ability to respond to change, including faster implementation of policy and other critical business change.
- *improved experience for customers and staff* – designing with customers in mind to provide more self-service options and ensure they are well informed about what they need to do.

Through a series of workshops, we have identified benefits for each of the outcome areas, ensuring that each benefit is clearly defined, measurable and has an assigned owner.

The programme will deliver significant benefits throughout its duration

Both monetary and non-monetary benefits will be realised through successful delivery against the programme roadmap. A total of nine benefits will be monitored across the four outcome areas. Two of these are related to efficiency and are monetised, with the remainder relating to immigration risk, system agility and customer and staff experience. The benefit areas are outlined below.

These benefits will be incrementally realised throughout the life of the programme, with each workstream initiative contributing to one or more of the identified benefit areas.

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Table 2: Key performance indicators for benefits

Outcome	Benefit	Benefit measure		Baseline	Phase one improvement	Phase two improvement	Phase three improvement	
Improved efficiency of services	Reduced manual effort for visa processing and Support	Average number of visa applications decided per day	Non-complex applications average daily decisions	15.95	17.17	21.91	23.94	
			Complex applications average daily decision	2.36	2.41	2.67	3.07	
		The percentage of applications that are automatically decided	Visitor Visas	0%	-	40%	40%	
			Resident Visa Transfers & Confirmations	0%	-	80%	80%	
			Temp Visa Transfers	0%	-	80%	80%	
			Working Holiday Scheme	0%	-	-	40%	
		Volume of inbound customer contact with the Immigration Service Centre (calls/ emails)	Service centre inbound calls answered	814,216 (annually)	-	17% reduction	20% reduction	
			Service centre emails responded to	48,900 (annually)	-	34% reduction	40% reduction	
		Reduction in licencing, postage and maintenance costs	Annual licencing and maintenance expenditure on core visa processing applications (IGMS, Plone and AMS)		\$30m pa	-	reduced to \$24.3m pa includes inflation adjustment	reduced to \$16.7m pa includes inflation adjustment
			Annual postage and storage expenditure		\$1.2m	-	-	reduced to \$0.2m pa includes inflation adjustment
Improved identification and management of immigration risk	Reduction in Immigration Harm	Cost of immigration harm		Not available	-	2% - 5% reduction in immigration harm*	5% - 10% reduction in immigration harm*	
	Ratio of harm prevented before visa applicants arrive in NZ to harm occurring after visa applicants have arrived	Percentage of applicants not arriving due to declines, withdrawals, offloads and turnarounds		Not available	-	Uplift in the range of 10% to 20%*	Uplift in the range of 20% to 30%*	
		Percentage of applicants arriving and experiencing adverse outcomes		Not available	-	Reduction in the range of 10% to 20%*	Reduction in the range of 20% to 30%*	
	Reduction in the time it takes to deploy, modify and remove risk rules	The time it takes to deploy, modify and remove risk rules		Not available	-	10% reduction in time taken*	20% reduction in time taken*	
Improved systems agility	Faster implementation of Policy and critical business change	The time and cost to implement policy and critical business change		Not available	-	5% improvement*	20% improvement*	
	Level of technology system risk	The number of ICT system risks	All applications	33.4	-	18	18	
Improved experience for customers and staff	Increase in customer satisfaction	Percentage of customers satisfied with the overall experience of applying for a visa		77%	85-86%	86-88%	86-89%	
		Customer satisfaction with Ease of Use in applying for a visa	Paper applications	69%	-	-	89-92%	
			Online applications	84%	88-89%	88-91%		
	Increased employee experience with systems and processes	Employee experience with using INZ systems and the extent to which they say that the system enables them to do their job		Not available	-	10% improvement*	40% improvement*	

*improvement value to be validated following development of baseline

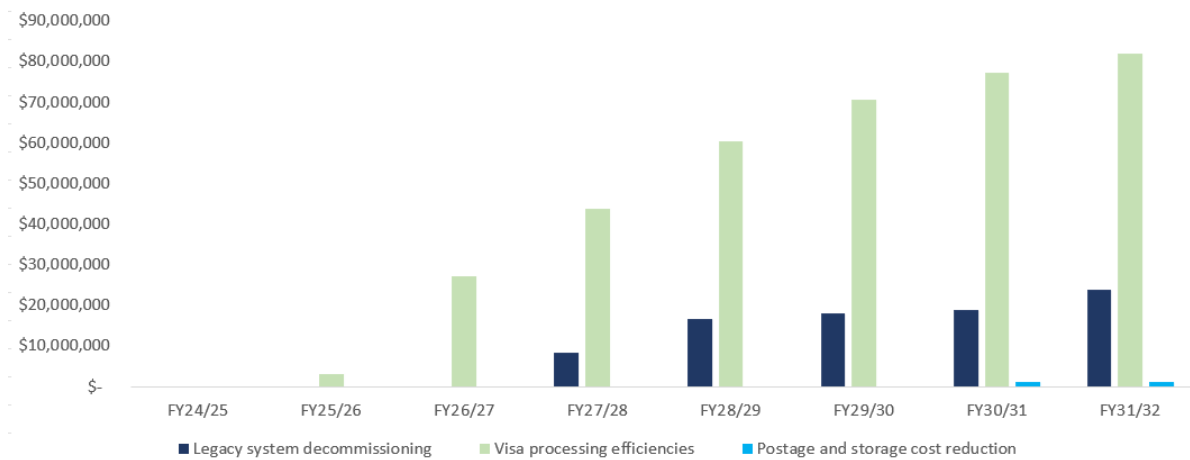
We expect to deliver approximately \$453m in monetisable benefits through the programme

We estimate we will deliver approximately \$453m in monetisable benefits incrementally over the life of the programme. Benefits will be achieved through a reduction in visa processing workforce requirements, postage and storage costs, and savings from decommissioning legacy systems.

Following delivery of the programme, annual ongoing immigration system expenditure will reduce by \$80m plus annual inflation.

Monetised benefits will be delivered progressively through the life of the programme and will start to be generated from year two. The graph below shows how benefits will accumulate throughout the programme.

Figure 8: Accumulated monetary benefits throughout the programme



We will actively manage benefits realisation to ensure initiatives deliver the outcomes

Monitoring and tracking of the benefits will be crucial to ensure successful realisation of the programme outcomes and ongoing funding for the programme.

We will develop robust mechanisms and leverage existing project management tools to collect data, measure progress, and accurately measure the impact of change delivery. A dedicated benefits realisation role within the Programme team will ensure effective monitoring.

Business owners for each benefit area have accepted and endorsed these benefits.

The greatest proportion of benefits will be achieved through a reduction in the visa processing workforce as products are built onto ADEPT. The realisation of workforce related benefits will be achieved through an attrition approach, meaning it is important that workforce management is closely aligned with the visa product migration roadmap. We will actively track and monitor productivity realisation following the release of new products onto the platform and ensure that processing efficiencies are realised in a controlled manner.

Effective change management, including a proactive training plan will be essential to manage the workforce changes required.

See the Management Case for more on benefits realisation.

Our Future Service model aligns with wider government initiatives

We will engage with key agencies and delivery partners to ensure a shared future vision for the immigration system

The wider immigration system extends beyond MBIE, with a range of other agencies and delivery partners contributing to facilitating people to travel to and stay in New Zealand and keeping our borders safe. It is critical that together we have a shared understanding of the future direction of the immigration system.

We will maximise opportunities for collaboration and sharing learnings with other government agencies

As the programme is centred around an existing platform, there is limited opportunity for direct sharing and collaboration in relation to technology architecture. However, where appropriate, we will explore opportunities to take a collaborative and co-design approach within other parts of the programme. This includes working closely with relevant partners during the design phase of building products onto ADEPT. For example, we have worked closely with stakeholders in the education sector on the design for International Student visas. The co-design process will consider opportunities to streamline and improve customer experience within other government-provided services beyond the immigration system, including where there may be appropriate opportunities to share information across agencies.

Additionally, MBIE has created and chairs the All-of-Government Patterns & Standards Community of Practice where we share re-usable architecture patterns and standards that we establish and develop during our design work within programmes and projects.

Patterns, standards and design work that are developed during the Our Future Services programme will thus be shared with other agencies design practices. Currently this forum has representation from the following agencies: Ministry of Justice, Oranga Tamariki, New Zealand Police, Civil Aviation Authority of New Zealand, Ministry of Primary Industries, Department of Internal Affairs, Ministry of Education, Energy Efficiency and Conservation Authority, National Cyber Security Centre, Reserve Bank of New Zealand, Kainga Ora, Ministry for Social Development, and Department of Corrections.

We recognise the importance of seeking opportunities to share our own learning throughout and following the programme with other agencies that are looking to undertake similar programmes around building a digitally-enabled service model.

We are engaging with our international counterparts in the Migration Five to share learnings and insights

The members of the Migration Five (Australia, Canada, New Zealand, the United Kingdom and the United States) regularly exchange ideas and information to advance specific immigration initiatives that benefit all members.

We have engaged particularly with Australia and Canada to support the development of key aspects of the future service model. Both nations share similar ambitions to New Zealand to implement digital technologies that help reduce the complexity of the immigration system and deliver a more customer-centric experience, while also delivering efficiency for our respective organisations. These

ambitions are outlined in *A Migration Strategy for Australia*¹³ and *An Immigration System for Canada's Future: A plan to get us there*¹⁴.

We have had focused engagement with Canada who are at a similar stage in their journey to create a digitally-enabled immigration system. This has included discussing specific topics to share learnings, including benefits realisation, self-service options, and approaches to automation and artificial intelligence. We expect this engagement to continue throughout the duration of the programme, with a focus on discussing challenges and barriers to delivery as they emerge.

Our Future Services supports the all-of-Government service modernisation initiative

The Department of Internal Affairs has developed an All-of-Government Service Modernisation Roadmap to accelerate the digitising of government services and drive productivity for the benefit of New Zealanders. This will help deliver an improved and more unified customer service experience for digital government services.

The Our Future Services work programme has shared objectives with this initiative, particularly the focus on digitising and providing opportunities to deliver more efficient, effective and responsive public services that cost less to operate. In addition, our programme lays the foundation for driving further uptake of digital technology within the immigration system, such as use of digital identity and artificial intelligence, which can realise further benefits and increase productivity.

Our future state vision is aligned with the All-of-Government Strategy for a Digital Public Service

Delivering a modernised and digital experience for staff and customers is a key foundation of our programme. This aligns with and contributes to the *All-of-Government Strategy for a Digital Public Service*¹⁵, in particular, its outcomes to ensure better results for New Zealand through a digital public service and a modern, agile and adaptive public service.

Moving towards a digital-first approach is vital to enabling the immigration system to realise efficiencies and better manage risk, which means we can better deliver on our purpose of facilitating and protecting New Zealand's interests. It will also enable us to use our resources efficiently, creating a more agile and flexible delivery model that is no longer tied to locations or platforms.

Table 3: Alignment of Our Future Services work programme with priority focus areas in the Strategy

Strategy priority focus areas	Connections to our future service model
Integrated services for people and businesses	<ul style="list-style-type: none"> • The move to a single online submission channel will make it easier and more efficient for staff to do their work and provide a more intuitive experience for customers.
Leadership, people and culture change	<ul style="list-style-type: none"> • Increased use of automation will enable staff to focus on work that requires greater skill and judgement. This transition will be supported by embedding a continuous improvement culture that is underpinned by clear capability pathways to recruit and retain staff.

¹³ A Migration Strategy for Australia (<https://immi.homeaffairs.gov.au/what-we-do/migration-strategy>)

¹⁴ An Immigration System for Canada's Future: A plan to get us there (<https://www.canada.ca/en/immigration-refugees-citizenship/campaigns/canada-future-immigration-system/plan.html>)

¹⁵ Strategy for a Digital Public Service | NZ Digital government (<https://www.digital.govt.nz/digital-government/strategy/strategy-summary/>)

Foundations	<ul style="list-style-type: none"> We will deliver the right tools and capabilities needed to better predict, mitigate and manage immigration risk. This includes ensuring the collection of high-quality data and effective sharing of information that supports greater efficiency throughout the immigration system.
Investment	<ul style="list-style-type: none"> Building all visa products into a single online submission channel will ensure that the immigration system is using a flexible and modern platform, and decommissioning of legacy platforms that are not good value for money.
New ways of working	<ul style="list-style-type: none"> We will bring greater consistency and standardisation to how we work, with improved information and guidance empowering staff in their everyday work. Applying a service design lens will improve customer experience, with this approach underpinned by easy-to-understand communication that aligns with government standards and frameworks. We will build greater flexibility and agility into how we allocate work and respond to changes in the system, including surges in volume or policy change.

The behaviours outlined in the Strategy are also reflected in the design of our work programme. This includes using service design methodology to build customer-centricity into our delivery, strengthening our approach through engagement and collaboration with delivery partners, delivering cost savings through decommissioning of legacy systems, and ensuring building the capability of our people is embedded into our service model.

We will ensure our automation approaches are fair, transparent and in line with public sector guidance

Automation and its associated efficiencies are a central component of our future service model. We will ensure that as automation is developed and implemented, we follow the commitments as set out in the *Algorithm charter for Aotearoa New Zealand*¹⁶.

MBIE is a signatory to the Charter and is committed to carefully managing how algorithms are used to maintain the trust and confidence of New Zealanders, customers and stakeholders. This includes following the proper processes to implement automation, such as oversight from the Data Science Review Board, and demonstrating transparency and accountability in how we make decisions and the impact of decisions informed by algorithms.

While our approach to automation does not extend to artificial intelligence (AI) initially, there is potential that it may evolve to include this in the future if it can be used to improve efficiency and risk identification in processing visa applications.

We are aware there is work ongoing across government to develop a more strategic approach to AI and support increased uptake and use of AI in New Zealand to deliver better outcomes for New Zealanders. We will follow this work closely as it develops. In the interim, we will refer to and align

¹⁶ Algorithm charter for Aotearoa New Zealand (<https://data.govt.nz/toolkit/data-ethics/government-algorithm-transparency-and-accountability/algorithm-charter/>)

with the *Initial advice on Generative Artificial Intelligence in the Public Service*¹⁷ to ensure any risks associated with these technologies are appropriately mitigated. This includes considering external risks posed by bad actors using artificial intelligence to attack our systems or algorithms.

Our focus on improved data collection and connection is aligned to the Government Data Strategy and Roadmap 2021

Improving how we collect and use data across the immigration system is a central enabler to enhancing decision intelligence, ensuring that we have the right data at the right time to predict, identify, mitigate and manage risk. Our aims regarding data align with the intentions set out in the *Government Data Strategy and Roadmap 2021*¹⁸, which outlines four fundamental components for an inclusive and integrated government data system – data, capability, infrastructure, and leadership.

Our future service model particularly relates to the outcomes within the data component, which is focused on providing the right data at the right time. Through our work to improve data collection and connection, we will implement processes and capabilities that support us to collect and store data effectively now and in the future. This approach will ensure that decision makers at all levels of the organisation have access to the data they need to make informed decisions and do their jobs effectively and efficiently, particularly in relation to managing risk.

In addition, we will improve access to data through feedback loops and information sharing that enables better visibility of information across the immigration system and with related partner functions or agencies. This aligns with the Strategy's aims to improve data integration between agencies, leading to more effective and efficient use of data and reducing costs.

Our future service model will contribute towards Secure Together: New Zealand's National Security Strategy 2023-2028

Through our role as trusted steward of the immigration system, MBIE is one of a variety of agencies that contributes to the national security community within New Zealand. In particular, we are a key contributor to Border Security, one of twelve core national security issues identified in the *Aotearoa's National Security Strategy: Secure Together Tō Tātou Korowai Manaaki*¹⁹.

Our plans to enhance decision intelligence will embed expert use of data, systems and processes to support an efficient immigration system that facilitates legitimate visa applicants and passengers while keeping risk offshore. This aligns with and contributes to the issue of Border Security as outlined in the Strategy. The core issues framework within the Strategy is based on understanding, preventing and preparing, which enables us to act early. This aligns with the core principles of our approach to predicting, mitigating and managing immigration risk throughout the immigration system, including at the border, with the aim of keeping as much risk as possible offshore.

The Strategy recognises that visa application assessments play a vital role in preventing national security risk reaching the border. Effective border security is about safeguarding New Zealand and

¹⁷ Joint System Leads tactical guidance on public service use of GenAI (digital.govt.nz) (<https://www.digital.govt.nz/assets/Standards-guidance/Technology-and-architecture/Generative-AI/Joint-System-Leads-tactical-guidance-on-public-service-use-of-GenAI-July-2023.pdf>)

¹⁸ The Government Data Strategy and Roadmap - data.govt.nz (<https://www.data.govt.nz/leadership/strategy-and-roadmap/>)

¹⁹ Aotearoa's National Security Strategy: Secure Together Tō Tātou Korowai Manaaki | Department of the Prime Minister and Cabinet (DPMC) (<https://www.dpmc.govt.nz/our-programmes/national-security/aotearoas-national-security-strategy>)

I N C O N F I D E N C E

our people from threats, including the bad actors that we do not want to enter New Zealand, as well as other forms of immigration harm, such as trafficking in persons and migrant exploitation. As with other aspects of the immigration system, the need for security at our border is balanced with facilitating the entry of individuals to New Zealand that contribute to the country's prosperity and wellbeing – aligning with the MBIE strategy of 'Growing New Zealand for All'.

Economic case

The economic case evaluates the feasibility, viability and strategic value of the different investment options identified for the scope of the programme.

It evaluates each option against a set of criteria and provides a rationale for the preferred option.

Investment options analysis

Four investment options have been identified, which build in scale of investment, speed of delivery and quality of outcomes.

- Option one – status quo: Over 12 years this option would build all products onto ADEPT. However, legacy systems remain and there would be no improvements to risk management. Following delivery (from FY36/37), annual ongoing immigration system expenditure would increase by an estimated \$4.6m plus annual inflation.
- Option two – do minimum: Over 12.5 years this option would build all products onto ADEPT and decommission legacy systems. However, there would be no improvements to risk management. Following delivery (from FY36/37), annual ongoing immigration system expenditure would reduce by an estimated \$43.2m plus annual inflation.
- Option three – do minimum faster: Over seven years this option would accelerate the build of all products onto ADEPT and decommissioning. However, there would be no improvements to risk management. Following delivery (from FY31/32), annual ongoing immigration system expenditure would reduce by an estimated \$63.1m plus annual inflation.
- Option four – modernise: Over seven years this option would create efficiencies by modernising our end-to-end service model. Following delivery (from FY31/32), annual ongoing immigration system expenditure would reduce by an estimated \$80m plus annual inflation.

A summary of what is in scope for each option can be found in the table below.

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Table 4: Summary of in-scope activities for four investment options

In-scope activities	Activity contribution to benefit areas	Option one	Option two	Option three	Option four
		Build all products on ADEPT, legacy systems remain, no risk management improvements (status quo) 12 years	Build all products on ADEPT, decommission legacy systems, no risk management improvements (do minimum) 12.5 years	Accelerate build of all products on ADEPT and decommissioning, no risk management improvements (do minimum faster) 7 years	Creating efficiencies by modernising our end-to-end service model (modernise) 7 years
Enable ADEPT as the single submission channel (build all remaining visa products onto the platform)	<ul style="list-style-type: none"> Improved efficiency of services Improved experience for customers and staff Improved systems agility 	✓	✓	✓	✓
Decommission legacy systems	<ul style="list-style-type: none"> Improved efficiency of services Improved systems agility 		✓	✓	✓
ADEPT platform enhancements - application status updates enhancements and other smaller changes	<ul style="list-style-type: none"> Improved experience for customers and staff Improved efficiency of services 			✓	✓
ADEPT platform enhancements - implementing additional self-service opportunities, workflow and performance monitoring improvements and digital identity capabilities	<ul style="list-style-type: none"> Improved experience for customers and staff Improved efficiency of services 				✓
Complete an end-to-end review of business processes as visa products are built onto ADEPT – focused on processing efficiencies and customer experience improvements & increased data collection to inform risk	<ul style="list-style-type: none"> Improved efficiency of services Improved experience for customers and staff Improved identification and management of risk 				✓
Connection of a risk analytics platform and implement probabilistic models to improve risk targeting	<ul style="list-style-type: none"> Improved identification and management of risk 				✓
Streamline management of risk rules and make them easier to review and access by creating a single repository to store risk rule definitions	<ul style="list-style-type: none"> Improved identification and management of risk 				✓
End-to-end automated decision making enabled for selected low risk visa products	<ul style="list-style-type: none"> Improved efficiency of services 				✓
Implement decision intelligence capability to enable a proactive and intelligence-led approach to identifying emerging risk	<ul style="list-style-type: none"> Improved identification and management of risk 				✓
Enhanced knowledge management capabilities to support and strengthen decision making	<ul style="list-style-type: none"> Improved experience for customers and staff 				✓

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	<ul style="list-style-type: none"> Improved identification and management of risk 				
Better information sharing to improve identification and management of risk	<ul style="list-style-type: none"> Improved identification and management of risk 				✓
Workforce of the future – implement an enhanced visa processing model that distributes work more flexibly and strategically across our workforce based on capability and capacity.	<ul style="list-style-type: none"> Improved systems agility 			✓	✓

Option one: build all visa products on the ADEPT platform, legacy systems remain, no improvements to risk management (status quo)

Under option one we would continue our current programme of work to build remaining visa products onto ADEPT using existing delivery team capacity. This would take up to 12 years, assuming current delivery capacity and momentum is maintained.

Current delivery team capacity is used for both making user enhancements to the platform as well as building new visa products onto the platform. Under this option, as the priority focus for the delivery team is to build visa products onto the platform, work on making user enhancements will be limited to making only the necessary change required to support product build onto the platform. We would not be able to fully leverage all the capabilities that the platform offers to further improve the experience for customers and staff.

As products are built onto ADEPT, we would slowly enable processing efficiencies through the automation of administrative and assessment tasks. We would also expect customer experience to slowly improve as an increasing number of visa products are built onto the platform. However, the building of visa products to ADEPT would be a 'lift and shift' with little to no improvements to existing processes to improve customer or staff experience.

Staff from across the immigration system would continue to navigate multiple systems to process visas, manage risk and compliance and respond to customer queries. Customers would continue to navigate complex processes and multiple channels to get their needs met, including having limited visibility of their application status.

The core immigration technology landscape would remain unchanged. We would need to continue to invest in core legacy systems to keep them stable and reduce the risk of service failure. Over the next 13 years, an estimated \$224m (including inflation) would need to be invested to maintain legacy visa processing and submission systems.

Current approaches to the identification and management of immigration risk would remain, with insufficient data and tools to effectively manage risk in an increasingly complex environment.

Option two: build all visa products onto ADEPT, decommission legacy systems, no improvements to risk management (do minimum)

Option two is an extension of option one. However, in addition to delivering all products onto a single platform, it will remove reliance on legacy systems by incorporating decommissioning of legacy submission and processing channels in alignment with the ADEPT visa product build plan. The work would be delivered over 12.5 years.

Legacy systems would be progressively decommissioned, starting with IGMS, followed by Plone/SAFER and then scaling back of AMS. Investment to support and maintain these systems would still be required to be made and is estimated to cost \$28.3m over the delivery period.

It does not include improvements to current risk management approaches.

The challenges/operating environment and limitations to improving customer and staff experience outlined in option one would remain in this option.

Option three: accelerate build of all visa products onto ADEPT and decommissioning legacy systems, no improvements to risk management (do minimum faster)

Under option three, there would be additional investment in technical delivery team capacity (two new delivery teams) to increase the speed of building products onto ADEPT. Legacy submission and processing platforms would be decommissioned and scaled back in alignment with the accelerated visa product build plan. This option simplifies the technology landscape and would enable ADEPT to become our single visa platform over a seven-year period, compared with 12.5 years in option two.

There would be a delivery team dedicated to make improvements to the platform to either improve user experience and/or create processing efficiencies. However, this would be limited to application status updates enhancements and other smaller changes – for example, improving how we request and manage health information.

There would be limited change to existing processes under this option. The build of visa products would not involve any product redesign, with a ‘lift and shift’ approach adopted. There would be the ability to improve business processes for some products as they arise (for example, policy change). This would provide some improvements to experience for customers and staff, as would all products being available in a single submission and processing platform.

Current approaches to the identification and management of immigration risk would remain, with insufficient data and tools to effectively manage risk in an increasingly complex environment.

Option four: creating efficiencies by modernising the end-to-end service model (modernise)

Under option four, improvements would be made across the end-to-end service model through making changes across technology, business processes and data and information, with a focus on significantly improving efficiency of services, our risk management approaches, and the experience of customers and staff.

This option also simplifies the technology landscape by decommissioning core legacy visa processing and submission systems so that the immigration system has one submission and processing platform. This is completed over a seven-year period (as per option three).

As products are built onto ADEPT, an end-to-end review of business processes would be undertaken – focused on both improving processing efficiencies, as well as customer and staff experience. For example, streamlining visa assessment and decision-making processes to remove inconsistencies, rationalising visa application forms to make them easier to understand and enabling a consistent view of verification requirements across visa types.

Additional delivery capacity will mean that significant improvements can be made to the ADEPT platform including implementing additional self-service opportunities, workflow and performance monitoring improvements and digital identity capabilities.

We would enhance our risk management approaches by putting in place some foundational risk management components and implementing enhanced technical capabilities that help us better measure, predict, mitigate and manage risk. Probabilistic risk models would be developed and implemented to better inform risk settings and to support improved immigration decision making with a proactive, intelligence-led approach to identifying emerging risks.

Having all visa products on a modern digital platform, combined with improved quality of data and probabilistic models enables us to implement end-to-end automated decision-making (ADM) for

selected low-risk applications, removing human intervention in decision making and creating processing efficiencies.

We would improve the online application experience for customers so that it is intuitive and easy to understand, more clearly guiding customers through the visa application process so that they can better manage their application and understand their visa conditions. We would also extend the self-service capability beyond applying for a visa.

For our staff, the system user experience would be enhanced through delivering guided, in-the-moment knowledge to strengthen quality decision making.

Information would be connected across the systems, ensuring that outcomes and other relevant information is made visible in appropriate systems used across the end-to-end immigration journey. For example, outcomes from compliance and investigation activities would feed into the risk analytics model.

Identifying the option that best delivers the desired programme outcomes

To ensure an objective evaluation of the investment options, an assessment criterion was developed that assessed each option against the programme investment objectives and a set of critical success factors that must be met.

As outlined in the Strategic Case, the investment objectives for the programme are to:

- create a unified immigration technology eco-system by:
 - consolidating our submission and processing applications into a single platform (ADEPT).
 - decommissioning legacy systems to minimise risk of system outages and improve agility.
- implement new risk capabilities and strengthen our processes and frameworks to better understand, mitigate and manage immigration risk.
- develop and deliver an immigration system that is easy to understand, interact and comply with.
- Consolidating our submission and processing applications into a single platform

Critical success factors are the essential attributes that must be achieved for successful delivery of the programme. The critical success factors identified for the programme are as follows:

1. *Strategic alignment* - The option demonstrates alignment to MBIE and INZ strategic objectives and long-term vision and the extent to which the option enables the immigration system to achieve the ambition set out in its future service model.
2. *Value for money* - The option will improve productivity and reduce overall immigration system costs. It has a positive return on investment.
3. *Implementation complexity* - The level of implementation complexity required to deliver the option is manageable and within an acceptable standard.
4. *Affordability* - The extent to which the option is affordable (level of upfront investment required) and sustainable over the long term.
5. *Business risk* - The option will enable INZ to mitigate against the risk of service delivery failure and a loss of confidence in the immigration system.
6. *Time horizon* - The option can be delivered within a timeframe that is acceptable.

Evaluation of the identified options

The table below shows the outcome of the evaluation of each of the options against the defined assessment criteria.

Table 5: Cost benefit analysis for each option

Evaluation criteria		Option one: Status quo	Option two: Do minimum	Option three: Do minimum faster	Option four: Modernise
<i>Investment Objectives</i>	Unified INZ technology environment				
	Simplified experience				
	Strengthen risk management				
<i>Critical success factors</i>	Strategic Alignment				
	Value for Money				
	Implementation complexity				
	Affordability • Affordability of implementation and need for upfront investment • Sustainability of ongoing costs over longer term				
	Reduces business risk				
	Time horizon				
<i>Benefits realisation</i>					
<i>Net Present Value of investment</i>		\$15	\$119	\$189	\$236
Overall	Evaluation conclusions				

Key
 low fit to the evaluation criteria
 medium fit to the evaluation criteria
 high fit to the evaluation criteria

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The cost benefit analysis for each option is outlined below. Dollar values in the table have been discounted at 6% to take a time value of money into account.

Table 6: Cost benefit analysis over time

	Option one: Build all products on ADEPT, legacy systems remain, no risk management improvements (status quo)	Option two: Build all products on ADEPT, decommission legacy systems, no risk management improvements (do minimum)	Option three: Accelerate build of all products on ADEPT and decommissioning, no risk management improvements (do minimum faster)	Option four: Creating efficiencies by modernising the end-to-end service model (modernise) Preferred
Delivery Timeframe (Years)	12	12.5	7	7
Whole of Life Costs (\$m)	(203)	(164)	(209)	(275)
Cost-Benefit Breakdown				
Present Value of Benefits (\$m)	218	283	398	511
Present Value of Costs (\$m)	(203)	(164)	(209)	(275)
Benefit Cost Ratio	1.08	1.72	1.91	1.86
Net Present Value (NPV, \$m)	15	119	189	236
NPV Rank (out of 4)	4	3	2	1
Investment returns				
Payback period (Years)	N/A	5.40	5.31	5.70
Annual net positive return	N/A	Year 5	Year 4	Year 4

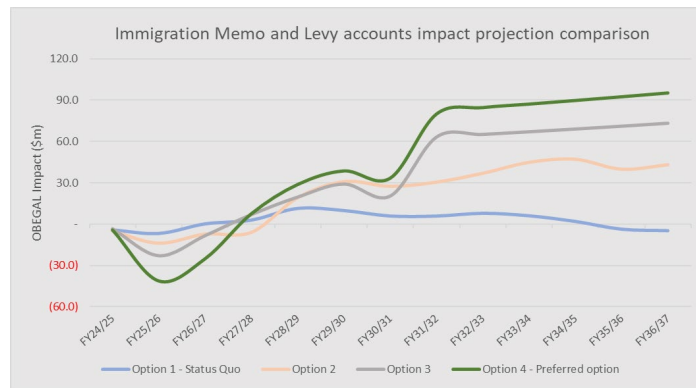
OBEGAL impact of the identified options over 13 years

The expenses and savings related to the programme will impact the Immigration Visa Services Memorandum and Levy hypothecation accounts. The forecast net impact on both accounts from each option is outlined below.

As the expenses and revenue of memorandum and hypothecation accounts balance over time, this initiative is not expected to improve the government’s overall fiscal position in the long term. Reduced costs for third parties should be reflected in future immigration Fee and Levy reviews to rebalance the Memorandum and hypothecation accounts.

Memo and Levy account Impact Projection (\$m)	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37
Option 1	(4.0)	(6.6)	0.4	3.1	11.5	10.0	6.0	6.0	8.0	6.2	2.1	(3.5)	(4.6)
Option 2	(4.9)	(13.7)	(7.1)	(5.8)	19.2	31.0	27.6	30.6	37.0	45.0	47.2	40.0	43.2
Option 3	(3.5)	(23.1)	(8.6)	6.8	19.5	29.0	20.2	63.1	65.0	67.0	69.0	71.0	73.2
Option 4 (Preferred option)	(4.3)	(41.5)	(25.3)	7.4	28.7	38.6	33.3	79.9	84.7	87.2	89.8	92.5	95.3

Figure 9: Immigration Visa Services Memorandum and Levy hypothecation accounts impact projection comparison



Overview of the evaluation outcome

Option one: Build all products on ADEPT, legacy systems remain, no risk management improvements (status quo) – rejected

This option is the least desirable when assessed against the evaluation criteria. While it is the less complex in terms of implementation it delivers the less value for money and overall benefits realisation against the programme outcomes.

- It does not meet any of the identified investment objectives.
- We estimate that we would need to invest \$224m (including inflation) in older legacy visa submission and processing systems over this period so they remain fit for purpose.
- This option will likely increase our cost to serve as licence costs for ADEPT will increase as activity in the platform builds up, while still paying licence and support costs on core legacy systems.
- While this option does contribute to improved efficiency of services, these would take time to achieve and the option does not maximise the total efficiency potential.

Option two: Build all products on ADEPT, decommission legacy systems, no risk management improvements (do minimum) – rejected

Although this option has the lowest whole of life costs, it does not fully align with the defined investment objectives, specifically strengthened risk management to enable us to better understand, mitigate and manage immigration risk and an improved customer experience.

The option does remove reliance on legacy systems and delivers all visa products onto a single platform, however this will take 12.5 years to deliver and over this period we estimate that total expenditure on legacy system maintenance and asset replacement would be \$28m.

Through decommissioning systems over the longer-term, this option would deliver more efficiencies, compared to option one (an additional \$141m). However, it still does not fully maximise total efficiency potential compared with options three and four.

It will partially achieve a simplified experience for customers as they would be able to interact with us digitally for all visa types. However, customers would still need to navigate existing, fragmented business processes over the longer term. ADEPT would be limited to a visa application self-service channel and current client experience issues would remain - for example insufficient application status updates.

It does not fully meet the majority of the critical success factors required for successful delivery, although it has low/medium implementation complexity, it does not address technology and key business risks which could lead to vulnerabilities over the longer-term.

Following delivery (from FY36/37), annual ongoing immigration system expenditure would reduce by an estimated \$43m plus annual inflation.

Option three: Accelerate build of all products on ADEPT and decommissioning, no risk improvements (do minimum faster) – rejected

This option is the same as Option two but would deliver the outcomes faster (over seven years) and includes some minor enhancements to ADEPT to improve customer experience. The acceleration in timeframe means that the implementation risk is higher compared with option two.

The option delivers increased efficiency of services over a shorter period of time (compared with options one and two) but it does not deliver the full productivity gains we know can be achieved.

Delivery of this option does not enable us to fully realise the investment objectives and programme outcomes.

- Current approaches to the identification and management of immigration risk would remain, with insufficient data and sophisticated tools to more effectively manage risk in an increasingly complex environment.
- A simplified user experience through a single submission and processing platform would be achieved over a shorter period of time, however additional experience improvements will be limited to minor platform and process enhancements.

Following delivery (from FY31/32), annual ongoing immigration system expenditure would reduce by an estimated \$63m plus annual inflation.

Option 4: Creating efficiencies by modernising the end-to-end service model (modernise) – preferred

While this option has a higher investment, it has the best value for money and delivers the required level of change to meet all the investment objectives.

The option:

- delivers our desired target state architecture to enable successful delivery of our future service model, including enabling a single submission and visa processing platform, and decommissioning expensive legacy systems
- delivers a simplified experience through the delivery of an immigration system that is easy to understand, interact and comply with
- develops and strengthens our systems, processes and frameworks to better understand, mitigate and manage immigration risk.

Successful delivery of these objectives will achieve all of the desired programme outcomes and corresponding benefits.

This option delivers the highest net present value, achieved by building all visa products into ADEPT, legacy system decommissioning, implementing probabilistic risk models to enable end to end automated decision making and extending ADEPT self-service capabilities beyond that of visa applications.

The customer experience is superior compared to the other options. Additional investment for ADEPT enhancements would deliver a more intuitive self-service digital experience, enabling customers to self-serve more of their needs. Our processes would be more straightforward and easier to understand and comply with.

The option doesn't score favourably on two of the critical success factors – 'implementation complexity' and 'time horizon'. However, we recognise that achieving all of the investment objectives will require transformational change. It will take time and will need to be carefully managed to ensure that implementation dependencies are well understood and managed through careful planning and sequencing.

Following delivery (from FY31/32), the programme will reduce annual ongoing immigration system expenditure by an estimated \$80m plus annual inflation.

Our Future Services - creating efficiencies by modernising the end-to-end immigration service model

Implementation of a smaller, more cost-effective immigration system that is more productive, more effective at managing immigration risk, and provides a better experience for customers and staff will be delivered through the Our Future Services programme and will deliver change to achieve all programme outcomes and benefits as set out in the investment logic map.

It will deliver a smaller, more cost-effective immigration system that is more productive, more effective at managing immigration risk, and provides a better experience for customers and staff.

Outcome area: Improved efficiency of services

We will enhance ADEPT and build all visa products into the platform, making it our single modern submission and processing platform for visa applications that drives increased productivity and reduces costs against the immigration system.

Redesign and build all visa products onto ADEPT

INZ has over 200 distinct visa products and other customer-facing application types (such as employer accreditations and expressions of interest) that are not yet on ADEPT.

To develop the delivery roadmap for building remaining visa products onto ADEPT, we put the products into 29 groups based on similarities that mean they should be built at the same time. Products have been grouped based on policy and platform similarities, and in some cases linkages or dependencies between products. In determining the order in which we will build the remaining products to the platform we considered:

- the current technical costs and risks associated with the platform each product is currently processed on
- the impact of current operational inefficiencies due to similar or interconnected products being processed on different platforms
- the technical complexities of each product and whether new functionality is required to be built into ADEPT before we can build a product
- the current capabilities of both technical and immigration implementation teams to deliver change and the benefits of building on what is already established, to further cement knowledge and skills

- any known operational or strategic risks on the short-term horizon that could be mitigated by building a product on ADEPT.

The delivery timeframe of seven years is based on the sizing estimates to build each product onto ADEPT and draws on insights from past and current product migration work. The roadmap starts with products that are currently on IGMS, as this system carries the largest proportion of risks and a number of our high-volume products, with IGMS applications accounting for 27% of visa applications²⁰.

Automation of visa processing tasks and end-to-end automation

The task automation capabilities in ADEPT will enable us to reduce the amount of data entry and manual processing steps as products are moved onto this platform. Connecting a risk analytics platform to ADEPT will enable further efficiencies through end-to-end ADM for selected products, informed by probabilistic risk models.

Decommission legacy submission and processing channels

As visa products are built onto ADEPT, we will apply an incremental approach to decommissioning legacy submission and processing systems, which will lead to a reduction in annual licence and support and maintenance costs.

There will be technical and operational programmes of work to decommission each system that will ensure we complete processing of all applications held on the platform, close each platform, and uncouple them from enduring systems.

- Work on decommissioning IGMS will commence in phase one and will be completed in phase two
- Online Services will be decommissioned in phase two
- Plone/SAFER will be decommissioned in phase three

In addition to the legacy submission platforms, our legacy business rules engine (OnPrem BRE) and components of AMS will be decommissioned in phase three following the full migration of products to ADEPT. Components of AMS will remain in our target state as they will be merged with ADEPT to create one core backend system for visa processing and operational system of record for immigration data.

Outcome area: Improved identification and management of risk

By strengthening components of our risk management framework and implementing new foundational capabilities we will be better able to identify and respond to risk earlier.

Core risk foundations implemented

We will develop and implement an immigration harm index and map risk indicators to harm (lag and lead indicators). We will ensure that we have clear tolerance ranges set and define the risk delegation framework to ensure clear responsibilities and accountabilities across the immigration system.

²⁰ Internal data provided by the INZ Business Performance and Reporting team, August 2024

Enhanced data capture collection and connection

We will increase data collection and connection to better inform decision making by making sure we are collecting the right information at source, including implementing new capabilities to enhance identity management. We will also explore opportunities to improve information sharing arrangements both across MBIE and with other agencies, as appropriate.

Implementation of probabilistic risk models

We will connect a risk analytics platform to ADEPT and implement probabilistic models to enable use of end-to-end automation for visa assessments.

Implement rules management repository

We will streamline our management of risk rules and make them easier to review and access by creating a single repository to store risk rule definitions.

Decision intelligence – proactive identification of emerging risk

We will implement decision intelligence capability to enable a proactive and intelligence-led approach to identifying emerging risk, as well as a tactical network analytics tool with proactive and predictive risk identification capability.

Outcome area: Improved systems agility

This outcome area is focused on technical system, change implementation and workforce agility.

Enable a single submission and processing platform

Reducing the number of submission and processing platforms and having ADEPT as a single modern digital platform (unified immigration system technology eco-system) for visa applications will enable us to improve and streamline our implementation approaches. Continued optimisation of the platform will mean we will be able to implement change faster.

Enhanced implementation practices

We will introduce an enhanced change delivery approach that brings in principles from agile methodology to align with the technical system change delivered through ADEPT.

Enhanced visa processing model

Moving all products onto ADEPT will enable a new and enhanced visa processing model that distributes work more flexibly and strategically across our workforce based on capability and capacity. By being able to upskill staff more quickly and, in some cases, transfer staff between products without additional training, we will be able to respond with more agility as system priorities change, such as due to seasonal volume peaks.

Outcome area: Improved experience for customers and staff

We will improve both the experience for customers as well as staff by moving to an intuitive digital-first approach and bringing a customer-centric approach to the redesign of visa products.

Customer centric business processes

Products will be redesigned as they are built in ADEPT using a service design approach. We will use customer insights as part of this process to ensure end-to-end customer experience is considered. This includes reviewing forms to ensure application requirements are clear and template letter content to make communications easier to understand.

Our systems and processes will enable staff to do their work more effectively. They will have quicker access to the information they need when they need it, and visa processing staff will be well supported to make quality decisions quickly.

Enhanced intuitive self-service channel

Self-service enhancements to the ADEPT platform will see ADEPT shift from an application only system into an intuitive portal that enables customers to apply more easily and self-serve more of their needs once their application is submitted.

We expect this change to lead to an increase of between 9 – 12% in overall customer satisfaction. Regular research has given us a good understanding of the key drivers of satisfaction in overall customer experience. Implementation of the programme will have a positive impact on the following key drivers:

- I was treated fairly
- overall experience using the online form
- processing timeframe
- consistency of information post submission of application.²¹

Implementing an intuitive self-service portal will also reduce demand on our two-way support channels, such as the Customer Service Centre, supporting efficiencies and enabling the Service Centre to focus on providing tailored support when it is really needed, such as in complex situations where customers cannot self-serve.

Consistent and streamlined approach to knowledge management

Immigration Officers and Support Officers will no longer need to navigate multiple systems to do their job. While some staff will need to continue to use multiple systems, we will streamline this as much of possible by ensuring that data and information is connected across the systems. A knowledge base will help staff to more easily access the information, insights, practice, processes, and rules they need. This will involve consolidating and streamlining the many resources that we currently have into a knowledge base that provides a single source of truth.

²¹ Drivers of customer satisfaction as identified in the INZ Customer Experience Survey.

The scope of the work programme has a clear line of sight back to our programme objectives

Implementation of the programme will be across five delivery work workstreams over three phases. The workstreams are detailed below. A roadmap view of delivery can be found at Figure 16 (page 105).

1. *ADEPT platform optimisation*: This workstream is focused on implementing change that delivers either ongoing scalability, stability and security of the platform or improvements to the system to support faster delivery of change. Improvements to the platform will also include implementing further capabilities within ADEPT to provide a more intuitive experience for customers and to increase functionality to enable increased self-service opportunities.
2. *ADEPT product build*: Any visa product that requires a customer to submit a visa application, an expression of interest and/or a ballot registration and any employer accreditation or sponsorship product will be built within ADEPT. Prior to each technical build, a detailed review of a visa product group will be undertaken, applying a service design and business improvement lens, to simplify processes, where we can, and to make our processes and requirements clearer.
3. *Legacy system decommissioning*: This workstream establishes an incremental approach to decommissioning our legacy visa submission and processing systems.
4. *Enabling foundations*: This workstream is focused on implementing foundational capabilities alongside our visa application processing system required to support our future service model. The primary focus will be to improve our ability to identify and manage immigration risk expanding information sharing capabilities and establishing improved knowledge management capabilities.
5. *Workforce of the future*: This workstream will take a planned, deliberate and people centred approach to create a future workforce for a modern, customer-centric immigration system. It will outline the people requirements and approach to transforming the immigration system workforce to support a new service model that is built around smarter and more intuitive technology. It includes developing an enhanced visa processing model that allocates work differently across and within sites and recruitment, training and leadership components that are customer-centric.

Table 7: Summary of the scope of the work programme and workstreams

Workstream	In Scope	Out of Scope
<i>ADEPT platform optimisation</i>	<p><i>Technical enhancements</i> – Implement change that delivers ongoing stability and security of ADEPT, and improvements to the system to support faster delivery of change.</p> <p><i>Business enhancements</i> – Implement further capabilities within ADEPT including additional self-service capabilities and some data connection and collection capabilities.</p>	<p>Maintenance and lifecycle upgrades to other core INZ systems</p> <p>BAU and priority business enhancements to other core INZ systems.</p> <p>Technical change to ADEPT products required as a result of policy change (to be managed</p>

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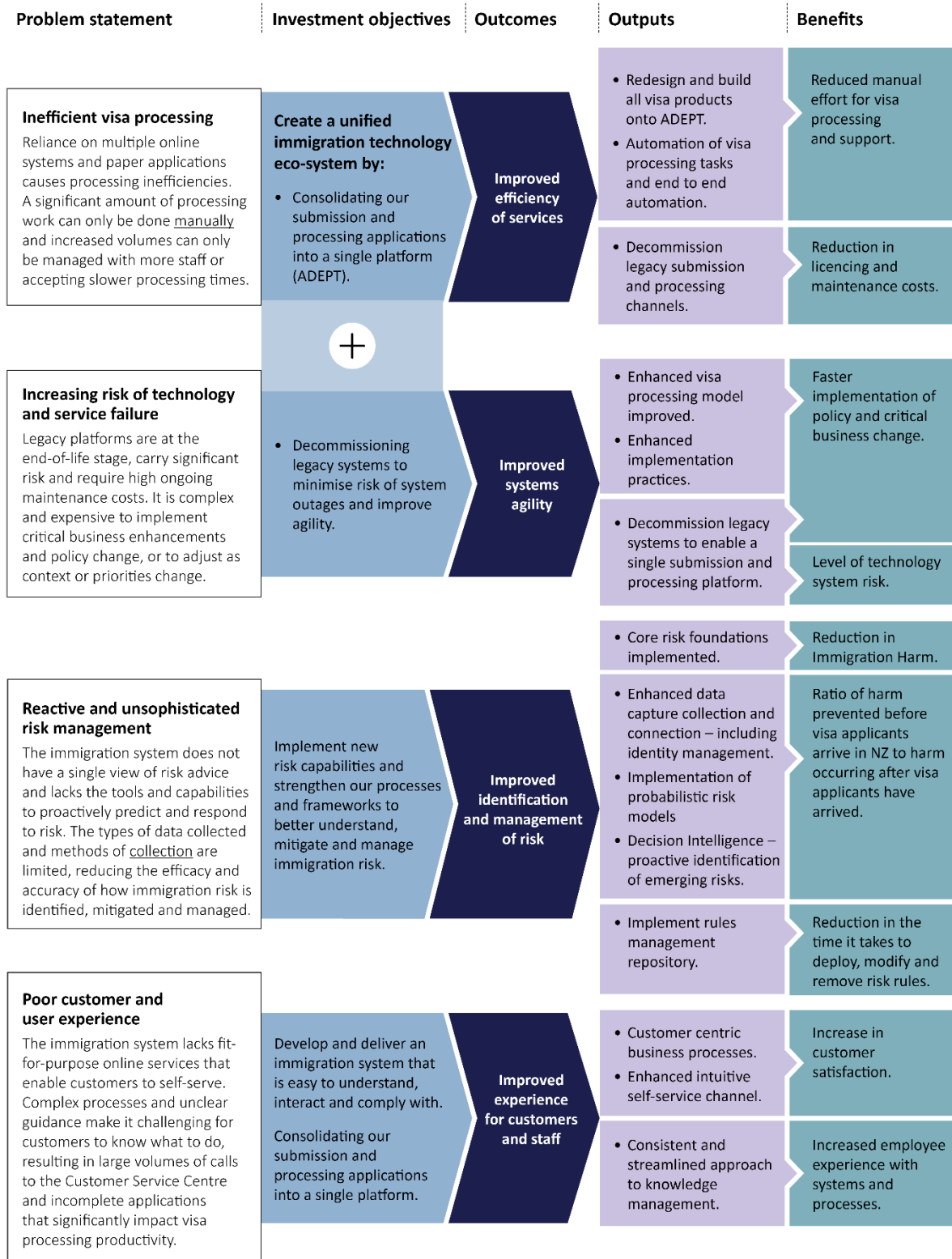
	<p>More detail can be found in <i>Appendix five: List of features under the ADEPT Optimisation workstream.</i></p>	<p>through the policy work programme) Bug fixes to ADEPT functionality (to be managed as BAU).</p>
<p><i>Legacy system decommissioning</i></p>	<p>Immigration visa processing and submission systems:</p> <ul style="list-style-type: none"> • IGMS <ul style="list-style-type: none"> ○ IDme 1.0 • Online Services • Plone/Safer • VAC Digital • Business rules engine consolidation (OnPrem BRE and CRISM into Azure) • AMS scale back – functions that will be built into ADEPT: <ul style="list-style-type: none"> ○ Quotas ○ Banking and finance ○ Group applications ○ Passport scanning ○ Directives processing (Permits and Referrals) ○ Lookups (Interpreters, Fees, Officer Files etc) ○ Note management ○ Bulk uploads/imports ○ VAC integrations ○ Interim Visa ○ Client and application search ○ Expressions of interest (EOI) ○ Bulk label printing ○ Bulk approval ○ Detention ○ Investigations browser ○ Settlement support ○ Template letters ○ Working Holiday Scheme quota management ○ Border management functions ○ Investigations ○ Supervisor functions ○ Access to historical data ○ Service integration functions <p>Border Systems:</p> <ul style="list-style-type: none"> • Border-related functions in order to decommission AMS <p>Self-service verification tool</p> <ul style="list-style-type: none"> • Visaview 	<ul style="list-style-type: none"> • NZeTA • NZTD • INZ websites • Biometrics Capability Upgrade (IDme 2.0) • Corporate Systems • Payment Gateway • Enterprise Data Warehouse (EDW) • Migration of AMS components to the Cloud • Call Management System (Customer Service Centre) • Case Manager (WPF) • Case Tracker (WPF) • Complaints Management System • CustMod • InterimVisaService (.NET Services) • Task Manager (.NET Services) • MRS – Movement Record System • Border systems • Quality Assurance Tool (.NET)
<p><i>ADEPT product build</i></p>	<p>Redesign and build the following visa products groups onto ADEPT:</p> <ul style="list-style-type: none"> • International Student & Family 	<ul style="list-style-type: none"> • Legislative changes to visa products (to be managed through the policy work programme)

	<ul style="list-style-type: none"> • Visitor & Transit Groups (<i>and improve the existing visitor functionality</i>) • Temp Work IGMS (+MEPV&WVA) • Temp - Family of a worker • Family of NZ cit/res • Skilled Residence • Limited • Working Holiday • Res Visa Transfers & Confirmations • PAC & SQ • Temp Visa Transfers • Work VOC • Parent Res • SMC • Active Investor • APEC Business VVs • RSE • NZ Cit Endorsement • Temp – humanitarian • Humanitarian Res • Temp work paper • Parent Retirement • Fishing • Entrepreneur • Refugee Quota • Entertainment • Section 61 • Foreign Mission & Military • Interim Visa <p>A full list of visa products by grounds codes can be found in <i>Appendix six: List of visa products in scope for ADEPT build</i>.</p> <p>Redesign includes reviewing application form content, data capture requirements and template letter content.</p> <p>Automation of data entry, fee receipting, health case matching, character check determination tasks for all visa types.</p> <p>End to end automation implemented for:</p> <ul style="list-style-type: none"> • Low-risk Visitor visa • Low-risk working holiday • Temporary Visa Transfers • Resident Visa Transfers and Confirmations • APEC Business Visitor Visas. 	<ul style="list-style-type: none"> • Product redesign or build enhancements for products already on the ADEPT platform: <ul style="list-style-type: none"> ○ Accredited Employer gateways (Employer Accreditation, Job Check and Employer Accredited Work Visa) ○ PRV, SSRV and Resident VOTC ○ Variation of conditions ○ Transit ○ Reconsiderations • Legacy products which are closed to new applications • Products or other actions raised in the back end of AMS by INZ which have an associated grounds code but require no visa application – IPT and Ministerial appeals and decisions, Resolutions cases, Refugee status decisions, Compliance actions, Border actions, Privacy requests, Complaints, Verification requests (to be determined by Decommissioning stream)
<p><i>Enabling foundations</i></p>	<p>Implementation of core risk foundation capabilities:</p> <ul style="list-style-type: none"> • Development and implementation of an immigration harm index 	<p>Performance dashboard improvements</p> <p>BAU risk management activities including those defined in the</p>

	<p><i>Enhanced visa processing model</i> – defining the strategic model that will outline which applications need more careful or manual assessment and by whom, enabling us to use our resources more efficiently across the immigration system.</p>	
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The investment logic map has been extended to illustrate the alignment between the key scope items that will be delivered and the programme benefits.

Figure 10: Extended investment logic map including outputs



Supporting strategies/approaches

We have identified a number of foundational strategies/approaches that need to be developed to support the successful delivery of the programme. The strategies/approaches will be developed as a priority within the early stages of the programme.

Table 8: List of supporting strategies/approaches

Strategy/Approach	Description
Information and data management	Continues to define our data management approach and provide a transition plan to the future state, including using and managing data responsibly to deliver services, ensuring our historical data held in legacy systems (previous application documents in IGMS, Plone and Online Services, previous application assessment and client interactions records in AMS) is retained appropriately and can be accessed or surfaced appropriately for consideration in future application assessments and any compliance or risk management activities. Defining insights and analytics needed to inform decision-making.
Channel strategy	Describes how our critical touchpoints for customer interaction and use of existing channels will change so that customers can more easily interact with us through the channel of their choice.
Automation standards and strategy/approach	Sets out automation principles (covering accuracy, bias and discrimination considerations), automation definitions, governance and decision making, transparency and assurance.
Assurance standards	Defines the quality checks and assurance needs to support the enhanced visa processing model, including the use of automation.
Knowledge management strategy/approach	Defines how we will organise, create, use, and share collective knowledge resources to support our frontline operations.
Risk rules strategy/approach	Determines the long-term requirements for risk rules.
Organisational readiness and change strategy/approach	Establishes an organisation-wide change culture with clear guidance and expectations for how leaders will champion change and ensuring leaders have the right tools to be change champions.
Test automation strategy/approach	Determines our framework for automated technical testing of systems change including performance and functional testing.
Technology co-existence approach	Sets out the approach allowing legacy systems and ADEPT to operate alongside each other during the decommissioning stage. It will set out risk mitigations and testing approach.

We will review policy as we design and make space for change where possible

Some minor policy and legislative change may be desirable to maximise the benefits of simplifying our business processes and visa products. We will look to identify areas and provide advice where we identify where policy or immigration instructions could be changed or simplified during our design of

products and enhancements to the overall visa application process in ADEPT and where this does not compromise policy objectives.

While we will likely identify policy review points over the lifetime of the programme, we have already identified some areas of policy that could be reviewed. For example, examining options to increase the proportion of decision-ready applications we receive.

Commercial case

The Commercial Case outlines the:

- procurement already undertaken to introduce the ADEPT platform
- go to market approach for any new capabilities required
- approach to exiting supplier arrangements as systems are decommissioned
- approach to working with key suppliers and the AOG panel to maximise financial value and reduction of costs where possible.

Achieving our desired future state will require us to decommission legacy technologies, enhance parts of our enduring strategic platforms and source some new capabilities

As outlined in the Strategic Case, one of our investment objectives is to create a unified, fully integrated, and cost-effective INZ technology eco-system that is fit for purpose to enable our future service model. We will do this by:

- consolidating our submission and processing platforms into a single submission channel (ADEPT)
- decommissioning legacy systems (IGMS, Plone/SAFER, Online Services, On Prem Business rules engine and scaling back of some AMS functionality)
- implementing some new and strategic technology capabilities to better understand, mitigate and manage immigration risk.

ADEPT is our enduring visa application submission and processing platform

To enable our future service model, we will build all products into ADEPT to create a single online submission platform so that we can make more quality decisions faster and more efficiently.

Procurement of the platform was completed as part of the Employer Assisted Work Visa Policy and ADA projects, as both required the same core technology capabilities to meet the business needs of the respective projects.

In early 2020, MBIE issued an open Approach to Market through a Request for Proposals (RFP) on the Government Electronic Tendering Services (GETS) for a digital business solution comprising foundational cloud services, a platform and tools to enable the initial business service configurations (employer accreditation and visa processing services) and the ability to configure further immigration services and use cases as required.

A two-stage approach was conducted to identify the preferred supplier. Through stage one, we shortlisted to three providers from the five initial respondents based on the weighted criteria as detailed in the Procurement Plan.

Stage two allowed the three shortlisted respondents to demonstrate their capability to deliver the outcomes detailed in the RFP.

Following evaluation of the stage two shortlisting activities, Microsoft Consulting was appointed as the preferred integrator with Microsoft the core platform provider.

Current vendor landscape

A wide variety of vendors are already engaged to fulfil the technical requirements and complexity of the immigration landscape. We will work closely with selected existing vendors in order to deliver the Our Future Services work programme and achieve the unified technology eco-system. Two of the five delivery workstreams – Legacy System Decommissioning and Enabling Foundations – will primarily be delivered by existing vendors, with a small amount of MBIE resource supporting this work.

Due to the scope of the programme and the decommissioning of legacy systems, it is expected that the number of vendors used in the future will reduce following delivery of the programme.

Requirements for new vendors

In addition, we may need to source new strategic capabilities from the market to bolster the existing vendor relationships that are in place and ensure we can bring in the new capabilities that are required to fulfil our future state vision. Potential new capabilities required include:

- rules management
- decision intelligence
- knowledge management.

The programme includes a detailed discovery phase to explore if these capabilities are already available within MBIE architecture, or if we will need to go to market to source them. If additional procurement is required, we will opt for off-the-shelf solutions wherever possible.

Decommissioning our core legacy systems

A roadmap for decommissioning legacy systems has been developed that has been sequenced and aligned to the ADEPT Product Build workstream and will take place over the life of the programme. We will start with decommissioning IGMS, followed by Online Services and Plone/SAFER. Functions of AMS will be decommissioned in parallel.

We will exit existing contracts with suppliers for these systems once all decommissioning activities have been completed. We will engage early with suppliers to provide an overview of the work programme and planned delivery for formal decommissioning of systems.

If required, we may need to extend the agreements with current suppliers for these systems to ensure the required continuity of services should the current system need to co-exist and/or contract dates and completion of decommissioning activities not align. As current agreements approach their end/renewal dates Digital Commercial (part of MBIE's internal Procurement team) will work with the business to determine the period that these agreements will be required to be extended to ensure current services continue to be supplied until the ADEPT product migration workstream has implemented the new system that will replace those services. Where possible, termination for convenience provisions will be used to help mitigate potential costs.

Our current suppliers of the in-scope technology platforms and contract dates (commercial in-confidence) can be found in *Appendix seven: List of current suppliers for technology platforms and contract dates*.

Successful delivery against the roadmap will be complex and will require careful planning, management and specialist resources. A review of capability requirements for this workstream confirms that a significant proportion of the work will need to be completed through our contracts and relationships with current strategic partners and suppliers.

Current suppliers will be required to instigate the agreed disengagement of services plan. A formal procurement plan will set out and orchestrate how the legacy service can be transitioned to the new solution. To minimise the impact of the service transition and associated delivery risks, the supplier will be obligated where necessary to provide these disengagement services up to 12 months from the date of the termination/end of their agreement. While MBIE will continue to pay for the services provided under the disengagement plan, the supplier is obligated to take all practical steps to minimise the charges payable by MBIE.

We anticipate that we may need to go to market for new strategic capabilities

Our target state architecture has identified several capability deficiencies in our current technology landscape where we may need to go to market to procure some new software and associated services. For example, the decision intelligence platform that may include crucial network analytics capabilities required by Risk and Verification teams.

While the capabilities and functions have been identified through high-level root cause analysis, we are not yet in a position to give certainty that we need to go to market. Detailed options analysis will need to be undertaken to confirm detailed business and technical requirements, which may include undertaking some market scanning to inform any future sourcing considerations and enabling our strategic partners to adopt these services without punitive costs to INZ. The required discovery to complete the option analysis has been sized and incorporated into the work programme under the Enabling Foundations workstream.

The programme will require sourcing and commercial expertise throughout the programme and resource capacity has been factored into the overall programme costs.

Go to market approach

For those areas that need to approach the market we will follow a best practice approach, set out in MBIE's Procurement Policy, which adheres to the Government Procurement Principles and the requirements set out in the Government Procurement Charter. A detailed procurement plan will be prepared as part of the programme, and this will be consulted on with the relevant parts of the organisation and will need to be approved through the respective delegated authority holders.

If the services are not available on the AoG panel and the whole of life costs are expected to be over procurement financial thresholds of \$100,000, then an open approach to the market will be undertaken. This process will be led by the Procurement and Commercial team and all opportunities will be released through an RFP via GETS.

If there are many potential suppliers and the cost to a supplier of responding is likely to be high, then we may request some high-level information from potential suppliers and decide which ones to request a full response from. This is called a two-step process using a Registration of Interest (ROI) followed by an RFP.

Programme integration and service aggregation

The programme will have a dedicated role who will fulfil the role of service aggregator with suppliers. Key responsibilities of the role will include:

- developing a vendor management strategy/approach
- managing supplier relationships, including early and frequent engagement on the work programme to ensure supplier capacity and capability is identified and planned for in advance
- working with project managers and procurement specialists to develop detailed statement of works and/or contracts, ensuring that there is clear requirements and performance expectations
- managing risks and issues.

Financial Case

The Financial Case sets out the financial implications for the preferred approach – **Option 4: Modernising the end-to-end service model.**

It covers:

- the proposed cost of the programme
- the impact on the immigration accounts
- factors that might affect the cost estimates.

The cost of the programme

The cost of the programme is estimated to be \$336m over eight years (24/25 to 31/32), comprising of:

- Capital expenditure: \$9m
- Operating expenditure: \$275m
- Contingency (20%): \$51m to account for cost uncertainties associated with vendor costs and increases to licensing.

The programme will deliver approximately \$453m in monetisable benefits and following delivery will reduce annual ongoing immigration system expenditure by \$80m plus annual inflation.

The programme will start to generate benefits from year 2 and benefits generated will exceed costs from year four.

The costs are summarised below. Table 12 on page 79 provides a full cost summary for the programme.

Table 9: Financial costing table

Year	1	2	3	4	5	6	7	8	
Phase	Phase One		Phase Two		Phase Three			Post Delivery	
\$000'	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	Total
Total new workstream cost	(4,344)	(32,692)	(36,063)	(23,480)	(19,420)	(18,986)	(29,831)	(2,866)	(167,682)
Total additional license & operating costs	-	(3,667)	(7,617)	(13,981)	(20,896)	(22,750)	(23,653)	(24,425)	(116,989)
Contingency -20% based on programme risk assessments	-	(8,141)	(8,736)	(7,492)	(8,063)	(8,347)	(10,697)	-	(51,476)
Total Programme Cost	(4,344)	(44,499)	(52,416)	(44,953)	(48,379)	(50,083)	(64,180)	(27,292)	(336,147)
Total Monetary Benefits	-	3,028	27,080	52,359	77,071	88,657	97,465	107,231	452,891
Net financial impact	(4,344)	(41,471)	(25,337)	7,405	28,693	38,575	33,284	79,940	116,745

The programme costs have been determined using activity-based costing and assumptions

A comprehensive cost model has been developed that is informed by the programme’s future state ambition, delivery roadmap and agreed work programme structure and approach. It is based on the best available information (using forecast visa volumes, revenue and costs from 2024 Fee and Levy review).

The programme costs are made up of four components - programme workstream costs, new licence and operating costs, contingency, and monetary benefits.

The cost model components have been informed by and tested with subject matter experts from across MBIE and values are based on a combination of activity-based costings, key assumptions and forecast visa volumes.

The cost model excludes:

- baseline costs of existing activities including resource for current delivery teams – (i.e., the current ADEPT technical optimisation team)
- existing immigration resources.

Table 10: Cost model components

Programme workstream costs	
<p>ADEPT product build</p> <p>and</p> <p>ADEPT platform optimisation</p>	<p>The costs for these workstreams have been informed by:</p> <ul style="list-style-type: none"> • previous and current work undertaken to build visa products onto the ADEPT platform and • the current cost of existing technical teams to implement both technical enhancements and business enhancements onto the platform. <p>The costs include internal resources as well as third party vendor costs.</p> <p>These costs were reviewed by the Head of Digital Programmes and the ADEPT Portfolio Manager.</p> <p>Resourcing needs and cost for business-related activities were agreed with the relevant business group.</p>
<p>Enabling foundations initiatives</p>	<p>Activity based costs for Enabling Foundations activities were developed by MBIE’s Enterprise Architecture. In some cases, the assumptions were validated by existing vendors.</p> <p>The costs include internal resources as well as third party vendor costs.</p> <p>Resourcing needs and cost for business-related activities were agreed with the relevant business group.</p>
<p>Legacy system decommissioning</p>	<p>Activity based costs for decommissioning were developed by MBIE’s Enterprise Architecture.</p> <p>Some key assumptions have been validated by existing vendors.</p>
<p>Our Future Services Programme team (including external assurance)</p>	<p>Resource estimates for the Programme Office team are based on learnings from other programmes about the number and type of key roles required to provide sufficient oversight and support to support successful delivery.</p> <p>The external assurance costs are based on estimated costs of bi-annual gateway and six-monthly independent quality assurance reviews.</p>

Additional licences and operating costs	
Enabling foundations (rules management, decision intelligence, knowledge management licence costs)	Annual costs are based on best guess assumptions discussed and agreed between the Programme Director and Enterprise Architecture.
Identity licence costs	Annual costs are based on assumed application volumes of 1.2m each year with three attempts per application.
Business process management licence costs	Annual costs are evidence based, drawing on insight from costings from another government agency.
ADEPT additional licence and support	<p>The additional ADEPT licence and support cost comprises two components:</p> <ul style="list-style-type: none"> • the fixed licence cost component is assumed to increase by ^{Free and f} from the current cost of ^{Commercial Infor} pa plus year-on-year inflation • the support and consumption cost is the variable component that will vary with volume. A cost of ^{Free and f} per application was derived using the current cost and volume, this rate is assumed to only increase at the inflation rate. It is also assumed the support and consumption cost will only start being incurred when a product is fully migrated. This assumption was tested with the Strategic Finance team supporting Corporate and Digital Shared Services.
Contingency	
	<p>The 20% contingency has been factored in to manage cost uncertainty and is based on Treasury’s Risk Profile Assessment and Strategic Assessment rating of high.</p> <p>The total estimated programme cost, including contingency, is also just under the 20th percentile cost estimate of \$338m of the quantitative risk analysis result. Therefore, the 15th percentile results were used as a guideline which also indicate that 20% being an adequate level of contingency for the risks identified.</p> <p>See the below section for more details about quantitative risk analysis.</p>

External review of the Programme costs

The costs were reviewed independently, and a quantitative risk analysis (QRA) performed on the programme financials and cost estimates using a Monte Carlo simulation. The results of the Monte Carlo simulation are represented by a range of values. The ‘mean’ represents the arithmetic average of the simulation results, representing the current best estimate of the likely value should one or many risks eventuate. The upper and lower ranges represent the range of values the risk could reasonably be expected to fall between based on current assumptions.

The results of the total programme cost for the eight years to 2031/32 simulation are shown in the table below as a cumulative distribution.

Table 11: Results of the total programme cost for the eight years to 2031/32 simulation

Simulation output	Base estimate excl. contingency (\$m)	Mean (\$m)	20th percentile (\$m)	15th percentile (\$m)	10th percentile (\$m)
Total programme cost (8 years to 2031/32)	-290.301*	-315.9	-337.9	-343.4	-350.6
Difference from base (\$)		-25.6	-47.6	-53.1	-60.3
Difference from base (%)		8.8%	16.4%	18.3%	20.8%

The QRA modelling indicates that the total programme cost has a 20% chance of exceeding \$338m (20th percentile), 15% chance of exceeding \$343m (15th percentile) and 10% chance of exceeding \$351m. Based on the QRA results, the programme contingency is set at 20% using the 15th percentile results as a guideline. The programme budget of \$336m (base estimate of \$285m + \$51m contingency) falls just under the 20th percentile cost of \$338m.

Monetised benefits

The programme will start to generate monetised benefits from year two and benefits will exceed costs from year 4. The monetisable benefits are comprised of:

- \$344m savings from improved visa processing efficiencies
- \$3m savings from a reduction in postage and storage costs due to removing paper applications
- \$20m savings from a reduction in Customer Service Centre call volumes
- \$86m savings from decommissioning legacy visa processing and submission platforms.

The benefits are informed by activity-based assumptions largely informed by evidenced productivity gains from previous product builds in ADEPT as well as visa volume modelling. More information on how benefits will be realised can be found on page 107.

Improved visa processing efficiencies - \$344m over 8 years

A robust monetised benefits model has been developed in collaboration with INZ’s Workforce Planning, Performance and Reporting Team and subject matter experts. The model identifies assumed productivity increases as visa products are built onto the ADEPT platform, improvements are made to the platform and end-to-end automation is enabled for selected products – Low risk Visitor visas, Resident Visa Transfers, Temporary Visa Transfers, Working Holiday, and APEC Business.

Productivity increases will be measured through the ‘Average number of visa application decisions made each day per Immigration Officer.’

Monetised benefits are driven by the anticipated increase in productivity and forecast visa volumes out to 2033 and assumes an increase in volume out to 2029 and stabilisation of volumes through to 2033.

The benefits model uses the visa product groups determined in the product migration plan across each phase of the programme. Each product group is categorised as either a complex or non-complex product, which is defined as:

- a. Complex product: an average current daily decision output of 5 decisions or less
- b. Non-complex product: an average current daily decision output of more than 5 decisions.

Baseline daily visa decision outputs were determined for each product group and observed activity from the Permanent Resident Visa (PRV) migration was applied to inform assumptions around the productivity uplift we expect to see in visa processing. Productivity gains have been calculated for non-complex and complex products as follows:

- 50% gains applied to non-complex product groups
- 30% gains applied to complex product groups.

The benefits model calculates the number of Immigration Officer FTE that would be saved because of these productivity gains, as well as the roles that support Immigration Officer decision making, such as Verification Officer, Immigration Manager, Practice Lead, Technical Advisor and Visa Operations Manager.

Savings have been phased into the programme cost model according to the visa product migration plan, with a lag time before benefits are realised. These lag times are:

- five months after the first two product groups
- three months for all remaining product groups.

An overview of the monetised benefit to be realised for each visa product once it has been built onto the ADEPT platform can be found in *Appendix eight: Detailed view of monetised benefits for each visa product*.

Reduce demand for customer support resulting in reduced call volumes and email activity – \$20m

The programme will enable clearer information and increasing self-service capabilities for customers providing a more consistent and customer-centric experience.

Benefits of reduced calls and emails to the Customer Service Centre have been informed by analysis completed by the Business Insights and Workforce Planning teams - Te Whakatairanga Service Delivery.

Analysis of calls was completed to understand whether the move of applications for PRVs to ADEPT resulted in a reduction in call numbers related to PRV status updates. The analysis indicated that PRV related status update calls increased at a lower proportional rate compared to other applications and decreased on a call-per-application basis. If application numbers had remained stable and consistent with pre-ADEPT application volume, a 34% decrease in call volume would be observed.

Informed by this analysis, the benefits model assumes a 20% reduction in call volume and 40% reduction in email volume as further products are migrated to ADEPT. These reductions have been phased in the financial model across the phases of the programme broadly in line with corresponding visa volumes:

- around 85% of volume moves onto ADEPT by the end of phase two
- remaining 15% of volume moves onto ADEPT in phase three.

As improvements are made to the ADEPT platform to deliver a more intuitive and customer focused digital experience, we expect to see a reduction in the number of calls to the Customer Service Centre, particularly in relation to application status updates.

System decommissioning - \$86m

As legacy visa processing and submission systems are decommissioned annual licence costs will be realised.

- IGMS – annual licence cost of [Commercial Information] (decommissioned at the end of December 2027, realisation from January 2028)
- Plone – annual licence cost of [Commercial Information] (decommissioned at the end of September 2029)
- AMS – will remain as the system of record. We have assumed a 25% saving against the annual licence cost of [Commercial Information]. The target state of AMS will be implemented in October 2031, resulting in annual savings of [Commercial Information].

In addition to licence costs, savings in annual legacy system enhancement and policy implementation costs will be realised.

- IGMS – using the FY24/25 budget allocation, [Commercial Information] is budgeted for implementing policy, business enhancements and technical optimisation for IGMS. Following decommissioning, we have assumed that [Commercial Information] will move to the core ADEPT team to implement policy change and the remaining [Commercial Information] will be realised as monetised benefits on an ongoing basis (from January 2028).
- AMS – using the FY24/25 budget allocation, [Commercial Information] is budgeted for implementing policy, business enhancements and technical optimisation for AMS. Following implementation of the target state for AMS, we have assumed a [Commercial Information] annual saving on an ongoing basis (from November 2031).

The realisation of savings associated with system enhancement and policy implementation costs will be achieved through either re-allocation of resourcing to the Corporate and Digital Shared Services capability pools in other MBIE portfolios or through attrition. Resourcing and recruitment activity will be monitored in the year leading up to the system decommissioning.

IN CONFIDENCE

The total cost to deliver the preferred option is estimated at **\$336 million** including 20% contingency. The annual ongoing net savings is estimated to be **\$80 million** plus inflation.

Table 12: Programme costs over eight years

Year	Phase	1	2	3	4	5	6	7	8	Total
		Phase One	Phase Two	Phase Three	Post Delivery					
Our Future Services Programme (\$000')		FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	
New workstream costs										
ADEPT Platform Migration		(1,331)	(9,170)	(9,458)	(9,521)	(8,921)	(9,017)	(9,287)	-	(56,705)
ADEPT Platform Optimisation		(766)	(4,882)	(5,028)	(1,121)	(1,155)	(1,190)	(1,225)	(615)	(15,983)
Enabling Foundations		(771)	(7,235)	(9,662)	(3,535)	(1,608)	(1,500)	(743)	-	(25,054)
Foundations - Supporting work		(101)	(260)	-	-	-	-	-	-	(361)
Legacy system Decommissioning		(133)	(5,511)	(6,173)	(3,449)	(1,898)	(1,786)	(12,918)	(2,184)	(34,052)
Our future services programme Team - Business & Technical		(1,242)	(5,634)	(5,742)	(5,853)	(5,839)	(5,493)	(5,658)	(67)	(35,527)
Total new workstream cost		(4,344)	(32,692)	(36,063)	(23,480)	(19,420)	(18,986)	(29,831)	(2,866)	(167,682)
New license & operating costs										
Commercial Information										
Total additional license & operating costs		-	(3,667)	(7,617)	(13,981)	(20,896)	(22,750)	(23,653)	(24,425)	(116,989)
Contingency (20% based on programme risk assessments)		-	(8,141)	(8,736)	(7,492)	(8,063)	(8,347)	(10,697)		(51,476)
Total Programme Cost		(4,344)	(44,499)	(52,416)	(44,953)	(48,379)	(50,083)	(64,180)	(27,292)	(336,147)
Monetary Benefits										
Legacy system license, support, enhancement costs reduction		-	-	-	8,414	16,770	18,143	18,985	23,860	86,172
Monetised efficiency gain		-	3,028	27,080	43,945	60,301	70,515	77,190	82,044	364,102
Postage & storage cost reduction from paper based products		-	-	-	-	-	-	1,290	1,328	2,618
Total Monetary Benefits		-	3,028	27,080	52,359	77,071	88,657	97,465	107,231	452,891
Net financial impact		(4,344)	(41,471)	(25,337)	7,405	28,693	38,575	33,284	79,940	116,745

Managing cost uncertainty

The areas of uncertainty relate to:

- *Forecast visa volumes and revenue* – if visa volumes are lower than forecast this can mean lower levels of revenue. The 2024 Fee and Levy review has accounted for this uncertainty, by setting fee and levy rates at 90% of forecast visa volumes. In addition, MBIE monitors visa volumes, revenue and expenditure and reports quarterly to the Ministers of Finance and Immigration. Monthly financial reporting is provided to the Immigration System Governance Group (ISGG). If interventions are required, they can be taken as early as possible.
- *Immigration system expenditure* – if expenditure is higher than forecast; there could be cost pressures that require choices and trade-offs to ensure ongoing funding is provided for the programme. As above, MBIE reports quarterly to joint Ministers and monthly to the ISGG.
- *Vendor costs* – informal vendor reviews have only been completed on some of the cost estimates however, these has been tested with SMEs and the resource model is based on the upper end of charges (for both internal and external costs) which provides a buffer.
- *Outyear costs (i.e., years 4 -8)* – this uncertainty has been managed to the extent possible by taking a three phased approach to the programme, independent assurance reviews and the establishment of an Our Future Services Programme Board.

A number of assumptions have been made to inform the costs

Table 13: Key assumptions that have informed the cost model

Assumption	Comments
General	<ul style="list-style-type: none"> • 3% inflation applied to estimated costs (including vendor costs) and to account for CAPP
	<ul style="list-style-type: none"> • 20% programme contingency based on programme risk assessments (Risk Profile Assessment, Strategic Assessment, and Quantitative Risk Analysis)
	<ul style="list-style-type: none"> • Capital costs are accounted for in years when the initial spend is forecast to occur rather than phased as depreciation into future years.
	<ul style="list-style-type: none"> • Changes to licence and support costs have been factored in, following implementation of the new capability or build of visa product onto ADEPT.
Programme costs and resources	<ul style="list-style-type: none"> • ADEPT additional licence cost includes a ^{Free and fran} increase on the current fixed licence cost of ^{Commercial lin} pa plus year-on-year inflation. Only the increased portion of the fixed licence is accounted as programme costs as the rest is covered by existing baseline.
	<ul style="list-style-type: none"> • Variable cost of support and consumption for ADEPT licence is based on the current cost of ^{Free and} per application plus inflation. The cost of Visitor Visa has been used as a proxy.
	<ul style="list-style-type: none"> • New technical delivery teams are costed based on a combination of vendor and MBIE rates except one of the ADEPT platform migration teams. This team is assumed to be fulfilled by recruiting internal staff that are costed at the top of the MBIE salary band.
	<ul style="list-style-type: none"> • New resources (outside of technical teams) are costed at the top of the MBIE salary band

Assumption	Comments
	<ul style="list-style-type: none"> Existing resource costs are excluded. This is because the programme will not change participating existing resources' current work scope, hence there is no opportunity cost element.
	<ul style="list-style-type: none"> The capability uplift cost assumes 100 Immigration Officers become Senior Immigration Officers from the start of phase 3 based on max pay band.
	<ul style="list-style-type: none"> Capital charge is excluded because the forecast programme capital cost of \$9m is minimal, capital charge impact is expected to be low. MBIE is also reviewing the capital charge allocation methodology, the charge amount cannot be reasonably estimated until the new methodology is finalised.
Visa volumes	<ul style="list-style-type: none"> 20% reduction in customer inbound calls and 40% reduction in email correspondence to the Service Centre
	<ul style="list-style-type: none"> Visa volumes are based on projected forecasts as at June 2024 and are forecast to increase until 2029 and then stabilise through to 2033.
Monetised benefits	<ul style="list-style-type: none"> Monetised efficiency gains are based on the mid-point salary pay band
	<ul style="list-style-type: none"> Annual monetised gains include overheads and annual pay ladder progression step increases and will be realised at the same time as the direct FTE cost.
	<p>Visa processing</p> <p>Monetised benefits are informed by two key drivers - forecast visa volumes and productivity increases as products are built on ADEPT.</p> <p>Forecast visa volumes (2024 to 2033) and current productivity baselines have been used to determine baseline FTE requirements to meet demand and processing timeframes for each visa type. FTE savings have been calculated by subtracting FTE Revised Productivity Demand from baseline FTE requirements for each visa product.</p> <p><i>Core productivity assumptions:</i></p> <ul style="list-style-type: none"> a 50% productivity increase to the number of visa applications decided per day for non-complex products a 30% productivity increase to the number of visa applications decided per day for complex products. Straight through processing (Automate decision making) applied to: <ul style="list-style-type: none"> Low Risk Visitor Visas (40% of Visitor Visa volume) Temporary Visa Transfers (80% of volume) Resident Visa Transfers and Confirmations (80% of volume) Working Holiday Scheme Visas (40% of volume) APEC Business Visitor Visas (40% of volume). Savings to be realised three months following the go-live of a visa product on ADEPT, except for the first two products [Students and Visitors Groups] which are to be realised five months following implementation.

Assumption	Comments																				
	<ul style="list-style-type: none"> Savings to be realised on specified dates in line with the visa product build plan from February 2026 through to August 2031. 																				
	<p><i>Service Centre</i></p> <ul style="list-style-type: none"> Monetised benefits are based on a 20% projected reduction in inbound call volume and a 40% reduction in inbound email volume to be realised by April 2031. Achievement of benefit to be realised gradually over the life of the programme as follows: <ul style="list-style-type: none"> the end of March 2027 the end of March 2028 the end of April 2031. 																				
	<p><i>Legacy system decommissioning</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 25%;">IGMS</th> <th style="width: 25%;">Plone</th> <th style="width: 20%;">AMS</th> </tr> </thead> <tbody> <tr> <td>Licence costs</td> <td colspan="3" style="background-color: #cccccc;">Commercial Information</td> </tr> <tr> <td>Enhancement and policy implementation</td> <td colspan="3" style="background-color: #cccccc;"></td> </tr> <tr> <td>Total annual saving</td> <td colspan="3" style="background-color: #cccccc;"></td> </tr> <tr> <td>Realisation timeframe</td> <td>January 2028</td> <td>September 2029</td> <td>November 2031</td> </tr> </tbody> </table>		IGMS	Plone	AMS	Licence costs	Commercial Information			Enhancement and policy implementation				Total annual saving				Realisation timeframe	January 2028	September 2029	November 2031
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Programme contingency

The total programme budget of \$336m includes a 20% contingency of \$51m which will be funded from MBIE’s third party funding. As per the tolerances set out in the Management Case, the Programme Board can approve draw of contingency of up to 5% or \$150,000 (whichever is less) of the total approved budget for the financial year. For anything outside this tolerance, a change request will be submitted to the Delivery Governance Group (DGB). Monitoring the balance of the contingency will be a responsibility of the Programme’s financial accountant position.

Overall affordability

The programme will be funded through a combination of:

- immigration third party revenue (Fee and Levy) with a Visa Services memorandum account cash shortfall of \$35.8m, met through MBIE’s balance sheet and equity account, which will then be replenished once the programme starts to generate net savings (projected from FY27/28).
- realising monetary benefits - comprising of improved visa processing efficiencies, reduction in Customer Service Centre call volumes and decommissioning legacy systems.

IN CONFIDENCE

Table 14: Year-on-year costs and identified funding streams

(\$m)	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	8-year Total
Costs									
Operating costs (incl. contingency)	4.30	41.11	46.66	43.26	48.38	50.08	64.18	27.29	325.27
Capital costs (incl. contingency)	0.04	3.39	5.76	1.69	-	-	-	-	10.88
Total programme costs	4.34	44.50	52.42	44.95	48.38	50.08	64.18	27.29	336.15
Funding identified									
Cost met through immigration fee revenue (memo account)	4.14	27.75	10.98	-	-	-	-	-	42.87
Cost met through immigration levy revenue (hypothecation account)	0.20	13.72	14.36	9.10	7.18	7.43	11.49	-	63.48
Cost met through realising programme benefits (savings/efficiencies)	-	3.03	27.08	35.86	41.19	42.66	52.69	27.29	229.80
Total funding identified	4.34	44.50	52.42	44.95	48.38	50.08	64.18	27.29	336.15
Monetary benefits									
Total monetary benefits	-	3.03	27.08	52.36	77.07	88.66	97.46	107.23	452.89

The largest funding stream is from realisation of monetised benefits

Sixty-eight per cent of the funding for the programme is through realisation of monetary benefits - \$229.8m. Of this amount, a significant proportion is from workforce reductions due to processing efficiencies and reduced call volumes. We have completed scenario modelling to understand the impact on the overall affordability in the event that a proportion of these benefits are not realised.

Scenario one assumes that only 90% of the estimated efficiency gains are achieved and scenario two assumes only 75% is achieved. In both cases, a Visa Services memorandum account cash shortfall exists which will required to be met through MBIE balance sheet and equity account. From year four, we would be able to meet the programme costs and repay cash provided within MBIE, but there would be a reduction in overall monetary benefits.

Table 15: Scenario one - 90% of the estimated efficiency gain is achieved

(\$m)	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	8-year Total
Costs									
Operating costs (incl. contingency)	4.30	41.11	46.66	43.26	48.38	50.08	64.18	27.29	325.27
Capital costs (incl. contingency)	0.04	3.39	5.76	1.69	-	-	-	-	10.88
Total programme costs	4.34	44.50	52.42	44.95	48.38	50.08	64.18	27.29	336.15
Funding Identified									
Cost met through immigration fee revenue (memo account)*	4.14	28.05	13.69	-	-	-	-	-	45.88
Cost met through immigration levy revenue (hypothecation account)	0.20	13.72	14.36	9.10	7.18	7.43	11.49	-	63.48
Cost met through realising programme benefits (savings/efficiencies)	-	2.73	24.37	35.86	41.19	42.66	52.69	27.29	226.78
Total funding identified	4.34	44.50	52.42	44.95	48.38	50.08	64.18	27.29	336.15
Monetary benefits									
Total monetary benefits	-	2.73	24.37	47.96	71.04	81.61	89.75	99.03	416.48

* Total cash shortfall of \$38.9m to be met through MBIE balance sheet and equity account (\$25.2m in FY25/26, \$13.7m in FY26/27), which will be replenished once the programme starts to generate net savings.

IN CONFIDENCE

Table 16: Scenario two - 75% of the estimated efficiency gain is achieved

(\$m)	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	8-year Total
Costs									
Operating costs (incl. contingency)	4.30	41.11	46.66	43.26	48.38	50.08	64.18	27.29	325.27
Capital costs (incl. contingency)	0.04	3.39	5.76	1.69	-	-	-	-	10.88
Total programme costs	4.34	44.50	52.42	44.95	48.38	50.08	64.18	27.29	336.15
Funding Identified									
Cost met through immigration fee revenue (memo account)*	4.14	28.51	17.75	-	-	-	-	-	50.40
Cost met through immigration levy revenue (hypothecation account)	0.20	13.72	14.36	9.10	7.18	7.43	11.49	-	63.48
Cost met through realising programme benefits (savings/efficiencies)	-	2.27	20.31	35.86	41.19	42.66	52.69	27.29	222.27
Total funding identified	4.34	44.50	52.42	44.95	48.38	50.08	64.18	27.29	336.15
Monetary benefits									
Total monetary benefits	-	2.27	20.31	41.37	62.00	71.03	78.17	86.72	361.87

* Total cash shortfall of \$43.4m to be met through MBIE balance sheet and equity account (\$25.6m in FY25/26, \$17.7m in FY26/27), which will be replenished once the programme starts to generate net savings.

Utilising immigration third party revenue (fee and levy) will have a minimal impact on the Crown

The expenses and savings related to the programme will impact the Immigration Visa Services Memorandum and Hypothecation accounts. Under current Fee and Levy settings, this initiative is expected to reduce the hypothecation account balance by \$61m and improve the memorandum account balance by \$178m over eight financial years. This will delay rebalancing the hypothecation account by five years to FY31/32 compared to FY27/28 as modelled in the 2024 fee and levy review (see table 17 below for detail). However, as the expenses and revenue of memorandum and hypothecation accounts balance over time, the reduced costs for third parties should be reflected in future immigration Fee and Levy reviews to rebalance the Memorandum and hypothecation accounts.

Table 17: Projected impact on the immigration accounts

Year	1	2	3	4	5	6	7	8
Immigration Visa Memo account - with OFS								
	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32
Opening Balance 1 July	41,789	11,628	(24,864)	(59,456)	(59,443)	(52,722)	(48,923)	(59,785)
Revenue	353,729	385,349	385,526	405,729	405,729	405,729	405,729	405,729
INZ Operational Expenses	(379,751)	(394,090)	(409,140)	(422,218)	(434,884)	(447,931)	(461,369)	(475,210)
OFS costs - Fee funded	(4,140)	(30,779)	(38,059)	(33,417)	(36,331)	(37,396)	(47,181)	(22,961)
OFS monetary benefits - relevant to Fee funding	-	3,028	27,080	49,918	72,208	83,396	91,959	100,312
Surplus/(Deficit) for the year	(30,161)	(36,491)	(34,593)	13	6,722	3,798	(10,862)	7,870
Closing Balance 30 June	11,628	(24,864)	(59,456)	(59,443)	(52,722)	(48,923)	(59,785)	(51,915)
Levy Hypothecation account - with OFS								
	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32
Opening Balance 1 July	(96,351)	(101,631)	(78,562)	(62,586)	(42,489)	(25,747)	(14,671)	(13,250)
Revenue	214,723	263,284	262,968	266,966	266,966	266,966	266,966	266,966
INZ Operational Expenses	(158,866)	(164,263)	(170,420)	(175,561)	(180,828)	(186,253)	(191,841)	(197,596)
OFS costs - Levy funded	(205)	(13,720)	(14,357)	(11,536)	(12,048)	(12,687)	(16,999)	(4,330)
OFS monetary benefits - relevant to Levy funding	-	-	-	2,440	4,863	5,261	5,506	6,919
Cost outside of INZ - ESOL @ 80%	(50,302)	(50,302)	(50,302)	(50,302)	(50,302)	(50,302)	(50,302)	(50,302)
Cost outside of INZ - other initiatives	(10,630)	(11,929)	(11,913)	(11,909)	(11,909)	(11,909)	(11,909)	(11,909)
Surplus/(Deficit) for the year	(5,281)	23,070	15,976	20,097	16,742	11,076	1,421	9,748
Closing Balance 30 June	(101,631)	(78,562)	(62,586)	(42,489)	(25,747)	(14,671)	(13,250)	(3,502)
OBEGAL Impact	(4,344)	(41,471)	(25,337)	7,405	28,693	38,575	33,284	79,940

*Year 1 to 4 expenses based on 2024 fee and levy review forecast, Year 5 to 8 expenses assumed to stay at the same level as year 4 with 3% growth year on year. Year 1 to 4 revenue based on 2024 fee and levy review 90% forecast volume, and new fee and levy rates coming into effect in October 2024 that remain unchanged, Year 5 to 8 revenue assumed to be the same as year 4.

IN CONFIDENCE

The costs of the programme will impact the Immigration Appropriation, and approval will be required by Cabinet for the increased costs relating to the programme, to be provided for from fee and levy revenue, with no corresponding impact on the operating balance and net debt. The table below shows the net impact on the Vote Labour Market – Immigration MCA

Table 18: Net impact on Vote Labour Market - MCA

	\$m- increase/(decrease)						
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Vote Labour Market Minister of Immigration Multi-Category Expenses and Capital Expenditure							
Immigration Services MCA: Departmental Output Expenses							
Assessment and Processing services (funded by revenue Crown)	0.20	13.72	14.36	9.10	7.18	7.43	11.49
Assessment and Processing services (funded by revenue other)	4.14	27.75	10.98	-	-	-	-
Total Operating	4.34	41.47	25.34	9.10	7.18	7.43	11.49

The graphs below show the impact the programme investment will have on the Immigration accounts balance projection, in comparison to the current projection. Through investing in the programme, the fees memorandum account is projected to go into deficit in FY25/26 and projected to trend upward from FY26/27 because of forecast benefits. The Levy hypothecation will have a slower return to surplus but it does get close to rebalance at the end of FY31/32.

Figure 11: Immigration visa fee memo account balance projection

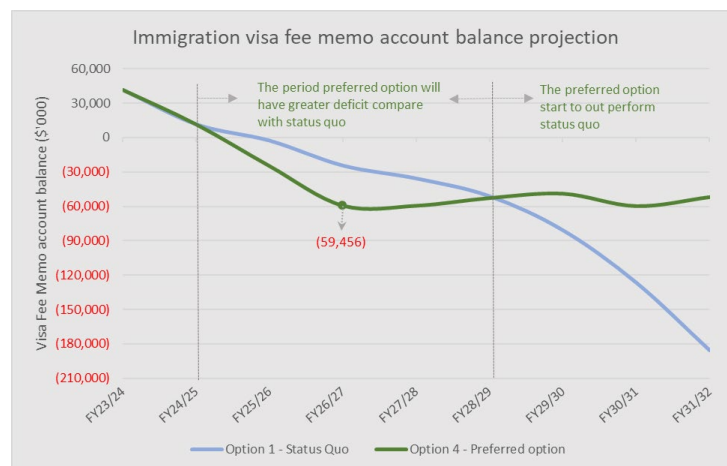
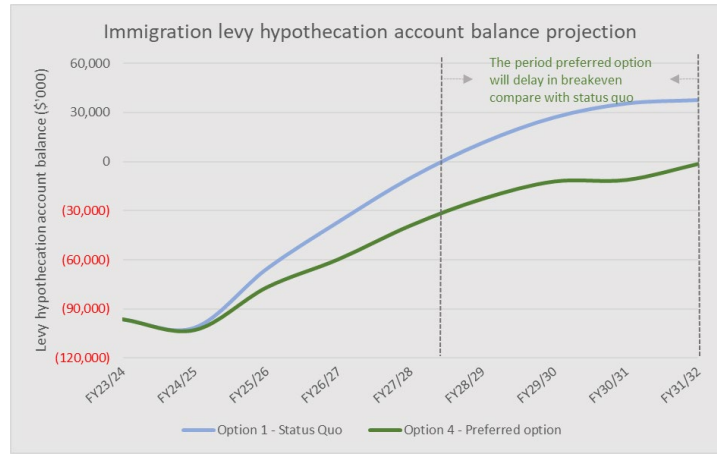


Figure 12: Immigration levy hypothecation account balance projection



Management case

The Management case:

- provides an overview of the implementation approach we will take to deliver the programme
- outlines the governance and management for the programme
- outlines the programme risks identified and the assurance arrangements in place for the programme
- describes the benefits management approach.

This programme will change the way we deliver services for the immigration system. To successfully implement a programme of this size requires a well thought through and considered delivery approach, supported by strong governance, assurance, and reporting practices. We will establish clear frameworks, guides and plans from the outset and continue to learn and adjust these over the life of the programme.

The programme is a top priority for the immigration system under MBIE's enterprise business plan

The programme is one of the immigration systems top priorities and is included in the MBIE enterprise business plan. The purpose of the MBIE enterprise business plan is to:

- provide the link between MBIE's budget and prioritised initiatives
- identify and tackle strategic outcomes, priorities and challenges across MBIE
- provide medium term direction, with annual updates in response to on-going change.

We have reviewed lessons learned from previous projects

We have reviewed the lessons learned from previous large-scale programmes/projects (including the ADEPT programme, IGMS/Vision 2015 and the Inland Revenue transformation programme) to understand the common delivery challenges to inform the implementation approach we will adopt for the Our Future Services programme. Some key themes we have identified are:

- the need for strong cross-system ownership by senior leaders to help ensure alignment and accountability
- ensuring scope and outcomes are clearly understood, agreed, and as far as possible stable – all key stakeholders need to understand the outcomes and benefits
- ensuring the delivery of the programme is resourced appropriately with the right people and the right skillsets
- ensuring clear understanding of benefits sought and establishing a robust plan to realise these benefits and review them throughout the life of the programme
- ensuring the delivery plans are accurate and not overly optimistic
- ensuring governance arrangements are fit for purpose, adaptive to suit the programme as it develops, and are supported by the independent expertise of an external advisor.

We are extending our established governance structures

We recognise that given the change proposed through the programme, it will impact many aspects of the immigration system. We need to ensure that robust governance structures are in place with

appropriate support from all senior leaders responsible for the system. We will build on existing arrangements to enable strong governance and support across the system for the programme.

Governance of the programme will be subject to MBIE's standard Delivery Framework and governance oversight, with an extension of a Programme Board and Design Authority. We will follow MBIE's standard portfolio governance processes based on risk, complexity, and financial delegation.

Existing MBIE governance structures involved in the programme

MBIE Senior Leadership Team (SLT)

The MBIE Senior Leadership Team will remain informed about the progress of the programme and will receive quarterly updates.

Delivery Governance Board (DGB)

The DGB provides governance and oversight (within its delegation) of initiatives on MBIE's approved Investment Plan. They will be responsible for providing governance oversight of the programme delivery and will approve any change requests which exceed the delegated authority of the Programme Board, and any closure reports.

The DGB will receive updates on the delivery, scope, risks, benefits realisation and expenditure of the programme, through the Programme Management Office (PMO) monthly Portfolio Dashboard. The programme will provide a quarterly report back with escalation of risks and issues as required.

The DGB will play a key role in helping to remove roadblocks for the Programme Board to ensure delivery can stay on track. If the programme is off-track (with an overall RAG status of red), the programme will attend DGB and provide a report back until the delivery status is back to green, or DGB is satisfied with the plan to green.

Two dedicated governance boards will be established for the programme

Our Future Services Programme Board

The Our Future Services Programme Board is chaired by the Senior Responsible Owner and includes representation from across the immigration system. The Board will meet monthly and is accountable for the overall success of the programme, day to day decisions and providing direction and guidance. It is accountable for realisation of the programme benefits. A supporting Terms of Reference outlines its key responsibilities and how it will operate.

It will have the authority to direct the programme and approve change within the delegated tolerance as follows:

- Any delay in delivery beyond 3 weeks will be escalated to DGB for consideration and approval.
- Any change in scope that is 5% of the total approved budget (opex + capex) or \$150k whichever is less.

If the tolerance threshold will be exceeded or as soon as the programme is forecasting exceeding the tolerance, a change request will be raised and submitted to DGB.

Our Future Services Programme Design Authority

The Design Authority will approve design level decisions at a programme workstream level. For example, visa application form design recommendations. Membership will be made up of General Managers/National Managers (tier 3/4 leaders) from across the immigration system.

Programme reporting

Internal and external governance reporting will ensure consistent oversight and assurance that programme delivery is on track. This includes a focus on benefits realisation to ensure that delivery of the agreed benefits happens in line with the delivery roadmap, with a particular focus on the monetised benefits that will fund the programme.

Table 19: Summary of programme reporting

Governance body	Reporting frequency	Focus areas
Cabinet	Annual	Progress update, with focus on benefits realisation
Minister of Immigration	Quarterly	Programme delivery, including costs and benefits realisation
Minister of Finance	Quarterly	Copied into Minister of Immigration’s reporting
MBIE SLT	Quarterly	Programme status report, including summary of the work completed in the previous quarter, upcoming milestones, costs and benefits realisation, and programme risks and issues
DGB	Quarterly	MBIE Enterprise Portfolio Reporting on key programme health indicators
OFS Programme Board	Monthly	Progress against the delivery plan, costs, benefits, risks, issues and dependencies.

We will also engage with central agencies on a monthly basis to ensure consistent ongoing engagement.

Governance groups within MBIE will provide specific advisory support

Alongside the governance bodies with oversight of the overall programme, we will be supported in various areas of our work by other groups within MBIE that provide specific advisory support, including the:

- *The Data Science Review Board*: A technical advisory board comprised of both MBIE internal and external experts. It provides practical direction and guidance for matters relating to data science and algorithm governance.
- *The Immigration System Governance Group (ISGG)*: An INZ governance group that brings together the Deputy Secretaries from the across the immigration system. The ISGG provides strategic oversight, governance and leadership to the immigration system.
- *The Immigration Risk and Compliance Sub-Committee*: An immigration system governance committee responsible for providing assurance to senior leaders that frameworks and tools are in place and working effectively to balance immigration risk and immigration value. It provides a system approach to immigration risk and compliance.

- *The INZ People and Culture Sub-Committee*: An INZ governance committee responsible for providing advice to the Immigration Leadership Team on matters impacting INZ people and culture.

We have a defined programme management structure

The Senior Responsible Owner (SRO) is the Deputy Secretary Immigration and has overall accountability for the programme. They ensure it meets its objectives, delivers the desired outcomes, and enables benefits to be realised. The SRO is the Chair of Programme Board.

The SRO has appointed a General Manager (tier 3 leader) as Programme Sponsor who is responsible for shaping the Programme and taking a strong leadership role in the overall design, structure and content of the Programme. They have a key role in managing both internal and external stakeholders.

The Business Owner is the Chief Operating Officer, as they are a key stakeholder and represent the business unit (visa operations) who will own the delivered product and be the end users. The Business Owner plays a key role in ensuring the programme deliverables are incorporated into business as usual and the benefits are delivered as projected.

A Programme Director will report to the Programme Sponsor and is responsible for providing leadership across the delivery of the work programme, managing all the key components associated with an active programme management function, including:

- ensuring alignment with strategic goals
- planning and co-ordinating work programme delivery
- monitoring programme risks, issues and benefits
- preparing governance reporting
- progress and change reporting
- stakeholder and communications management planning.

A core programme management team will report to the Programme Director. The Programme team will utilise the frameworks and resources supplied through Projects@MBIE to manage and monitor the Programme. The team will seek support from the MBIE PMO for tailoring and framework advice over the life of the Programme given the proposed delivery approach will follow a predominantly waterfall methodology, with the incorporation of select agile practices.

Delivery of the work programme will be incorporated into the INZ enterprise change work programme

The INZ enterprise change work programme will consist of three core component work programmes – Our Future Services, the Government policy work programme, and smaller critical ‘must do’ business change.

Delivery of the programme, alongside the Government policy work programme will require significant capacity from across MBIE, particularly from INZ and Corporate and Digital Shared Services (CDSS), leaving only limited capacity for other business change work.

It is important that there is a shared, single view of activity across these three work programmes to:

- ensure they work seamlessly together
- limit technical debt by only making non-critical changes to legacy systems

- ensure responsible spend decisions
- streamline our use of resources
- ensure the change is managed in the appropriate portfolio so appropriate priority can be determined.

The Immigration Change Pipeline function is responsible for maintaining this view and reporting against the enterprise programme of activity.

The Government policy work programme will be separate from Our Future Services

Government-directed policy change, such as the introduction of any new visa products, will take place outside of the Our Future Services work programme and have its own dedicated resources, including technical capacity. This is to ensure that any policy change can be delivered effectively and efficiently, and without impacting on the successful delivery of the Our Future Services programme.

The Programme team will work closely with the immigration policy teams to understand any proposed policy changes and ensure that the ADEPT build roadmap aligns to the policy programme, if required. For example, if any policy change is proposed to existing visa products, the expectation is that this would happen prior to, or as part of, the design phase for that visa product, not once the technical build has started or is complete. This will reduce any risk of policy change impacting delivery by leading to rework or changes to a visa product once it is built into ADEPT.

We will have strong prioritisation disciplines in place to ensure that any new work is limited to 'must do' activity

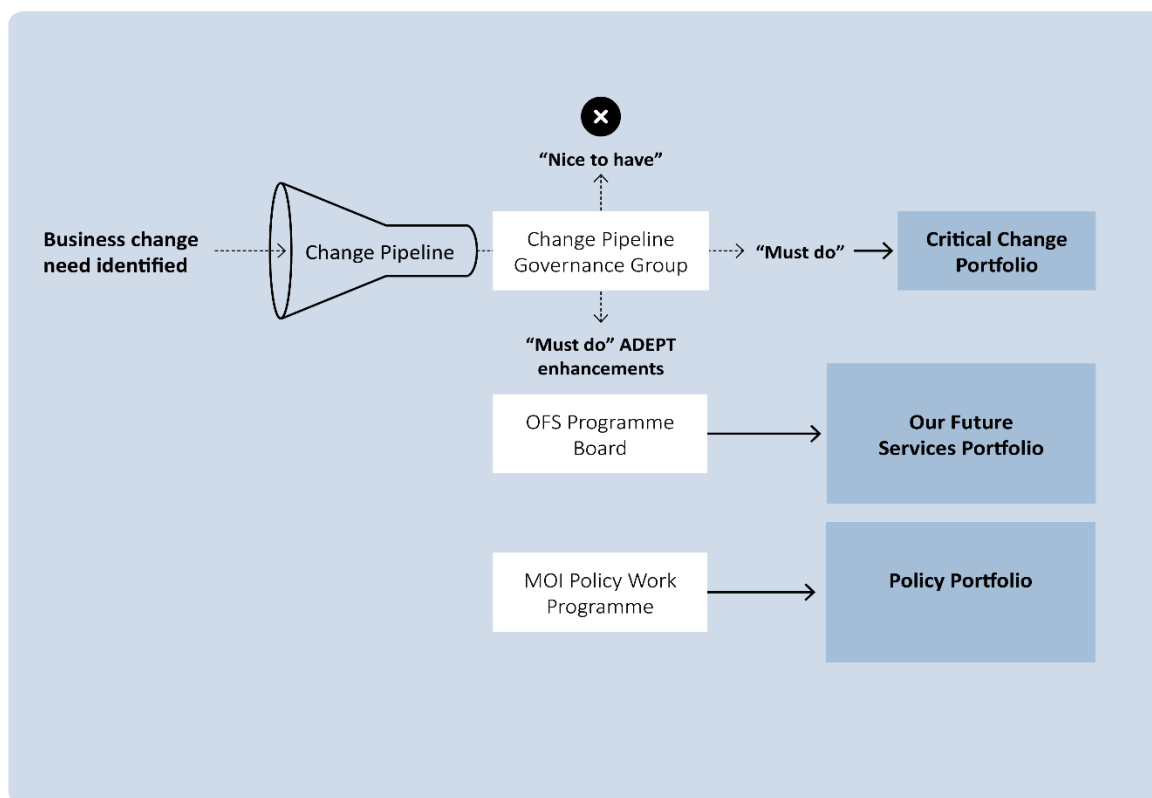
While we will have a defined delivery roadmap for Our Future Services, we recognise that there is potential for currently unknown priority change proposals (outside of the policy work programme) to arise over time and these may fit best under the Our Future Services work programme.

The role of the Immigration Change Pipeline Governance Group is to review any new change delivery work across the INZ enterprise work programme and using an agreed prioritisation approach either decline or approve the request. In instances where new work is approved, the role of the Change Pipeline will be to allocate the work to one of the work programmes, which will then 'accept' the work into their work programme and schedule implementation in line with capacity and alignment to other work items. When new work is allocated to the Our Future Services programme, the Programme Board will review and either accept or decline. If accepted, a formal change request will be completed.

To support decision making at the Change Pipeline, we will establish appropriate controls and reporting frameworks for determining whether an additional work item needs to be added to the Our Future Services work programme.

The Programme Sponsor is the Chair of the Change Pipeline Governance Group.

Figure 13: How the immigration system will receive and assign change initiatives through the Change Pipeline



We will put in place dedicated multi-disciplinary teams to deliver the programme

Designing and building services using multi-disciplinary teams will ensure we give users and stakeholders a voice from the start of the process. These integrated delivery teams will include expertise from INZ, Strategy and Assurance and CDSS, with CDSS responsible for technical delivery. Our programme structure will ensure that people with the right skills and knowledge get involved in the design, build and delivery processes at the right point in time.

The range of functions needed to give effect to the programme will come from across MBIE. We will have dedicated resources for the programme that will consist primarily of existing internal MBIE staff, additional resource, and vendor-led delivery. This will help ensure that knowledge and skills become embedded in the organisation, enabling us to realise effectiveness of the programme in the long-term.

Summary of the programme delivery model

In addition to the SRO, Programme Sponsor, Programme Director and Programme team (as highlighted on page 90), the programme delivery model will include new and existing roles from within MBIE.

Head of Technology Strategy (existing role within CDSS): This role is responsible for providing MBIE-wide technology investment, strategic planning and alignment guidance and advice. Within the Our Future Services programme this will include planning and sequencing of technology capability uplifts and supporting technology design decisions through MBIE’s governance process. They will have a

close working relationship with the Programme Director and support the programme directly via a dedicated Programme Architect resource and oversight via INZ's Enterprise Architect.

Head of Digital and Programmes, Immigration New Zealand (existing role within CDSS): This role is responsible for the technical outputs/deliverables of the programme. They will have a close working relationship with the Programme Director and Director, Online Services.

Director, Online Services (existing role in INZ): This role is responsible for the business ownership and strategic direction of ADEPT, including delivery of new products and enhancements into the platform. They will work closely with the Programme Director and Head of Digital and Programmes. They are responsible for outputs or deliverables to enable the successful delivery of the programme.

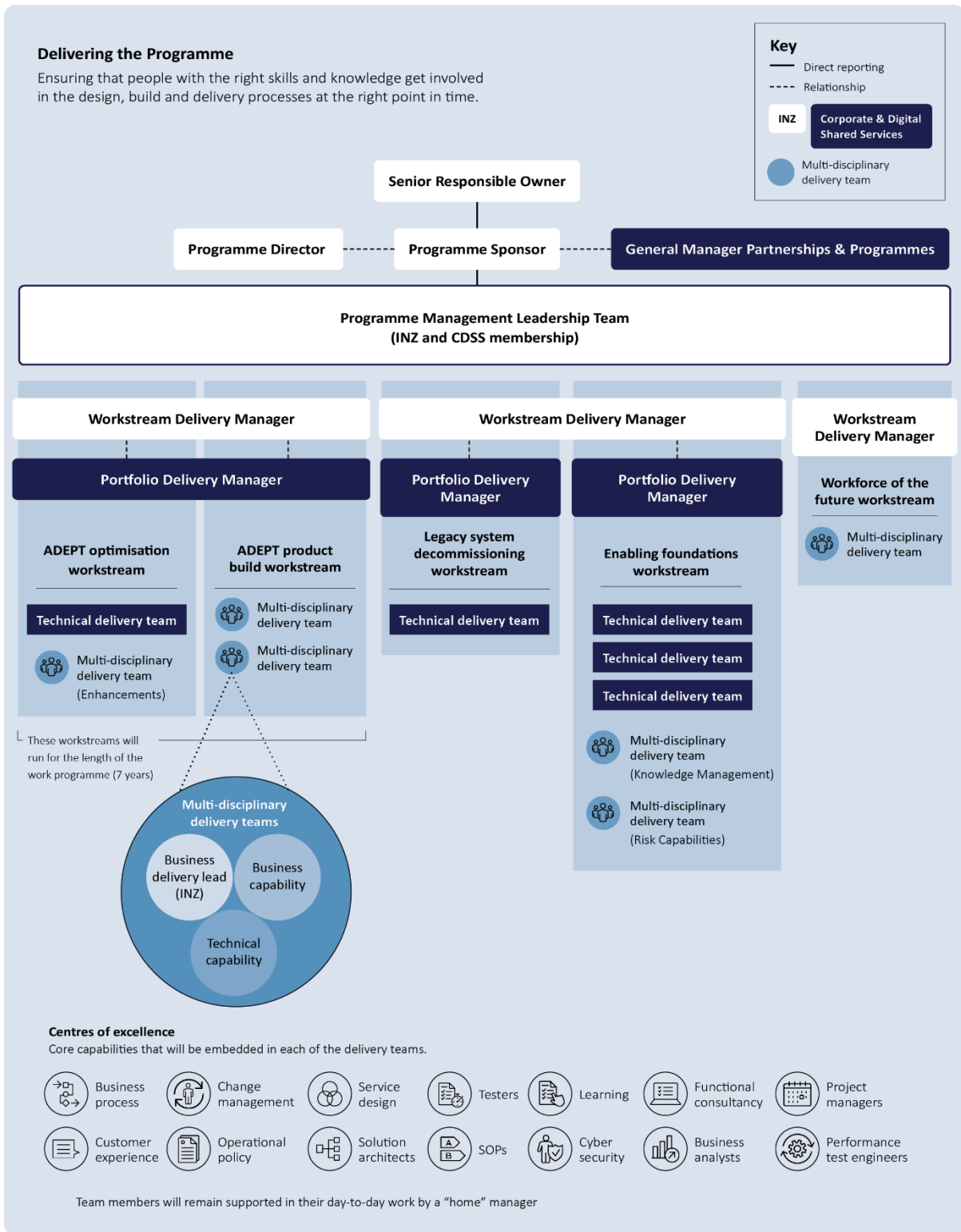
Workstream Delivery Manager (new roles within INZ): These roles are responsible for driving the end-to-end implementation of programme deliverables within a workstream from design through to benefits realisation. Key responsibilities include supporting the prioritisation of backlogs, planning and implementation of epics within their workstream - ensuring there is a business focus on prioritisation and design; undertaking internal and external business stakeholder engagement and communications, including supporting co-design activities. They will manage the implementation risks, issues and dependencies within their workstream and will complete monthly status reporting and prepare governance papers. If the workstream has a technical delivery component - they have a direct working relationship with the Portfolio Delivery Manager.

Portfolio Delivery Managers (existing roles in CDSS): These roles are responsible for ensuring successful delivery of technical work items within that workstream. The Portfolio Delivery Manager may have multiple value streams within their workstream or workstreams. For example, the ADEPT Optimisation and Product Migration delivery workstreams will have the same Portfolio Delivery Manager. Portfolio Delivery Managers will work closely with a business-led Workstream Delivery Manager to manage implementation risks, oversee workstream backlogs and maintain alignment with the overall programme direction.

Delivery Leads (new roles within INZ): Responsible for providing leadership delivery of the end-to-end implementation for epics within a multi-disciplinary team. Working closely with the technical Project Manager, key responsibilities of the role include maintaining a backlog of work items, developing and maintaining a detailed delivery plan, and facilitating and driving the work through the full change delivery lifecycle. They will also endorse change management impact assessments, training materials specific to the change and prepare go-live readiness reporting.

Multi-disciplinary teams (existing roles plus additional resource): Multi-disciplinary delivery teams will be formed to implement the changes set in each of the workstreams. The teams will be made up of all the core capabilities required to deliver the work across the change delivery cycle – e.g., Testers, Leads, Business Analysts, Data Analysts, Service Designers etc. Resource within these dedicated delivery teams will not have a direct reporting line within the Programme and instead will report to existing capability managers.

Figure 14: Our Future Services programme delivery model



Composition of multi-disciplinary teams

We expect that the size and capabilities required for each delivery team will vary between and within teams over time. Centres of excellence exist in INZ and CDSS for the core capabilities that will be required for some or all of the delivery teams.

The success of our multi-disciplinary teams is dependent on clearly defined roles and responsibilities and having the right capabilities leading the delivery of the programme initiatives. We will ensure that everyone is trained in agreed delivery model methods and that people have the right level of support and training to increase their capability.

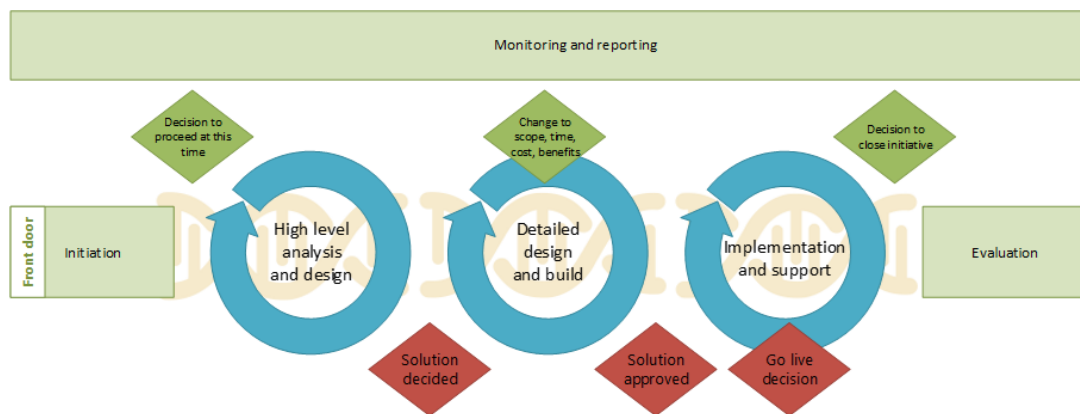
We will enhance our implementation practices and put in place a clear model to support consistent and on-time delivery

MBIE already has in place a defined change delivery model based on the waterfall delivery methodology. This methodology involves end-to-end planning and typically culminates in a big-bang deployment, where all components of a changes are implemented at once after the entire change process is completed. We will expand on this approach to incorporate several successful planning disciplines from the agile delivery methodology. These include programme increment planning (quarterly), story refinement, capacity planning, and ongoing refinement of how we work (including planning and prioritising work).

Components of agile delivery are already embedded within parts of CDSS. We will draw on existing support and training material to support this new way of working across INZ and develop any additional support and guidance under the programme including:

- confirmation of roles and responsibilities
- what good collaboration looks like
- enhancements to our planning approaches.

Figure 15: Immigration system change lifecycle



We have identified resource requirements for the programme

We have developed a resource plan for the life of the programme. The plan sets out the capabilities and capacity required by each workstream and identifies if the work can be resourced internally, if new capacity is required, or if it can be completed through support from existing supplier relationships.

In order to successfully accelerate delivery and implement the programme, we need to scale up the resources available in the implementation and delivery teams for the duration of the programme.

Any new positions will be funded through the programme implementation costs as set out in the financial case and positions will be recruited as either permanent or fixed-term positions, with contractors hired on an exception only basis.

Existing resources are where resource managers have agreed/determined that capacity can be assigned to the programme.

Individuals will report to home teams across MBIE and contribute to multi-disciplinary teams that will deliver the programme.

We have developed the delivery roadmap across each of the workstreams

Reaching our future state will take a number of years and will require multiple workstreams being undertaken concurrently, with each delivering key initiatives contributing to implementation of the future state model and the programme outcomes.

We have identified five workstreams that will run in tandem and have divided the programme into three phases following a 1.5-year + 2-year + 3-year approach where we will incrementally deliver against the programme benefits.

By dividing the programme into smaller components of work, we can establish clear check points to monitor progress, validate and/or reset our initial assumptions, evaluate our delivery success, and determine whether we are ready to move to the next phase.

While the phases are interdependent, the approach provides structured check points to use lessons from the previous phase to determine how and whether to proceed to the next stage, and allows for any adjustments to the delivery approach to be made if required. This may include incorporating new technology advancements to enable faster programme delivery.

We have completed extensive scoping and planning for each of the workstreams including involvement from both business and technology subject matter experts to identify the scope, timeline and dependencies. The key milestones for each workstream are detailed in the table below.

We recognise that over time we may need to adapt the work programme. Some planned work in the later phases of the ADEPT Optimisation and Enabling Foundations workstreams may be adjusted should priorities change.

Any review and updates will recognise that the programme deliverables related to monetisable benefits are locked in and must be delivered in line with the roadmap. Depending on the level of change, adjustments to the plan may be put through governance processes to ensure appropriate oversight, based on agreed delegations.

Table 20: Summary of key milestones for each workstream

Workstream	Phase	Milestone	Date
<i>ADEPT product build</i>	Phase one	Product redesign work completed for current IGMS products	May 2026
		Product redesign work completed for current Online Services product	June 2026
	Phase two	All existing IGMS visa products built onto ADEPT	March 2027
		Existing Online Services visa products built onto ADEPT	April 2027

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		Product redesign work completed for current PLONE products	June 2027
	Phase three	All existing PLONE visa products built onto ADEPT	February 2029
		Product redesign work completed for current paper and other submission channel products	February 2029
		All paper and other submission channel visa products built onto ADEPT	April 2031
<i>Decommissioning</i>	Phase two	IGMS decommissioned	December 2027
		Online Services decommissioned	December 2027
	Phase three	Plone decommissioned	September 2029
		AMS final state achieved	October 2031
<i>Enabling foundations</i>	Phase one	All core risk foundations implemented	June 2026
	Phase two	New technical risk capabilities implemented: <ul style="list-style-type: none"> • connection of risk analytics platform • decision intelligence engine • rules management tool 	September 2026 December 2027 February 2027
		Knowledge management – new enterprise search capability	October 2027
		End-to-end automation implemented: <ul style="list-style-type: none"> • Low risk visitor visa • Resident visa transfer and confirmation • Temporary visa transfer 	August 2027 November 2027 March 2028
	Phase three	End-to-end automation implemented: <ul style="list-style-type: none"> • Working holiday visa • APEC business visitor visa 	November 2028 June 2030
<i>ADEPT optimisation</i>	Phase one	Top priority enhancements to existing cross-product functionality implemented. For example, improving: <ul style="list-style-type: none"> • Form data capture • Alerts and warnings • Customer dashboard and application progress improvements 	June 2026
	Phase two	Foundational technical scalability activities completed	June 2027
		Identity enhancements implemented (e-chip and liveness detection checks)	June 2028-December 2028
	Phase three	Key new customer service improvements: <ul style="list-style-type: none"> • Additional customer service functionalities introduced (privacy requests, refund, check visa conditions) 	February 2029
<i>Supporting strategies / approaches</i>	Phase one	<ul style="list-style-type: none"> • Nine supporting strategies/approaches completed: <ul style="list-style-type: none"> • Information and data management strategy/approach • Channel strategy/approach (including the role of visa application centres) • Automation standard (including assurance) • Assurance approach • Knowledge management strategy/approach • Risk rules targeting strategy/approach 	December 2025 December 2025 June 2025 December 2025 June 2026 June 2025

		<ul style="list-style-type: none"> • Organisational readiness and change strategy/approach • Test automation strategy/approach • Co-existence approach 	June 2025 November 2025 May 2025
<i>Workforce of the future</i>	Phase one	<ul style="list-style-type: none"> • Current state analysis completed for all workforce of the future component areas • Future state design completed 	June 2025 December 2025
	Phase three	<ul style="list-style-type: none"> • Delivery of end state workforce of the future 	June 2031

Phase one delivery

Detailed below is an overview of the scope and outcomes for the work to be delivered in phase one of the programme (February 2025 to 30 June 2026).

We have defined the work programme for phase one and have completed an initial sizing of the work items to help us understand the size and cost of each initiative and dependencies between work items.

Phase one will focus on establishing solid foundations for future work. It is anticipated that at the end of phase one some benefits will have been achieved. However, at this stage of the programme the cost of delivery will outweigh the level of monetised benefits achieved.

ADEPT platform optimisation

By the end of phase one we will have remediated and extended the abilities of the core foundational technological and operational components of the ADEPT platform. This will consist of some purely technical work to ensure the stability of the platform and support faster delivery of visa products or enhancements onto ADEPT over time. For example, establishing additional test environments to enable more work to be delivered in parallel.

It will also consist of functional improvements, particularly to the visa processing components on ADEPT, to ensure standardised reusable processes that are fit for purpose in a future where all processing is on ADEPT.

This will enable us to realise further efficiencies in application processing in the ADEPT platform, make improvements to the customer experience by increasing consistency, and improve our agility to deliver change both within the programme to support policy change or change to BAU operations.

The improvements we expect to have completed by the end of phase one include:

- establishing additional test environments to enable delivery of more ADEPT work items at any one time
- establishing automated functional testing to reduce the time required to test changes
- establishing “back-end modules” to standardise common processes for visa products reducing the time to build a new product on ADEPT
- extending the alerts and warnings functionality in ADEPT to ensure all risks are visible to processing staff in ADEPT rather than requiring referring to AMS
- enhancing existing functionality, such as the health assessment and the identity document reader processes

- improving the visibility of the progress of customers applications and the dashboard functionality to provide further information.

More detail can be found in *Appendix five: List of features under the ADEPT Optimisation workstream*.

ADEPT product build

The ADEPT Product Build workstream is central to the programme with a number of workstreams delivery timeframes dependent/reliant on its delivery.

Product build timeframes are informed by the work already completed over the past five years – with a large proportion of Visitor Visas already on the platform, as well as the Accredited Employer Work Visa, Permanent Resident Visa and Transit Visa.

By the end of phase one we will have built the application submission and processing capabilities to enable us to receive and assess international student and family of a student, visitor and transit groups and family of a worker applications in ADEPT. This equates to 31 individual visa products. It also means we can close the IGMS application forms for visitors and international students to new applications.

We will have also completed current state insights and design for another seven product groups, or 96 distinct products.

We expect to be able to demonstrate our ability to deliver as a programme by building these high-volume, complex products in phase one. We will also build on the foundations that have been established with the PRV and Transit builds to grow our ability to build new products at pace and efficiently.

During the technical build of a product, it will be important that the product itself is not subject to policy change, which would likely delay implementation and therefore impact benefits realisation. For this reason, we will ensure that the visa product build plan and the Policy Work Programme are aligned and that policy change that impacts a specific product will happen either before the product is built in ADEPT or after. If policy change happens after the completion of the ADEPT Product Build, work to make changes to the product will be funded and resourced through the ADEPT policy workstream.

Legacy system decommissioning

While no systems will have been decommissioned by the end of phase one, work will have commenced on the work required to decommission IGMS and some early work will be completed on AMS.

Enabling foundations

Phase one for this workstream sees a focus on implementing new foundational capabilities to support our future service model. Much of the work under this workstream will be to establish new capabilities to better identify and manage risk. By the end of phase one we will have:

- completed all risk foundations initiatives, including implementation of a harm index
- completed the majority of work to connect a risk analytics platform through to ADEPT, as well as beginning work to develop some analytics models to enable automation of low risk applications, for example visitor visa. Work to establish these risk foundations will enable us to manage our risk settings in a more agile and immediate way

- commenced early work on the rules management and decision intelligence platform capability.

Supporting strategies/approaches

We expect that all identified supporting strategies/approaches will be delivered in phase one of the programme. This work is fundamental to ensuring the overall success of the programme as it establishes some of the key frameworks and plans for our future service model.

Workforce of the future

The foundational work necessary to deliver this workstream will be completed in phase one. This includes completing current state analysis across the five components of the workstream (visa processing model, structure, learning, leadership and recruitment), and defining the future state for these components, including the roadmap for transitioning to the future state.

Table 21: Phase one benefits realised

	Benefit measure		Baseline	Phase one improvement	Accumulated monetary benefit
Improved efficiency of services	Average number of visa applications decided per day	Non-complex applications average daily decisions	15.95	17.17	\$3.0m
		Complex applications average daily decision	2.36	2.41	
Improved experience for customers and staff	Percentage of customers satisfied with the overall experience of applying for a visa		77%	85-86%	N/A
	Customer satisfaction with Ease of Use in applying for a visa	Online applications	84%	88-89%	
Total monetary benefit achieved by the end of Phase one					\$3.0m

Phase two delivery

Detailed below is an overview of the scope and outcomes for the work we are planning in phase two of the programme (1 July 2026 to 30 June 2028).

ADEPT platform optimisation

In phase two we will build on the foundations established in phase one to continue to improve the core functionality of ADEPT. With the supporting work completed on the enhanced visa processing model and the assurance standards, we will be able to move forward with any improvements to the functionality for assigning tasks to staff and the solution for quality checks. We will also begin work to improve our identity capture through e-chip reader and liveness detection check technologies, with the view to implement either at the end of phase two or the beginning of phase three.

While development and delivery of risk probabilistic models will happen in the Enabling Foundations workstream, we will make the technical and functional changes needed to implement end-to-end automation of some visitor visa applications when the analytics model is ready in August 2027.

We will also look to make improvements to customer functionality such as improving the sponsorship form and the usability of sharing functionality.

ADEPT product build

By the end of phase two all visa products currently in IGMS will be in ADEPT. We will also have built the Working Holiday visa, which is the only product on our AMS Online Services platform, and we will have begun building products from our Plone/SAFER legacy platform.

Building these products will provide a more consistent customer experience for a large majority of our temporary visa applicants and significantly reduce our need to train staff to use multiple systems. It will also lead to gains in efficiency through the use of more system rules, automated administrative work and improved data capture.

Legacy system decommissioning

By the end of phase two we will have closed and decommissioned IGMS (December 2027), allowing us to realise financial savings through removed license and support costs and avoiding future potential costs to remediate.

Decommissioning work for Plone/SAFER will have also commenced.

Enabling foundations

In the first quarter of phase two we will have connected a risk analytics platform through to ADEPT, and the tools to support improved business rules management, document management, knowledge management, network analytics and decision intelligence will be live and in use by the end of phase two.

Workforce of the future

Delivery of the workforce of the future strategy/approach will be the focus of phase two, particularly supporting culture change and the implementation of the enhanced visa processing model as more products are built onto ADEPT. This will include recruitment and training aspects to help support the changes we need in the way our people work.

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Table 22: Phase two benefits realised

	Benefit measure		Baseline	Phase two improvement	Accumulated monetary benefit	
Improved efficiency of services	Average number of visa applications decided per day	Non-complex applications average daily decisions	15.95	21.91	\$68.8m	
		Complex applications average daily decision	2.36	2.67		
	The percentage of applications that are automatically decided	Visitor Visas	0%	40%		
		Resident Visa Transfers & Confirmations	0%	80%		
		Temp Visa Transfers	0%	80%		
	Annual licencing and maintenance expenditure on core visa processing applications (IGMS, Plone and AMS)		\$30m pa	reduced to \$24.3m pa includes inflation adjustment		\$8.4m
	Volume of inbound customer contact with the Immigration Service Centre (calls/ emails)	Service centre inbound calls answered	814,216 (annually)	17% reduction		\$2.2m*
Service centre emails responded to		48,900 (annually)	34% reduction			
Improved identification and management of immigration risk	Reduction in Immigration Harm	\$ cost of harm	Not available	2%- 5% reduction in immigration harm**	N/A	
	Ratio of harm prevented before visa applicants arrive in NZ to harm occurring after visa applicants have arrived	% applicants not arriving due to declines, withdrawals, offloads and turnarounds	Not available	Uplift in the range of 10% to 20%**		
		% applicants arriving and experiencing adverse outcomes	Not available	Reduction in the range of 10% to 20%**		
	The time it takes to deploy, modify and remove risk rules		Not available	10% reduction in time taken**		
Improved systems agility	The time and cost to implement policy and critical business change		Not available	5% improvement**	N/A	
	The number of ICT system risks	All applications	33.4	18		
Improved experience for customers and staff	Percentage of customers satisfied with the overall experience of applying for a visa		77%	86-88%	N/A	
	Customer satisfaction with Ease of Use in applying for a visa	Online applications	84%	88-91%		
	Employee experience with using INZ systems and the extent to which they say that the system enables them to do their job		Not available	10% improvement**		
Total monetary benefit achieved by the end of Phase two					\$79.4m	

*monetary benefit is only realised in April 2027 and April 2028, with monetary benefit fully realised in Phase three

** improvement value to be validated following development of baseline

Phase three delivery

Detailed below is an overview of the scope and outcomes we are seeking for the work we are planning in phase three of the programme (1 July 2028 to 31 December 2031).

ADEPT platform optimisation

We will have completed the extension of our self-service capabilities for customers, including the ability to make refund and privacy act requests, ensuring our proactive email communications are captured against client records, and establishing an education provider platform.

This will further allow us to achieve efficiencies in our operating model by encouraging customers to self-serve and improving customers' experience throughout their New Zealand immigration journey.

We will also make the technical and functional changes needed to implement end-to-end automation of some working holiday and APEC business visitor visa applications.

ADEPT product build

We will build all remaining in scope products on ADEPT by the end of phase three.

Legacy system decommissioning

We will complete the decommissioning of Plone/SAFER and scale down AMS by the end of phase three.

Enabling foundations

Models that enable the end-to-end automation of some Working Holiday Visas and APEC Business Visitor Visas application decisions are completed.

Workforce of the future

Continued delivery of the workforce of the future strategy/approach and refinement of the enhanced visa processing model, as per the delivery roadmaps defined in phase one.

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Table 23: Phase three benefits realised

	Benefit measure		Baseline	Phase three improvement	Accumulated monetary benefit	
Improved efficiency of services	Average number of visa applications decided per day	Non-complex applications average daily decisions	15.95	23.94	\$195.6m	
		Complex applications average daily decision	2.36	3.07		
	The percentage of applications that are automatically decided	Visitor Visas	0%	40%		
		Resident Visa Transfers & Confirmations	0%	80%		
		Temp Visa Transfers	0%	80%		
		Working Holiday Scheme	0%	40%		
		APEC Business Visitor Visa	0%	40%		
	Annual licencing and maintenance expenditure on core visa processing applications (IGMS, Plone and AMS)		\$30m pa	reduced to \$16.7m pa includes inflation adjustment		\$53.9m
	Volume of inbound customer contact with the Immigration Service Centre (calls/ emails)	Service centre inbound calls answered	814,216 (annually)	20% reduction		\$12.4m
		Service centre emails responded to	48,900 (annually)	40% reduction		
Annual postage and storage expenditure		\$1.2m	reduced to \$0.2m pa includes inflation adjustment	\$1.3m		
Improved identification and management of immigration risk	Reduction in Immigration Harm	\$ cost of harm	Not available	5%- 10% reduction in immigration harm*	N/A	
	Ratio of harm prevented before visa applicants arrive in NZ to harm occurring after visa applicants have arrived	% applicants not arriving due to declines, withdrawals, offloads and turnarounds	Not available	Uplift in the range of 20% to 30%*		
		% applicants arriving and experiencing adverse outcomes	Not available	Reduction in the range of 20% to 30%*		
	The time it takes to deploy, modify and remove risk rules		Not available	20% reduction in time taken*		
Improved systems agility	The time and cost to implement policy and critical business change		Not available	20% improvement*	N/A	
	The number of ICT system risks	All applications	33.4	18		
Improved experience for customers and staff	Percentage of customers satisfied with the overall experience of applying for a visa		77%	86-89%	N/A	
	Customer satisfaction with Ease of Use in applying for a visa	Paper applications	69%	89-92%		
		Online applications	84%			
	Employee experience with using INZ systems and the extent to which they say that the system enables them to do their job		Not available	40% improvement*		
Total monetary benefit achieved by the end of Phase three					\$263.2m	

* improvement value to be validated following development of baseline

Figure 16: Roadmap for Our Future Services work programme

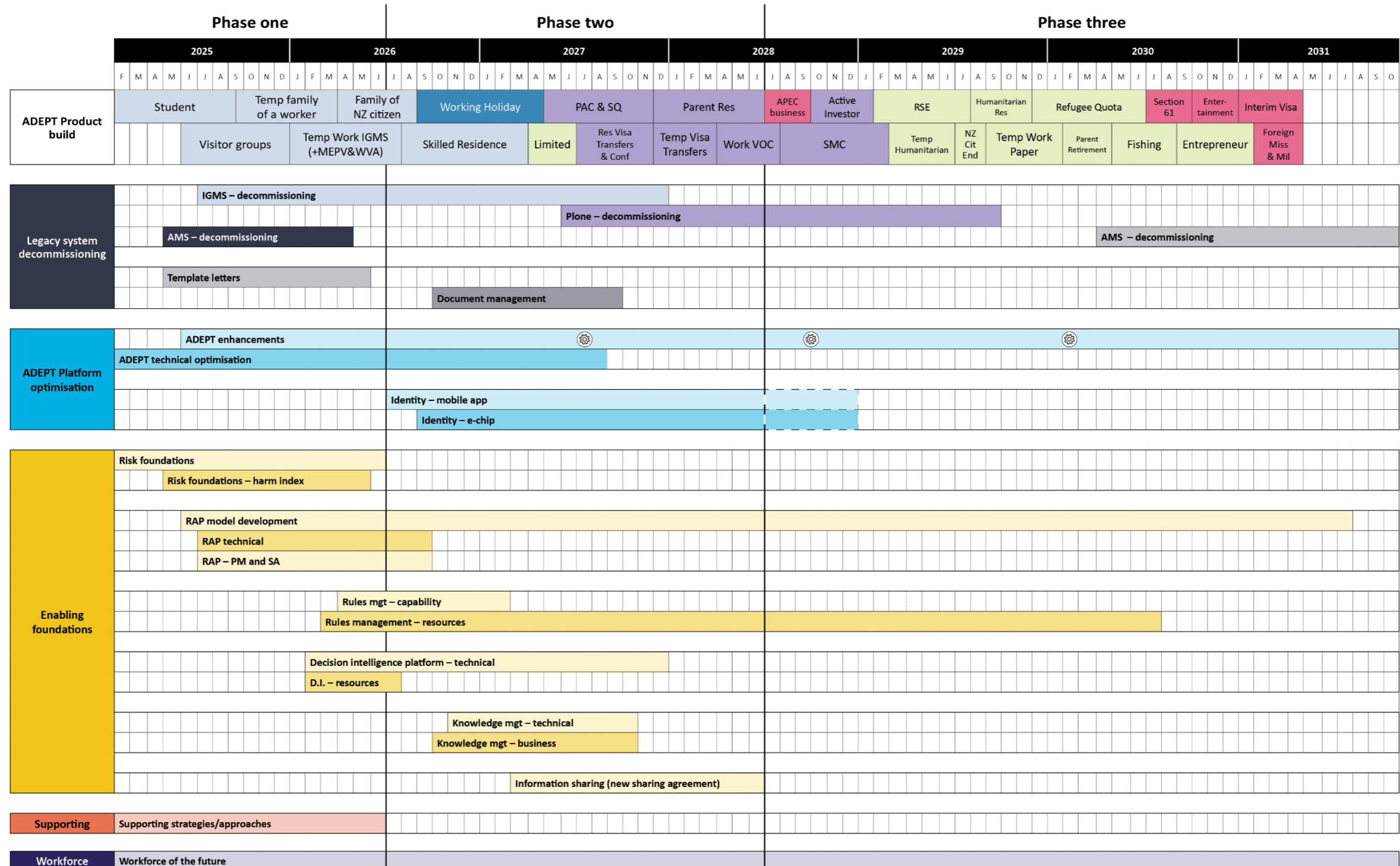
Roadmap

Our Future Services work programme

Key

IGMS
Plone
Online Services
Paper
Other





Indicates technical change implemented to enable end-to-end automated decision-making



We have a planned approach to ensure all programme benefits are realised

Monetary and non-monetary benefits will be realised throughout the life of the programme across the four outcome areas. The benefits and their measures are summarised below – a detailed view of the benefits and corresponding key performance indicators can be found in Table 2 on page 40.

Figure 17: Programme benefits and measures

Outcomes			
			
Improved efficiency of Services	Improved identification and management of risk	Improved systems agility	Improved experience for customers and staff
Benefits			
<ul style="list-style-type: none"> • Reduced manual effort for visa processing and support. • Reduction in licencing and maintenance costs. 	<ul style="list-style-type: none"> • Reduction in Immigration Harm. • Ratio of harm prevented before visa applicants arrive in NZ to harm occurring after visa applicants have arrived. • Reduction in the time it takes to deploy, adjust, modify and remove risk rules. 	<ul style="list-style-type: none"> • Faster implementation of policy and critical business change. • Level of technology system risk. 	<ul style="list-style-type: none"> • Increase in customer satisfaction. • Increased employee experience with systems and processes.
Benefit measures			
<ol style="list-style-type: none"> 1. Average number of visa applications decided per day. 2. The percentage of applications that are automatically decided. 3. Annual licencing and maintenance expenditure on core visa processing applications (IGMS, Plone and AMS). 4. Volume of inbound customer contact with the Immigration Service Centre (calls/emails). 5. Annual postage and storage expenditure. 	<ol style="list-style-type: none"> 1. Cost of immigration harm. 2. The percentage of applicants not arriving due to declines, withdrawals, offloads and turnarounds. 3. The percentage of applicants arriving and experiencing adverse outcomes. 4. The time it takes to deploy, modify and remove risk rules. 	<ol style="list-style-type: none"> 1. The time and costs to implement Policy and critical business change. 2. The number of ICT system risks. 	<ol style="list-style-type: none"> 1. Percentage of customers satisfied with the overall experience of applying for a visa. 2. Customer satisfaction with 'ease of use' in applying for a visa. 3. Employee experience with using INZ systems; the extent to which they say that the systems enable them to do their job.

Expected benefits are based on a combination of evidence and assumptions

Our approach to identifying expected benefits is outlined in detail on page 76.

The expected benefits have been devised with subject matter experts from across the immigration system, using evidence from previous product builds in ADEPT or other relevant changes to operations. The biggest proportion of benefits will be realised through a smaller immigration visa processing workforce. We have applied an evidence-based approach informed by the previous visa product migration for PRV.

We have also relied on a number of key contributors related to the operational context of the immigration system at the time of the development of the business case, such as visa volumes and

staff capacity. More detail can be found in *Appendix nine: Core set of key contributors to the operating environment*.

We have confidence these key contributors are robust and they have been tested with subject matter experts. They will be reviewed every six months to monitor any changes to these and potential impacts on the benefits stated. This will form part of our ongoing benefits monitoring as outlined in the benefits realisation plan.

Business owners for each benefit area have accepted and endorsed these benefits and will be responsible for delivery of these benefits.

Our approach to benefits realisation is informed by previous learnings

As an organisation we have previously demonstrated a lack of maturity around benefits realisation. Past projects and programmes have set ambitious expectations around the benefits they seek to realise. However, the capability to realise these benefits within the project environment, and once transition to BAU is completed, remains underdeveloped.

We have taken learnings from this previous work to take a more deliberate and strategic approach to benefits realisation for the Our Future Services programme. A benefits realisation plan, which has been approved by the Our Future Services Programme Board.

The benefits realisation plan covers:

- the benefit outcomes we are seeking to achieve and the measures as identified in the Business Case
- the accountability structure and ownership of the measures
- the schedule for achieving the expected benefits
- the governance arrangements for monitoring and assuring success of achieving the benefits
- the monitoring and review cycles for the benefits measures
- the monitoring and review of key contributors used in defining benefits measures (see *Appendix nine: Core set of key contributors to the operating environment*).

There will be a dedicated benefits realisation role within the Programme team to lead this work who will be responsible for ensuring that monitoring and reporting is in place. The Programme Board will receive monthly reports on benefits realisation.

The realisation of monetised benefits is essential for the funding of the programme

Realising benefits through capacity creation

We recognise that the largest proportion of monetised benefits are to be achieved through a reduction in the visa processing workforce as processing efficiencies are realised. These savings have been phased into the programme cost model according to the visa product build plan and we have mapped the required visa processing workforce requirements over the next seven years in line with the assumed productivity gains created for products processed in ADEPT. Achievement of the required workforce capacity will be managed through attrition.

The Programme team has worked with the established workforce planning function within Immigration New Zealand to understand and apply the attrition modelling against the assumed reduction in workforce requirements. In most instances, realisation of the benefits can be achieved through natural attrition in line with the visa product build plan. For example, the level of expected

attrition between the date that a product goes live on ADEPT and the date that the associated benefits need to be realised is sufficient.

The dedicated programme role for benefits realisation will continue to work closely with the workforce planning team to monitor FTE attrition against the expected benefits realisation to ensure that attrition remains at the necessary expected level.

The approach to realising benefits through attrition within the visa processing workforce has been discussed with the Immigration Leadership Team and approved by the SRO. Once the programme begins, monthly reporting on productivity and visa processing workforce requirements will be discussed with the Immigration Leadership Team.

There may be periods where it is appropriate to hold back on recruitment and operate with reduced staff numbers in anticipation of products being built onto ADEPT to ensure that benefits can continue to be realised through attrition. This will require careful and considered management to balance the operational needs of the immigration system against the commitment to realise efficiency benefits for the programme.

The expected capacity creation in the Customer Service Centre workforce is significantly lower compared to the visa processing workforce. A similar attrition-based approach will be taken, with oversight from the relevant senior leaders.

Realising monetary benefits through reduction in postage and storage costs and decommissioning legacy systems

The other monetary benefits for the programme will be realised through the reduction in postage and storage costs and the decommissioning of legacy systems. We have worked closely with the MBIE finance team to ensure accurate predictions for these expected benefits.

These benefits will be realised through the successful and timely delivery of the programme, as products are moved onto ADEPT and paper applications and legacy systems become redundant.

The benefits related to decommissioning of legacy systems also rely on the termination of commercial contracts with external vendors. There will be a role in the Programme team dedicated to vendor management who will support the realisation of these benefits. More information about the management of existing vendors and exiting of contracts can be found on page 70.

Successful delivery of the programme will require a well-co-ordinated and mature change management function

Through delivery of the programme, we will see a substantial change to the way we operate. Change will cut across our systems, processes, people and organisation, data and information, and organisational culture. Managing this level of change and complexity requires a well-coordinated, and mature change function to support the transition from the current state operating environment to the new ways of working.

The organisational change will be rolled out in a controlled phased and transition approach through a planned, deliberate and people-centric way. Change will be structured and rolled out as each product is introduced in ADEPT. A transition plan will be created with phased approaches and timings that will be in sync with the roll out of new products onto ADEPT, ensuring learnings are taken from each transition period and refined and adapted for future phased roll outs.

Investment in our people leaders to ensure they are well prepared, trained and supported to lead out this change is a core principle of our change management approach. This includes working with them to support understanding of the change journey, equipping them with the tools they need to lead, and ensuring ongoing support is in place for them throughout the programme.

We will ensure lessons learned sessions and feedback loops are in place on an ongoing basis to hear the voice of the staff and leaders and to ensure we listen, learn and then refine for each transition and phased roll out.

The objectives of our change approach for this programme are to:

- support immigration system leadership to drive the change
- maintain business performance before, during, and after change
- support the successful implementation of programme initiatives and realisation of the benefits
- embed future-state organisational and people capabilities
- support the management of stakeholders' expectations, including staff
- gain the commitment and advocacy of stakeholders and staff.

We will develop a structured organisational change management approach to achieve the objectives outlined above. The change plan will be a living document that is developed incrementally to ensure flexibility to meet emerging organisational demands.

This plan will include:

- the change principles we will apply
- an overarching change impact assessment on stakeholders
- a stakeholder analysis assessment and supporting engagement plan to manage expectations and gain stakeholders' commitment to the change
- key messages, including an overarching set, and specific messages for targeted stakeholders
- a learning approach setting out the holistic learning products that will be used for leaders and staff in the understanding, adoption and embedding of change
- an organisation design and workforce change approach to support changes to organisational structures and/or terms and conditions of employment
- business readiness tools and templates
- leadership engagement and support to align people leaders with the planned change and build their capability to lead that change.

It is critical that staff voice is embedded in the programme and to ensure that we establish robust engagement and feedback loops

The intended benefits of our programme can only be realised if the new processes, practices, and ways of working become embedded in day-to-day business.

It will be important that staff are involved through all stages of the implementation process, namely, Understand, Plan, Manage, Adopt. Frontline staff will be embedded into appropriate delivery teams to provide critical insight and expertise. Their practical knowledge of how processes work today, and what improvements are needed, will help to improve the design and implementation of programme initiatives.

The Workforce of the Future workstream will play a pivotal role in ensuring that the voice of frontline is embedded into the day-to-day decision making and implementation of new ways of working. The

design principles of the workstream are underpinned with the voice of our frontline and taking all on the journey.

We will also ensure we are regularly monitoring the effectiveness of our delivery by seeking feedback from customers and staff. We will utilise existing networks to raise awareness of upcoming change activity and to gather feedback on any changes which have been implemented. Gathering post go-live insights quickly will be critical to ensuring that the change is working as intended and, if not, we will adapt delivery plans and implement necessary improvements.

We will make use of existing change support networks and communication channels

The immigration system recognises the importance of staff engagement in order to support effective change delivery, including quality communication and opportunities for providing feedback to facilitate trust and confidence between frontline staff and leadership. This was reflected in the Public Service Commissioner *Review of the operation of the Accredited Employer Work Visa scheme* (February 2024)²². The immigration system has worked to respond to the issues highlighted in the review and its recommendations.

The immigration system has several existing networks and groups, which will be leveraged by the programme to support staff with change. These include:

- *Quarterly change surveys for frontline staff* – Understanding readiness for upcoming implementation activity as well as gather insight on recent changes (post implementation feedback).
- *ADEPT aces* – A network of onsite experts who support their branches in using the ADEPT platform and help to continuously improve the user experience. This team meets weekly as a community of practice to discuss issues they're seeing and can escalate issues through the Business Integration Lead.
- *Practice Lead check ins* – Regular meetings with frontline Practice Leads to talk about issues they are seeing in application processing relating, for example, to quality decision making and policy interpretation.
- *Kaimahi forum* – A new regular forum where staff can hear about what change is on the horizon in INZ.

Change management capability will be embedded within delivery teams

Change leads will be embedded within the dedicated programme delivery teams. They will partner with enterprise change and learning teams to build change maturity across the change lifecycle and develop leadership capability to lead change with staff. Specialist change support will be provided from MBIE People and Culture for any workforce-related change activity.

Change leads will be responsible for:

- understanding the change impacts and who will experience them
- preparing the change approach and plan
- building awareness and understanding of the change
- assessing change readiness
- completing check in and support activities post go-live

²² Review of the administration of the Accredited Employer Work Visa scheme, February 2024 (www.publicservice.govt.nz/publications/assurance-review-of-the-operation-of-the-accredited-employers-work-visa-scheme)

- embedding the change and measuring the change impact.

Change leads will develop clear plans for how business groups and leaders will take over responsibility for supporting our outcomes in the longer term to sustain and realise the full benefits of our changes.

We have an established change management framework focused on supporting staff

The programme will leverage MBIE’s existing change management framework. The framework has been designed to place staff and values at the centre – to remind us that these should be the focus of our change approach. The framework recognises that all people go through an individual change journey.

Figure 18: MBIE change management framework

The change process is not linear – people often move between different needs and states several times throughout their change journey.

We use change management at MBIE to support and prepare our people to move through that personal journey by ensuring they are:



- aware of the change
- understand what it means for them
- equipped with the knowledge, skills, and ability to implement the change and supported to transition to the new state
- given opportunities to participate in and adopt the change and can thrive after the change has been implemented.

Change methodology

Effective change management seeks to understand and minimise disruption to the people we are working with. At MBIE we use the UBER model to encourage us to think about the change experience we are guiding, the key players, and our change customers. This is underpinned by our MBIE values.

Figure 19: MBIE change methodology



Immigration Change Management Blueprint

The programme will also draw on the Immigration Change Management Blueprint, which has been created as a guide for delivery leads, change leads and leaders to support impacted staff when change occurs. The Blueprint is based on the principles of the MBIE Change Management Framework and builds on this to provide specific support for the immigration context. It was created following a series of workshops with frontline staff and is based on addressing their concerns with how change has previously been managed.

The Blueprint clearly articulates the roles and responsibilities of different parties involved with the change – people leaders, change champions, change/delivery leaders and impacted people – and highlights what is important to staff to enable them to feel supported prior to and throughout a change.

Change measures and reporting

The recently established Change Navigator tool provides an MBIE enterprise-level view of the amount of change underway at any one time, including all the activities that staff will experience while the change is being implemented. Programme change activities will be recorded in this tool at the appropriate level to contribute to:

- creating a coordinated picture of all the change activity happening across MBIE, so staff can understand the changes coming their way.

- helping decision makers to predict the impact on staff if new change was added.
- supporting decision makers to avoid peak or busy times as they plan for new change.
- enabling project and change teams to see what is happening across MBIE as they plan for implementation to avoid too much overlap.

We will develop a set of change management performance indicators to measure the effectiveness of our change management activities. These will tell us if we have in place the right change supports, what change activities are working well and any gaps we have.

A quarterly change report will be included in the programme status reporting that will provide governing bodies with oversight of activities completed to support change implementation as well as feedback and insights from staff.

We will remain aware of new change ideas and support tactical continuous improvement in our operational branches

Outside of the programme, we will continue to ensure the voices of staff are heard. We are in the early stages of embedding a continuous improvement (CI) culture with our leadership and frontline staff. By taking a stepped approach to growing a culture of CI, staff are empowered and supported to improve how we work and leaders are empowered to create the environment that enables this. INZ's CI Framework is a set of standard tools and techniques that will aid our organisation to grow and improve. This framework provides users with an understanding of how to apply CI at INZ.

Our communications plan will ensure internal and external stakeholders are engaged at the right time

We recognise the importance of ensuring that all key stakeholders are kept informed and engaged appropriately throughout the implementation of the programme. We have undertaken stakeholder mapping to identify the appropriate level of engagement with different internal and external stakeholders. Our approach will be outlined in a communications plan, which will be regularly updated throughout the programme.

We will ensure external stakeholders are aware of the plans under the programme overall and that those impacted by specific changes are engaged with at the right time in the right way. Engagement with external stakeholders may include face-to-face or verbal updates, consultation on key documentation, and targeted collaboration as part of design sessions.

The level and scope of engagement will vary based on the impact that the programme will have on their interactions with or experience of the immigration system. For example, government agencies with an interest in international education will be engaged and contribute to the International Student product redesign and build work.

We will also be engaging with some stakeholders on specific topics or gather specific advice related to delivery of the programme, such as the Privacy Commissioner and the Office of the Ombudsman.

We will establish and maintain strong programme assurance arrangements

We will have strong assurance arrangements in place to support successful delivery of the programme. These are essential to ensure the Programme is delivered on time and within budget and that the programme outcomes are achieved.

Our proposed investment has been assessed as high-risk using the Better Business Case Risk Profile Assessment tool and moderation process.

Effective assurance of the programme will contribute to the following outcomes:

- improved governance and decision-making as a result of high-quality assurance information provided to decision-makers at the right time.
- improved delivery confidence that investments are well managed and will deliver the expected outcomes and benefits.
- improved business resilience and management of risk as a result of greater visibility of those risks.

We will take an integrated approach to planning and coordinating assurance activities, taking into account a range of different stakeholder needs and following the Government Chief Digital Officer's (GCDO's) principles for good assurance practice. This principles-based framework will mean assurance becomes less about compliance and more about demonstrating good assurance thinking based on a clear understanding of risk and the outcomes being sought.

Principles of good assurance

1. **Assurance by design:** Assurance is not a one-time activity - it's the way we do things here.
2. **Flexible:** Assurance is adaptable to meet changes in scope, approach, solution, or risk profile.
3. **Informs key decisions:** Assurance provides timely, credible information to inform key decisions.
4. **Risk and outcomes-based:** Assurance assesses the risks to successful delivery and their impact on outcomes.
5. **Independent and impartial:** Assurance is performed by competent people outside of the delivery team who are not unduly influenced by key stakeholders.

We will develop and maintain artefacts to support our programme assurance

Our assurance plan provides clear information on the potential risks to successful delivery and their impact on outcomes. It is a living document and will be reviewed regularly throughout the programme (six monthly) to ensure that assurance is embedded throughout delivery.

The SRO will be responsible for our programme assurance

The programme SRO will be responsible for ensuring the assurance approach is fit-for-purpose. They have approved the assurance plan and will approve any updates to the plan over the life of the programme. They will also engage with and own other assurance artefacts, including recommendations and actions from any independent assurance.

We have established frameworks within MBIE to support our assurance plan and activities

The assurance plan has been developed in line with established MBIE practices for a high complexity project.

We used MBIE's Three Lines of Defence model as the basis for the assurance plan and recognise that we will require assurance activities at all three lines of defence throughout the life of the programme.

First line of defence: operational

Our first line of defence is the operational, day-to-day project management processes and controls we will have in place.

The dedicated Our Future Services Programme team will be responsible for oversight and delivery of the programme. The team will be accountable to the SRO for ensuring the health of the programme and will create and maintain records for the programme's:

- status reporting
- change controls
- risk and issue management
- decision registers
- benefits and outcomes monitoring
- financial spend vs. forecast.

In addition to maintaining the above records, the Programme team will also be utilising MBIE's Projects Online tool to track programme activities and have fortnightly meetings with the Portfolio Management Office (PMO).

Programme delivery teams will adopt some of the disciplines of agile planning and therefore assurance activities will be embedded in line with agile practices, such as more frequent feedback loops during the programme increment cycle and detailed go-live planning and evaluations.

Lessons learned will also be incorporated, reviewed, and used to make any necessary changes to ensure continuous improvement within the programme.

Second line of defence: governance and oversight

This will consist of the governance and oversight bodies that MBIE already has in place alongside the Our Future Services Programme Board. The documents we will maintain to support assurance at this second line of defence are:

- Our Future Services Programme Board, Delivery Governance Board (DGB), and Senior Leadership Team (SLT) agendas including reports and papers for decision making.
- Minutes of discussion and decisions made and updates on open actions.
- Register of assigned actions.
- Programme reporting, including status reports which will be prepared for governance groups.
- Regular PMO Health checks to ensure basic hygiene practices are in place and regular meetings/workshops are taking place.

MBIE Portfolio investment governance and oversight

The Delivery Governance Board (DGB) governs and oversees the Delivery Portfolio which is informed by the Investment Plan agreed by SLT. Reporting including the Quarterly Investment Report to Treasury and Cabinet, and the Quarterly Investment Update to SLT are based on information collated by the PMO for the Delivery Portfolio. DGB will receive oversight of the financial operations and benefits realisation of the programme from a portfolio assurance level.

MBIE Portfolio delivery oversight

In carrying out its role, the DGB will provide an enterprise level of assurance that the programme continues to align with strategic objectives, or priorities, and remains able to realise benefits as stated in the Business Case.

Our Future Services Programme delivery assurance – Programme Board

The Our Future Services Programme Board is responsible for providing strategic direction to enable the benefits as set out in the Business Case. The Board will meet monthly and be responsible for providing assurance of the programme to ensure its successful delivery, and will support all assurance activities for the programme, ensuring regular reviews and lessons learned take place.

They also play a key role in supporting the SRO to exercise their decision-making authority. This includes ensuring that there is a robust assurance regime in place.

Two external advisors with large scale change programme experience will sit on the programme board bringing additional expertise to ensure successful delivery. The external advisors will also bring an assurance lens to any decisions and actions taken by the programme board. In addition, a representative from the Portfolio Management Office (PMO) will attend programme board meetings to provide support and gain assurance.

Third line of defence: independent assurance

We will have a robust independent assurance programme using both internal (e.g., PMO or Internal Audit) and external assurance providers throughout the life of the Programme. External Assurance activities will include both Independent Quality Assurance and Technical Quality Assurance reviews.

The key documents we will develop and maintain to support assurance at this third line of defence are:

- Terms of reference for independent assurance reviews.
- Independent assurance reports including recommendations and observations.
- Register of recommendations and actions in response, tracked to completion.

Recommendations and actions from any independent assurance will be owned by the SRO and/or Programme Sponsor for the programme and reported on regularly to the governance and oversight groups.

We expect that each independent assurance support activity will be directed to assure us of one of the following areas.

- *Programme assurance*: that the programme is well positioned to deliver the expected outcomes and benefits related to the organisation's strategic objectives.
- *Project assurance*: that specific workstreams or work items are well positioned to deliver the expected outputs.
- *Technical design assurance*: that a technical solution design is fit for purpose and will meet business requirements.
- *Technical implementation assurance*: that a technical build is fit for purpose and ICT is well positioned to receive the new system.
- *Change readiness assurance*: that we can have confidence in a planned approach and/or progress of business change management activity.

We will schedule regular external independent assurance activities

Our assurance plan sets out the independent assurance activities we will undertake during the programme. This schedule of activities will be reviewed regularly and is likely to change over the life of the programme. At this point, we expect to have two external independent assessments per year. The initial reviews will focus on programme delivery confidence, namely ensuring that the programme is set up appropriately and that we have critical readiness activities in place. These external reviews will be in addition to the recommended number of Better Business Case Gateway stage gate reviews.

The programme was rated as Amber in the first Gateway review completed

A Review 0 – Strategic Assessment Gateway review was completed in October 2024, which assessed the start-up stage of the programme. The review team rated the programme Amber, with the report identifying this as the expected status given the stage of the programme.

The review team made five recommendations to strengthen the progress of the programme covering resourcing, organisational readiness and change, integrated planning and governance.

Some recommendations have been completed and the remaining will be completed by the end of May 2025. The next Gateway will be in June 2025.

Our implementation readiness plan outlines the required preparation activities

We have begun preparing for implementation and have developed an implementation readiness plan to support the formal establishment of the programme and the acceleration of delivery of current BAU activity.

This implementation readiness plan has been informed by the recommendations in the October 2024 Gateway review. The plan has been approved by the Programme Board, which will have continued oversight over the delivery against the implementation readiness plan.

All activities in the implementation readiness plan will be completed by the end of June 2025

The implementation readiness plan is based around six delivery pillars, each of which has several outcomes that will contribute to programme readiness. Some of these activities have already been completed alongside the completion of the business case. The remaining activities will be completed by the end of June 2025.

A high-level summary of the delivery pillars and readiness outcomes can be found below.

Figure 20: Implementation readiness pillars

Programme delivery model and resourcing	Programme management	Governance and assurance	Communication and change	Supporting strategies and enabling foundational work	Focused benefits management
Resourcing approach confirmed	Financial management approach	Robust governance, programme management and reporting	Engaged and well-informed stakeholders	Foundational strategies to support delivery	Benefits management
Delivery approach confirmed and teams established	Document management established	Risk management	Fit-for-purpose change management		Attrition and training plan
Vendor capacity and capability confirmed	Programme reporting in place	Confirmed assurance approach			
Detailed Programme planning and refined delivery plans		Effective change control			
Integration with the INZ enterprise change work programme					

We understand our key risks, constraints and dependencies we will need to monitor during the programme

Effective risk management is a critical component of any successful programme, ensuring that potential challenges are identified, assessed, and mitigated to achieve the desired outcomes and benefits.

This section outlines the risk management approach for the Our Future Services work programme. Key elements of the approach include:

- the identification and prioritisation of programme risks
- development and implementation of mitigation strategies
- development of risk registers
- regular risk assessments
- continuous monitoring and reporting on risk.

By integrating risk management into the overall programme governance, we aim to enhance decision making and ensure the successful delivery of the programme.

A formal risk register has been established for the programme, which has been agreed by the OFS Programme Board. It will be regularly reviewed by the Programme team to enable timely reporting and monitoring to the Programme Board.

A summary of the twelve highest rated risks from the risk register are included below in table 24.

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Table 24: Summary of highest rated risks for the programme

Risk description	Mitigations	Residual rating		
		Likelihood	Consequence	Risk rating
<p>Supporting staff through change: If change is not managed with staff, including appropriate leadership, then there may be a negative reaction that will impact the immigration system’s ability to deliver effectively and damage reputation among staff and stakeholders.</p>	<ul style="list-style-type: none"> • Use of existing MBIE change management frameworks to support change management. • Communication support staff understanding that it is a slow transition over many years. • Internal messaging key consideration for the communications plan. • Focus on selling the change authentically and convincing people to buy in and embrace new opportunities. • A change lead is engaged and change programme is created with frequent messaging targeted to leaders who are kept informed and engaged in the process. • Workforce of the future workstream includes clear focus on change management and empowering leaders. • Leaders on the ground are taken through the process and the need to work in a different way and provided with the training needed to support their staff through the change. • Continual focus on team dynamics and motivation for change is planned for with a key focus on preparing the workforce for the future. • Consistent alignment to the messages - The change is communicated in an open and honest way to keep people informed and engaged on the changes to the roles and responsibilities. 	Likely	Major	High
<p>Unexpected change in priorities: If there are unexpected external factors that change immigration system priorities, such as delivery of the programme no longer prioritised against the delivery of the wider MBIE change enterprise programme and delivery of Government priorities, this would change the scope or interrupt the delivery of the programme, and the programme could fail to deliver the benefits within the expected timeframe.</p>	<ul style="list-style-type: none"> • Programme set up to be agile and able to respond to changes in the operating environment, including organised over three phases. • Programme change management established using MBIE governance structures. • Development of a business continuity plan, including options for a minimum viable product for the programme. • Detailed management planning, including realistic timeframes. • Introduction of quarterly planning to support implementation. • Regular review of planning to ensure the programme is tracking to timeline. • Programme team to work closely with Policy to understand policy work programme and ensure alignment and adjustment as needed. • Migration roadmap lays out future direction and is socialised to ensure its direction and implications of changes are understood by policy, INZ and the Minister etc. • Communicate recommendations to ministers and internal teams that policy changes are not made in legacy platforms and any policy change is made prior to the products being built into ADEPT in 	Possible	Major	High

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	<p>line with the OFS roadmap as the time to amend or create new policy may extend delivery timelines and introduce uncertainty and risk.</p> <ul style="list-style-type: none"> • Any new visa products that are implemented throughout the duration of the programme are funded separately through the policy workstream, not through programme funding. • Development of clear process and principles that provide clarity on when any policy change/updates need to be made outside of the programme or delayed and wrapped up into the programme roadmap. • Dedicated programme structure and delivery teams. • Robust governance structure with clear decision-making hierarchy to manage scope of the programme. • Change pipeline process and associated governance group in place to make decisions around the necessity of any proposed change and ensure any change external to the programme is appropriately prioritised. • External assurance embedded into the programme at regular intervals (minimum of six monthly). • Manage Technical Debt on the legacy systems and ensure the programme implement remediation and minimise impact on decommission of the legacy systems. • Manage tactical design decisions and debt incurred on legacy systems if there is compelling reason to change in the near-term. 			
<p>Programme benefits are not realised: If we fail to deliver programme benefits then we fail to realise programme outcomes, including ability to fund the programme.</p>	<ul style="list-style-type: none"> • The delivery assumptions, e.g., build timeframes, is well documented and transparent, and wherever possible are based on evidence. • Documented assumptions and margins of error defined to support any baseline data. • Clear baselines are established which are validated with business owners, e.g. visa productivity baseline confirmed with Visa Operations. • Business engagement supports confidence in assumptions. • Activity-based assumptions are used drawing on insights from previous work already undertaken to build visa products onto the ADEPT platform and activity already completed within existing teams to implement both technical and business enhancements to the platform. • Activity based assumptions for decommissioning used, including consultation with vendors. • Productivity gains are conservative estimates based on previous productivity improvements, e.g. build of PRV. • Customer centricity will be central to the service design approach being taken when building products into ADEPT, including using customer research and insights to inform design and ongoing user testing as products are built into ADEPT. 	Possible	Major	High

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	<ul style="list-style-type: none"> • Strategic workforce planning in alignment with the need to achieve FTE benefits, including recruitment decisions made at senior leadership level. • Information related to environmental and operational context that have informed assumptions will be reviewed on a six-monthly basis. • Benefits assumptions worked through and agreed with relevant business owners and Deputy Secretaries. • Robust benefits model developed. Benefit data is captured in Project Online to ensure consistency and clear tracking. • A dedicated benefits realisation role will report to the Programme Director. • A benefits realisation plan has been developed and approved by the relevant Deputy Secretaries. • Regular benefits realisation reporting – monthly to the OFS Programme Board and quarterly to the Minister of Immigration and the Minister of Finance. 			
<p>Ability to stay the course: If the delivery risks across emerging technology, change fatigue and scope changes cannot be managed across the planned duration of the programme, then the programme will not remain consistent, and priority and it will fail to deliver.</p>	<ul style="list-style-type: none"> • Programme devised over three phases with checkpoints that provide opportunities to re-phase or re-prioritise if required, including accelerating delivery. • Benefits are phased throughout the programme, so some benefits will still be realised should there be changes to the programme later on. • ADEPT is a cloud-based platform that provides the ability to upgrade and integrate changes as appropriate. • The terms of reference for OFS Programme Board incorporates the need to review the programme against technological developments to ensure we can take advantage of newly emerging technologies. • Opportunities to consider enhancements that can optimise and reduce the duration and effort required to build forms and orchestrate visa processes. • Use a Strategic Planning tool that will help provide effective means to monitor and control the programme to maintain its course, including assessing the impact of the necessary changes and making better informed scope and priority related decisions. 	Possible	Major	High
<p>Vendor resource capacity and capability: If the vendors do not have the resource capability or capacity or contracts are not well managed, then the programme will be delayed resulting in impacts to the schedule, costs and deliverables.</p>	<ul style="list-style-type: none"> • Dedicated commercial manager specialist in the Programme team. • Early engagement with vendors so they can plan their capacity and capability. • Commercial expertise on the OFS Programme Board. 	Possible	Major	High

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<p>ADEPT licencing model: If the programme cannot work with Microsoft to define the consumption model accurately, then it will incur high licensing cost resulting in increased whole of life costs and reduced benefits.</p>	<ul style="list-style-type: none"> • Organisational approach to engagement with Microsoft to understand all spend areas. • Technical ADEPT workstream will have features focused on reducing ADEPT consumption and support costs. • Early and ongoing regular engagement with Microsoft to give them a clear view of the pipeline of activity and to engage with them on what levers can be used to ensure the best value for money. • Overestimated licensing fees in the cost model, including applied uncertainty contingency to ADEPT license costs. 	Possible	Major	High
<p>The programme costs are not accurate: If the finance cost model is not well understood, then forecast costs will not be accurate resulting in inaccurate programme and whole of life costs and potential funding shortfalls.</p>	<ul style="list-style-type: none"> • Incorporated appropriate contingencies in the cost model. • Contingency is held centrally and ring-fenced, with any decisions to spend contingency sitting with the Programme Board. • SMEs involved in development of the costs and sizing estimates. • Activity-based costings are used drawing on insights from previous work already undertaken to build visa products onto the ADEPT platform and activity already completed within existing teams to implement both technical and business enhancements to the platform. • Activity based costs for decommissioning and Enabling Foundations workstreams to be developed by MBIE's Enterprise Architecture working alongside existing vendors to validate some of the core assumptions. • Quantitative Risk Assessment confirmed that the contingency amount is sufficient. • The phased approach to the programme provides checkpoints for reviewing the accuracy of the cost model from the previous phase and making any necessary adjustments. • Quarterly reporting to FIC, which includes financial expertise. 	Unlikely	Major	Medium
<p>Ineffective programme governance: If roles and responsibilities and decision-making hierarchy are not clear or governance structures change during the duration of the programme, then there will be poor or delayed decision-making, lack of accountability and insufficient oversight.</p>	<ul style="list-style-type: none"> • A clear governance structure has been agreed with clear lines of accountability and tight change controls processes. • The establishment of OFS Programme Board alongside existing MBIE governance structures. • The OFS Programme Board includes a good cross section of representatives from across the Immigration system. • The OFS Programme Board includes external membership who have experience in implementing large scale change programmes. • Quality record keeping, including a decision register, provides visibility of decision-making. • Clear and regular reporting to relevant governance groups, overseen by a portfolio management specialist role within the core Programme team. • Metrics-based (quantitative) insights from different streams for better informed decisions. • Membership of the OFS Programme Board has been discussed by MBIE SLT. 	Possible	Moderate	Medium

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<p>Existing internal capacity and capability to deliver: If the programme cannot access key resources with the required specialist or technical knowledge at the right time, then this will impact on our ability to meet the key deliverables and milestones for the business completion.</p>	<ul style="list-style-type: none"> • Resource planning complete and built into the management case. • Delivery model is built around multi-disciplinary teams, with resources and capability drawn from across the organisation to ensure a wide range of skillsets are available. • Quarterly review of the resource plan. • Quality and transparent recordkeeping and planning to support continuity of the programme should resource change. • Keeping core team programme roles intact and dedicated to the programme, with backfilling and secondments put in place. • Ensure there is succession planning and mitigation plans in place for key SME's and programme staff. • Ensure key staff have backups and no single point of failure as part of resource planning. • Dedicated resource and succession planning in place. • Ensure named resources are ringfenced for the programme. • Ensure involved parts of MBIE understand the commitments early in the programme and are well informed as part of resource and communications plans. • The programme is mandated by INZ and Corporate and Digital Shared Services as an organisational priority over all other projects and work. 	Possible	Moderate	Medium
<p>Ability to recruit and onboard new staff and capability: If there are challenges in recruiting and onboarding new staff to meet capability needs that cannot be met internally, such as length of onboarding or the capability not being available in the current labour market, then programme progress will be impacted resulting in increased costs and delayed benefits programme progress.</p>	<ul style="list-style-type: none"> • Dedicated resource planning in place. • Programme to maintain a forward view and ensure recruitment planning is completed and agreed ahead of time to ensure onboard resources at the earliest opportunity. • Seek early agreement to recruit externally where considered necessary. • Explore options for agreements with recruitment agencies for faster and more efficient recruitment. 	Possible	Moderate	Medium
<p>Delivery of future workforce: If the programme does not deliver a new and enhanced workforce that aligns to the needs of the new digitally-enabled immigration system, then</p>	<ul style="list-style-type: none"> • Workforce workstream in place with dedicated resources embedded in the programme. • Working closely with the programme director, change lead and OFS Programme Board to ensure consultation on decisions related to workforce. • Change lead in place in the programme that is linked with the workstream. 	Possible	Moderate	Medium

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<p>the programme will not realise all of its benefits and the immigration system will not be working effectively.</p>	<ul style="list-style-type: none"> • Trial/pilots in place to test working theories to design the right end to end structure and resource/make up of teams is appropriate before it is rolled out. • Voice of frontline is included and tested within the decision-making and implementation process. • Continual focus on team dynamics and motivation for change is planned for with a key focus on preparing the workforce for the future. • Consistent alignment to the messages - the change is communicated in an open and honest way to keep people informed and engaged on the changes to the roles and responsibilities. 			
<p>External engagement: If the programme fails to undertake effective and timely internal and external stakeholder communications and engagement, then stakeholder trust and ability to achieve key benefits will be impacted, and there will be a loss of confidence and reputational damage with stakeholders, partners and customers.</p>	<ul style="list-style-type: none"> • Early identification and mapping of key stakeholders and levels of required engagement, including with delivery partners. • Communications and engagement planned throughout development of the Business Case and during the ongoing work programme. • Dedicated communications and engagement resource in the Programme team. • Regular engagement with the Minister of Immigration, including highlighting any key risks. • Communications and engagement feedback loops will be established with internal and external stakeholders. • Communications plan based on sharing consistent and timely information with all levels and parts of the organisation. • Dedicated resource to facilitate regular engagement with key internal stakeholders, including people leaders, to support distribution of internal messaging. • Where appropriate, stakeholders and systems users will be involved in design as visa products are built into ADEPT. 	Unlikely	Moderate	Medium

We face some constraints that could affect our ability to deliver the outcomes we seek. A constraint is a known limitation that will impact programme delivery.

Table 25: Identified programme constraints

Constraint	Description
<i>Co-existence</i>	This is not a new constraint as it exists today. Current IT systems need to be maintained alongside the ADEPT platform and some staff experience both the new and old way of working simultaneously.
<i>Policy</i>	Some policy changes may be required to support the programme (as outlined on page 67).
<i>Funding</i>	Funding constraints are related to the need to stay within certain costs in order to not impact the monetary benefits the programme is aiming to achieve.

Successful delivery of the programme hinges on several critical dependencies that will need to be carefully monitored and managed.

Table 26: Identified programme dependencies

Dependency	Description
<i>Programme workstream dependencies</i>	<p>A number of the workstreams within the programme are dependent on one another (for example, the ADEPT Product Build and Legacy Decommissioning workstreams). Effective co-ordination and communication between teams is essential to manage these dependencies. Some dependencies include:</p> <ul style="list-style-type: none"> • The creation of two additional test environments and the establishment of automated testing by the ADEPT Platform Optimisation workstream are dependencies for the ADEPT Product Build workstream going faster. • Connecting the risk and analytics platform to ADEPT by the Enabling Foundations workstream is a dependency for enabling automated decision making by the ADEPT Optimisation workstream. • The establishment of the Assurance approach, one of the supporting strategies/approaches to be produced for the programme, is a dependency for the Enhanced visa processing model approach that will be developed by the Workforce of the Future workstream.
<i>Programme resources</i>	Dependencies on internal resource allocation across the different workstreams must be planned and managed to avoid delays and bottlenecks. The programme is dependent on finding several resources from the external market as well as a reliance on third-party vendors.
<i>Stakeholder support</i>	The programme is dependent on engagement and support from key stakeholders including Ministers, other agencies, customers and staff. Stakeholder approvals and feedback will need to be clearly defined and managed.

<i>Technology integrations</i>	Successful delivery of the programme relies on decommissioning legacy systems and integrating new technologies with existing systems. Dependencies related to technology readiness, compatibility and implementation schedules will require careful planning and co-ordination.
<i>Updates to policy</i>	If small updates to policy or immigration instructions are deemed necessary, these will need agreement from the Minister of Immigration (with some exceptions for changes to administrative immigration instructions) and may need agreement from other agencies, such as the Ombudsman, Privacy Commissioner, or MFAT. There will also need to be capacity within Policy and Operational Policy to deliver these changes, alongside the existing policy work programme.

Table 27: Identified programme assumptions

Assumption	Description
Timeframe	The programme will take seven years and will be implemented in three phases with benefits delivered iteratively.
Resourcing	Existing capacity as per the resource plan is available and dedicated.
Core vendors/current suppliers	Existing vendors are appropriately resourced to complete the required deliverables.
Benefits	Productivity efficiencies will be realised using an attrition approach.
Government Priorities	The INZ policy work programme will have dedicated capacity and capacity required to deliver against Government priorities.
Policy change	Any policy change to products already built into ADEPT (see <i>Appendix four: List of visa products in ADEPT</i>) will be completed as part of the existing policy workstream and not require programme resources.
INZ enterprise work programme	Change implementation capacity will be allocated to either the Our Future Services or Policy work programme, leaving little capacity to implement change that falls outside of the scope of these two programmes.

We know who will be accountable for managing our key risks

Effective risk management within the programme will require key delineation of roles and responsibilities to ensure comprehensive oversight and proactive mitigation of risks. Set out below are the key risk management accountabilities for the Programme.

The *Senior Responsible Owner* holds ultimate accountability for the programme’s success, including approving the risk management plan and making critical decisions based on risk assessments.

The *Programme Sponsor* (supplemented by the *Programme Director*) is responsible for identifying, assessing, and prioritising risks, developing mitigation strategies, maintaining the risk register and ensuring that risk management activities are integrated into the overall programme management for the programme.

The *Programme Board* provides strategic oversight and guidance on risk management, reviews major risks and endorses mitigation strategies, supports the Programme Sponsor, SRO and Programme Director in making informed decisions. A programme status report will be provided monthly and will include a detailed risk section covering, identification of new risks, the status of existing risks and the effectiveness of mitigation strategies.

The *Delivery Governance Board (DGB)* provides advice on the programme risks. A copy of the programme status report discussed at the OFS Programme Board will be received monthly. The Programme Director will attend meetings of the DGB by exception only.

Workstream Delivery Managers are responsible for managing risks at an epic/initiative level. This involves specific implementation risks, implementing mitigation plans and escalating significant risks to the Programme Director.

We will establish a structure to monitor and manage issues

We will follow a structured approach to ensure that issues are identified, tracked and resolved promptly.

All issues will be logged in an issues register and will be monitored and reported against in the programme status reporting.

An escalation process will be developed setting out who to escalate the issues to and the required level of documentation and communication.

Issue ownership

Each issue will be assigned an issues owner responsible for managing the resolution of the issue.

The Programme Director will have overall accountability for managing issues within the programme, ensuring that each issue is logged and resolved in a timely manner and overseeing the management process.

Workstream Delivery Managers will be responsible for managing issues that arise within their respective workstreams. However, any issues determined to be critical or major will be owned and managed by the Programme Director.

The Programme Board will provide strategic direction and support for resolving issues and may take ownership of any strategic critical issues.

Appendices

Appendix one: Overview of immigration system frontline workforce

The majority of our frontline workforce is based onshore. This includes almost all our visa processing staff, who are situated across several regional offices. Our offshore network delivers visa processing, risk and verification, and border activities.

Visa Operations

Front line fee funded visa processing roles including the Immigration Officers, Business Immigration Specialists and the Support Officer workforce. Front line enabler roles that directly support visa processing including Technical Advisors, Practice Leads, Immigration Managers, Visa Operations Managers and Head of Operations, Director Visas and Operations Directors.

Immigration Risk and Border

Roles outside of the Visa Operations branch that enable visa processing including Identity Resolvers, Identity Team Leaders, Verification Officers, Verification Managers and all roles within Identity and Risk and Verification, Immigration Health and Border Officers.

Refugee and Migrant Services

Non visa processing roles that are indirectly impacted or drive the visa processing workforce including Irregular Migration and Trafficking In Persons, Refugee and Migrant Support, Refugee Quota, Refugee Status.

Customer Service Centre

Roles that provide customer support through phone and email channels, including Client Service Advisors and Team Leaders.

Compliance and Investigations

Roles that support immigration compliance including Compliance Officers, Compliance Managers, Investigators, Investigation Manager, Practice Leads.

Appendix two: An overview of the immigration system and our strategic approach

Figure 21: Overview of immigration system and strategic approach



Appendix three: Summary of the Automated Decision Assist project

The Automated Decision Assist (ADA) project delivered the first stage of work to future proof the immigration system

It was recognised that the ADA project would take a staged approach to the transformation of the visa processing operating model. The first phase (which was covered by the ADA Business Case) building on core technical capabilities delivered by INZ's NZ Electronic Travel Authority (NZeTA) and the Employer Assisted Work Visa (EAWV) projects. The NZeTA project established the technology, both a mobile app and web-based solution, to process travel authorities and the EAWV project designed, built and deployed new ICT systems to support an effective way of assessing employer assisted work visas under the government's new policy.

The scope of the ADA project was to:

1. provide a web-based visa application for customers that provides enhanced data capture
2. introduce a new portal to advise a customer of their application status
3. define the data required for initiation and processing of visas
4. remove the need for manual data entry by INZ staff at lodgement, during assess and decide processes and for notification to the customer
5. implement a mechanism to route applications appropriately, including the ability to handle any that fall out of automated processing
6. automate the assessment steps until an application fails a risk assessment and make applications available to be approved via manual or automated means
7. implement an assurance regime that enables confirmation that automated decision recommendations are robust, and the ability to tune the settings to reflect operational needs
8. integrate this solution into existing services such as Identity, Business Rules Engine Triage and Immigration Health System
9. National security or defence
10. build an online solution for 23 visitor visa products that utilised deliverables 1-9
11. remove public access to IGMS forms that were superseded by the ADA solution.

ADA migrated 22 visitor visa products to ADEPT and delivered the technical solution that would meet the requirements of scope items 1 to 8 listed above. Following a change of scope to the project, it also built the new 2021 Resident Visa product in ADEPT as part of the project.

The ADA Business Case recognised that further phases would follow to build on the capabilities it established

The ADA Business Case determined that a staged approach to the transformation of the visa processing operating model was necessary due to the interdependencies of different projects across the immigration system. The Business Case recognised that:

“Following the closure of the project in June 2021, system capability will continue to be developed and enhanced as the system is adopted by the market. It is expected that all visa types will be migrated onto the new platform and as organisational maturity develops, the system will be able to be configured rapidly from a process and technology perspective.” [Automated Decision Assist (ADA) Implementation Business Case, p 43]

It was expected that further Business Cases would be required for subsequent phases that would include implementing additional visa products and services onto the platform and connecting to a mobile solution that would enable improved capture of passport information.

The Business Case further stated that the project would lay the foundation for the eventual replacement of the current legacy systems. Building on the foundations of ADA enables us to be confident that decommissioning of legacy systems is now achievable. Decommissioning is central to this Business Case and essential if we are to realise the full benefits of ADEPT.

We took time after the closure of ADA to improve ADEPT and ensure it is fit for purpose

Following closure of the ADA Project, we established an ADEPT team, which since implementation has made further changes to the platform. This includes Policy work for products on the platform, building of additional products to the platform (Permanent Resident Visa, Subsequent Resident Visa, Resident Visa Variation of Travel Conditions, and Transit Visas), and remediation activities to enhance the resilience of the platform.

Appendix four: List of visa products in ADEPT

Table 28: Visa products that have been migrated to ADEPT, as at August 2024

Product	Date delivered
Visitor visa products for onshore applicants: <ul style="list-style-type: none"> - General Purpose Visitor Visa - Business Visitor Visa - Sports Events Visitor Visa - Arts and Music Festival Visitor Visa - Crew joining a Ship or Plane Visitor Visa - Private Yacht or Plane Visitor Visa - Parent and Grandparent Visitor Visa - Dismissed Worker Visitor Visa - Occupational Registration Visitor Visa - German Law Student Visitor Visa - Guardian of a Student Visitor Visa - Super Yachts Visitor Visa - Culturally Arranged Marriage Visitor Visa - Escort of Medical Patients Visitor Visa - Visiting Media Visitor Visa - Antarctic Traveller Visitor Visa - Academic Visitor Visa - Pitcairn Islander Visitor Visa - Medical Treatment Visitor Visa - Tour Escort Visitor Visa - Short term English Language Studies - Short-term Entertainment Act Visitor Visa 	31 January 2022
2021 Resident Visa	1 March 2022
Employer Accreditation	23 May 2022
Accredited Employer Job Check	20 June 2022
Visitor visa products as above for offshore applicants	1 July 2022
Accredited Employer work visa (AEWV)	4 July 2022
Permanent Resident Visa	29 January 2024
Second and Subsequent Resident Visa	29 January 2024
Variation of Travel Conditions (Resident)	29 January 2024
Transit Visa	11 August 2024

Appendix five: List of features under the ADEPT Optimisation workstream

The following table summarises the enhancements we have identified during the development of the business case. Work in this workstream is expected to flex and change throughout the duration of the programme.

Table 29: List of features under the ADEPT Optimisation workstream

Optimisation type	Known Initiatives
Technical enhancements to improve scalability, performance and maintainability	<ul style="list-style-type: none"> • Front end and back-end designer tool improvements • Front end and back-end run time performance improvements • Source control, environment management and reduced deployment outages • Creation of two additional test environments • Establish automated testing – functional and performance • Improve antivirus and .pdf flattening • Establish Waiting Room • Migrate VV Risk Rules to AzBRE • Connection to new Risk Analytics Platform (RAP) • Establish training environment – <i>dependent on training strategy/approach</i> • Integration improvements: <ul style="list-style-type: none"> - NZPC portal - NSC - WalkMe future solution - ADEPT RealMe - ADEPT Notification creation • New integrations/tools: <ul style="list-style-type: none"> - Education data - Template letters system - Marketing and notifications tool
Enhancements to existing operational functionality	<ul style="list-style-type: none"> • Develop back-end modules • Rewrite of existing products to leverage front-end templates and reusable back-end modules • Introduce support officer activity RFI functionality • Improve email notifications • Improve visa application sharing • Improve identity management • Improve health assessments • Improve character assessment processes • Improve secondary applicant management • Establish alerts & warnings standard functionality • Improve visa application form templates • Provision underlying data capture • Unlock BCU solution capabilities • Change NSC integration and enhance process

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	<ul style="list-style-type: none"> • Improve CRM design - information presentation • Improve system oversight roles and responsibilities • Enable quality checks • Improve risk and verification activities • Improve republishing visas • Improve reconsiderations • Improve client contacts management & reporting • Migrate existing application forms to templates • Review and improve accredited employer gateway • Review and improve job check gateway • Improve special direction functionality • Implement Workforce of the Future application management decisions
<p>Enhancements to existing customer functionality</p>	<ul style="list-style-type: none"> • Improve the customer application progress dashboard • Improve client portal navigation • Improve sponsorship form and user journey • Improve document submission functionality • Improve withdrawal usability • Improve before you start page • Improve employer dashboard
<p>New operational functionality</p>	<ul style="list-style-type: none"> • Establish family group application submission and management • Introduce visitor visa application automation • Capture and use e-chip data • Introduce working holiday automation • Introduce functionality to replace one application with another type • Create ADEPT identity report • Introduce TA support activity • Enable raising application without customer application • Introduce APEC BVV automation • Enable post-decision client management
<p>New customer functionality</p>	<ul style="list-style-type: none"> • Introduce VisaView and Visa Verification Service replacement • Introduce refund request form • Introduce privacy request form • Establish education provider solution • Establish marketing module for bulk emailing within ADEPT • Improve journey from Website to ADEPT • Establish third party activity functions • Investigate paper declaration form options

Appendix six: List of visa products in scope for ADEPT build

Current application channel:
IGMS
Online Services
Phone
Paper
Other

Table 30: List of visa products in scope for ADEPT build

Date	Product Group Title	Application Type	Grounds Code	Application Criteria
January – August/September 2025	International Student & Family	Student	AAGAGA	Full fee paying
			AAGAGB	Scholarship holder
			AAGAGE	Vocational nautical student
			AAGAGI	Distance Education
			AAGAGJ	English language studies
			AAGAIL	Variation of Conditions
			AAGAIS	Pathway
		Visitor	AAGXFA	Exchange Student
			AAAAAH	Dependents of long-term worker/student
		Work	AAACAE	Guardian
AADPPK	Partner of Student			
		AADPPN	Partner of NZAID Student	
June – December 2025	Visitor and Transit Groups	Transit	LAJADU	Group - China
		Visitor	LAAAV	PRC Other Tourist Groups
			LAAAZ	Taiwan
			LAAABR	ADS (Hong Kong)
		Visitors	LAAAAO	General
			LAAAAY	PRC Delegations
			LAAABO	ADS
			LAAABZ	Thailand
			LAAAFS	MICE
		LAATMP	Temporary Entry (Group Visa) - Replace	
September 2025 – March 2026	Temp - family of a worker	Student	AAGAFK	Dependent of a Worker
			AAGAPP	Dependents of Military Personnel
		Visitor	AAAAAH	Dependents of long term worker/student
			AAAPO	Dependents of Military Personnel
		Work	AADAGT	Partner of AEWV (open)
			AADAGU	Partner of AEWV (conditional)
			AADAPM	Partner of Military Personnel
			AADPPD	Partner of a worker
January – August 2026	Temp work IGMS (+MEPV & WVA)	Work	AADACI	Medical & dental trainee
			AADACR	NZ racing conference apprentice
			AADADD	Work experience for student
			AADADK	Religious Worker
			AADADO	Religious Trainees
			AADAFG	Asylum Seeker
			AADAIX	Migrant exploitation protection
			AADALD	Talent - Arts, Culture and Sports
AADALE	Specific Purpose or event			

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			AADALG	Entertainers and Associated Workers
			AADASF	Silver Fern Practical Experience
			AADPPL	Post-study - Open
April – August 2026	Family of NZ citizen/resident	Resident	ABBAGM	Australian Partner S61A
			ABBBBY	Family child dependent
			ABBPPA	Partnership
			ABBPPI	Partnership deferral
			ABBPPO	Partnership - Partner of an Expatriate
			ABBPPP	Family Child dependent - Dependants of an Expatriate
		Student	AAGAFQ	Child of NZ citizen/resident
		Visitor	AAAAAD	Child of NZ citizen/resident
			AAAPPC	Partnership
Work	AADPPB	Partnership		
	AADPPG	Partnership deferral		
August 2026 – March 2027	Skilled Residence	Resident	ABBAQM	Green List Work to Residence
			ABBAQN	Transport Sector Work to Residence
			ABBAQO	Care Workforce Sector Work to Residence
			ABBBBV	Employees of businesses
			ABBBCC	Talent - Sports
			ABBBCM	Religious Worker
			ABBBCS	Talent - Arts and Culture
			ABBBDQ	Straight to Residence
September 2026 – April 2027	Working Holiday	Work	AADADI	Japan Working Holiday Scheme
			AADXBG	WHS Extension
			AADXDA	Malaysia Working Holiday Scheme
			AADXDD	United Kingdom Working Holiday Scheme
			AADXDE	Ireland Working Holiday Scheme
			AADXDF	Canada Working Holiday Scheme
			AADXDH	Netherlands Working Holiday Scheme
			AADXDI	Korea Working Holiday scheme
			AADXDJ	Singapore Working Holiday Scheme
			AADXDK	France Working Holiday Scheme
			AADXDL	Czech Working Holiday Scheme
			AADXDM	Germany Working Holiday Scheme
			AADXDN	Italy Working Holiday Scheme
			AADXDO	Hong Kong Working Holiday Scheme
			AADXDP	Thailand Working Holiday Scheme
			AADXDQ	Sweden Working Holiday Scheme
			AADXDR	Chile Working Holiday Scheme
			AADXDS	Argentina Working Holiday Scheme
			AADXDT	Denmark Working Holiday Scheme
			AADXDU	Uruguay Working Holiday Scheme
			AADXDV	Taiwan Working Holiday Scheme
			AADXDW	United States Working Holiday Scheme
			AADXDX	Malta Working Holiday Scheme
			AADXDY	Finland Working Holiday Scheme
			AADXDZ	Belgium Working Holiday Scheme
			AADXFG	Peru Working Holiday Scheme
			AADXFI	Estonia Working Holiday Scheme
			AADXFP	Norway Working Holiday Scheme
			AADXFQ	Mexico Working Holiday Scheme
			AAXFR	China Working Holiday Scheme
AAXXFS	Latvia Working Holiday Scheme			
AAXXFT	Poland Working Holiday Scheme			

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			AADXFU	Slovenia Working Holiday Scheme
			AADXFV	Spain Working Holiday Scheme
			AADXFW	Slovakia Working Holiday Scheme
			AADXFX	Turkey Working Holiday Scheme
			AADXFZ	Brazil Working Holiday Scheme
			AADXGA	Israel Working Holiday Scheme
			AADXGB	Hungary Working Holiday Scheme
			AADXGC	Austria Working Holiday Scheme
			AADXGD	Vietnam Working Holiday Scheme
			AADXGE	Philippines Working Holiday Scheme
			AADXGF	Croatia Working Holiday Scheme
			AADXGG	Lithuania Working Holiday Scheme
			AADXGH	Luxembourg Working Holiday Scheme
			AADXGI	Portugal Working Holiday Scheme
April – June 2027	Limited	Limited	AAKAKN	General
			AAKAKF	Study
March – November 2027	PAC & SQ* <i>*the grounds codes listed here are for the 2023 quotas, as the codes change each year these are intended to be indicative only.</i>	Registration	SKABRX	PAC Registration Kiribati 2023
			SKABRZ	PAC Registration Tonga 2023
			SKABSA	PAC Registration Tuvalu 2023
			SKABSB	Samoan Quota Registration 2023
			SKABSD	PAC Reregistration Kiribati 2023
			SKABSE	PAC Reregistration Tonga 2023
			SKABSF	PAC Reregistration Tuvalu 2023
			SKABSG	PAC Reregistration Fiji 2023
			SKABSM	PAC Registration Fiji 2023
		Resident	ABBBSH	Samoan Quota 2023
			ABBBSI	PAC Kiribati 2023
			ABBBSJ	PAC Tonga 2023
			ABBBSK	PAC Tuvalu 2023
			ABBBSL	PAC Fiji 2023
			ABBXBC	PAC Residual Places
			ABBXBD	Samoan Residual Places
July – November 2027	Res Transfers & Confirmations	Permanent Resident	ABEBPB	Replace
			ABEBPC	Confirmation
			ABEBPY	Label-less Replace
		Resident	ABBBBO	Replacement Visa
			ABBBDJ	Confirmation
			ABBBDL	Label-less Replace
December 2027 – March 2028	Temp Visa Transfers	Limited	AAKADX	Label-less Replace
			AAKAFH	Replace
		Student	AAGADW	Label-less Replace
			AAGAGG	Replace
		Transit	AAJAKB	Replace
		Visitor	AAAAS	Replace
			AAAADP	Label-less Replace
		Work	AADADF	Replace
			AADADV	Label-less Replace
December 2027 – June 2028	Parent Res	Expression of Interest	SEIIEC	Family Parent (Ballot)
		Resident	ABBIBO	Family Parent


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April – July 2028	Work VOC	Work	AADAFF	Variation of Conditions
July – September 2028	APEC BVVs	Visitor	AAAAAC	Business
August 2028 – February 2029	SMC	Expression of Interest	SEIAQI	Skilled Migrant Category
		Interim visa	AAIAQD	SMC Interim Visa
			AAIAQE	SMC Variation of Conditions
			AAIAQG	SMC Label-less Replace
Resident	ABBSKA	Skilled Migrant		
October 2028 – January 2029	Active Investor	Resident	ABBBDG	Active Investor Plus
February – July 2029	RSE	Employer	COABFH	Recognised Seasonal Employer
			COABFI	Revocation - Recognised Seasonal Employer
			COABFJ	Reconsideration - Recognised Seasonal Employer
			COABFK	Agreement to Recruit
			COAOOC	Supplementary Seasonal Employment - AIP
		Limited	AAKAIG	RSE Variation of Conditions
			AAKAKM	Recognised Seasonal Employer
		Visitor	AAAABV	Vary Conditions Hort/Vit
Work	AADAFP	Supplementary Seasonal Employment		
March – June 2029	Temp - other humanitarian	Student	AAGCAI	Victims of People Trafficking
		Visitor	AAACAG	Victims of People Trafficking
		Work	AADADM	Victims of Domestic Violence
			AADCAH	Victims of People Trafficking
July – August 2029	NZ Cit Endorsement	NZ Citizen	INCAPF	General
			INCAPG	Second or subsequent
August – November 2029	Humanitarian Res	Expression of Interest	SEIIEP	Community Organisation Refugee Sponsorship
		Permanent Resident	ABEBRY	CORS Refugee and Protection
			ABERBG	Refugee Quota Family Reunification
		Registration	CKABLM	Refugee Family Support Tier 1 Registration
			CKABMY	RQFR Sponsor Assessment
			CKABNA	Refugee Family Support Tier 2 Registration
		Resident	ABBBBQ	Pitcairn islander
			ABBBDF	Victims of Domestic Violence
			ABBBNB	Refugee Family Support Tier 2
			ABBBNC	Refugee and Protection
ABBCAJ	Victims of People Trafficking			
ABXBEB	Refugee Family Support Tier 1			
September 2029 – January 2030	Temp work paper	Work	AADADA	Domestic staff for seconded business personnel
			AADADB	Pitcairn islander
			AADADE	Japanese interpreter
			AADAEZ	Domestic staff for consular personnel
			AADAPK	Recognised Antarctic Programme
			AADAQA	China Special Work

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			AADAQB	China Skilled Workers
			AADAQC	ASEAN Special Work
			AADCAF	Chef from Thailand
			AADXEA	Exchange Work
December 2029 – June 2030	Refugee Quota	Permanent Resident	ABERBH	UNHCR Legal and Physical Protection Needs
			ABERBI	UNHCR Medical/disabled
			ABERBJ	UNHCR Women at Risk
			ABERBK	UNHCR Family Reunification
February – April 2030	Parent Retirement	Resident	ABBZCA	Parent Retirement
		Visitor	AAASKF	Temporary Retirement
March -August 2030	Fishing	Employer	COAOOD	Approval in Principle - Fishing
		Work	AADADS	Crew of foreign fishing vessel
			AADADT	Crew of foreign fishing vessel - further work visa
July – September 2030	Section 61	Resident	ABBBDE	Section 61
		Student	AAGCAD	Section 61
		Visitor	AAACAB	Section 61
		Work	AADCAC	Section 61
September 2030 – January 2031	Entrepreneur	Resident	ABBBBU	Entrepreneur category
		Student	AAGADZ	Dependant of Entrepreneur
		Visitor	AAAADY	Dependant of Entrepreneur
		Work	AADAFR	Partner of Entrepreneur
			AADARA	Entrepreneur Work Visa (Interim)
			AADARB	Entrepreneur Work Visa (Balance of 3 years)
			AADARC	Entrepreneur Work Visa (Change of plan)
			AADARE	Entrepreneur Work Visa (Renewal)
October – December 2030	Entertainment	Accreditation	CMABFM	Entertainers and Associated Workers
			CMABFN	Approved Arts and Music Festival
			CMABFO	Renewal - Entertainers and Associated Workers
			CMABFP	Approved Music Promoter
January – April 2031	Interim Visa	Interim visa	AAIAPE	General
February – April 2031	Foreign Mission & Military	Consular	ACEAPI	General
		Diplomatic	ACAAPH	General
		Military	ACDAPL	General
		Official	ACBAPJ	General

Commercial Information



Appendix eight: Detailed view of monetised benefits for each visa product

Table 32: Detailed view of monetised benefits for each visa product

		Period beginning>>	1/07/2024	1/07/2025	1/07/2026	1/07/2027	1/07/2028	1/07/2029	1/07/2030	1/07/2031
		Period ending>>	30/06/2025	30/06/2026	30/06/2027	30/06/2028	30/06/2029	30/06/2030	30/06/2031	30/06/2032
=Phase 1	=Phase 2	Cost detail	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32
		Savings start date								
Visitor and Transit Groups	Transit and Visitor Groups	1/06/2026	-	57,678	692,137	692,137	692,137	692,137	692,137	692,137
Visitor and Transit Groups	Visitors	1/06/2026	-	1,451,350	17,416,206	17,416,206	17,416,206	17,416,206	17,416,206	17,416,206
Skilled Residence	Skilled Residence	1/07/2027	-	-	-	1,004,993	1,004,993	1,004,993	1,004,993	1,004,993
International Student & Family	International Student & Family	1/02/2026	-	2,099,967	5,039,921	5,039,921	5,039,921	5,039,921	5,039,921	5,039,921
Limited	Limited	1/10/2027	-	-	-	85,543	114,057	114,057	114,057	114,057
Working Holiday	Working Holiday	1/08/2027	-	-	-	637,342	695,282	695,282	695,282	695,282
Temp - Family of a Worker	Temp - Family of a Worker	1/07/2026	-	-	2,841,140	2,841,140	2,841,140	2,841,140	2,841,140	2,841,140
Temp Work IGMS (+MEPV & WVA)	Temp Work IGMS	1/12/2026	-	-	421,415	722,426	722,426	722,426	722,426	722,426
Temp Work IGMS (+MEPV & WVA)	MEPV & WVA	1/12/2026	-	-	169,648	290,825	290,825	290,825	290,825	290,825
Family of NZ cit/res	Family of NZ cit/ res	1/12/2026	-	-	6,677,269	11,446,748	11,446,748	11,446,748	11,446,748	11,446,748
PAC & SQ	PAC & SQ	1/03/2028	-	-	-	154,351	463,052	463,052	463,052	463,052
Res Transfers & Confirmations	Res Visa Transfers & Confirmation	1/03/2028	-	-	-	1,180,826	3,542,477	3,542,477	3,542,477	3,542,477
Work VOC	Work VOC	1/11/2028	-	-	-	-	1,725,595	2,588,392	2,588,392	2,588,392
Temp Visa Transfers	Temp Visa Transfers	1/07/2028	-	-	-	-	1,338,070	1,338,070	1,338,070	1,338,070
SMC	Skilled Migrant Category	1/06/2029	-	-	-	-	66,536	798,426	798,426	798,426
Active Investor	Active Investor	1/05/2029	-	-	-	-	287,675	1,726,047	1,726,047	1,726,047
APEC BVVs	APEC Business VV's	1/01/2029	-	-	-	-	1,594,596	3,189,192	3,189,192	3,189,192
Parent Res	Parent Res	1/10/2028	-	-	-	-	1,170,403	1,560,538	1,560,538	1,560,538
RSE	Recognised Seasonal Employer	1/11/2029	-	-	-	-	-	1,124,690	1,687,035	1,687,035
Section 61	Section 61	1/01/2031	-	-	-	-	-	-	143,969	287,937
Entrepreneur	Entrepreneur	1/05/2031	-	-	-	-	-	-	41,880	251,279
Fishing	Fishing	1/12/2030	-	-	-	-	-	-	61,326	105,131
Humanitarian Res	Humanitarian Res	1/03/2030	-	-	-	-	-	96,109	288,326	288,326
Temp work paper	Temp work paper	1/05/2030	-	-	-	-	-	41,880	251,279	251,279
Entertainment	Entertainment	1/04/2031	-	-	-	-	-	-	122,608	490,430
Foreign Mission & Military	Foreign Mission & Military	1/08/2031	-	-	-	-	-	-	-	264,298
Refugee Quota	Refugee Quota	1/10/2030	-	-	-	-	-	-	416,172	554,896
Parent Retirement	Parent Retirement	1/08/2030	-	-	-	-	-	-	580,597	633,378
NZ Cit Endorsement	NZ Cit Endorsement	1/12/2029	-	-	-	-	-	559,911	959,847	959,847
Temp - other humanitarian	Temp - other humanitarian	1/10/2029	-	-	-	-	-	616,939	822,586	822,586

Appendix nine: Core set of key contributors to the operating environment

The table below outlines the core set of key contributors to the immigration system operating environment that have been used when creating the business case. These will be reviewed every six months throughout the programme to ensure any impact on the expected benefits is considered.

All key contributors are as at August 2024, unless otherwise stated.

Table 33: Core set of key contributors to the operating environment

Visa products	
Visa settings	The policy settings for each product will not change substantially. This includes any policy change that may see a significant shift in volumes between the priority of or demand for specific visa products, such as reducing the number of migrant workers.
Number of visa products	<p>248 “active” visa products, which are on four submission platforms or received on paper or other means, as follows:</p> <ul style="list-style-type: none"> • 30 on ADEPT • 48 on IGMS • 31 on Plone/SAFER • 45 on Online Services • 94 on paper or submitted through another means <p>See Appendix four for a full list of visa and other products in scope of being built in ADEPT.</p>
Assessment criteria	The core assessment criteria for visa products (health, character, identity, bona fide and risk) remain consistent across all visa products.
Forecasts and volumes	
Application volumes	<p>Application volumes remain consistent with forecast figures from 2024 through to 2033.</p> <p>(As provided by Performance and Reporting, Chief Operating Officer Branch, based on V9 quarterly forecast.)</p> <p><i>As at June 2024</i></p>
Markets	<p>The top three nationalities for principal applicants of visa applications remains the same and in the same order and these continue to make up more than 50% of our total workload. These are:</p> <ul style="list-style-type: none"> • China – total visa applications accepted in FY23/24: 331,163 (31.4%) • India – total visa applications accepted in FY23/24: 198,595 (18.8%) • Philippines – total visa applications accepted in FY23/24: 71,550 (6.8%)
Risk rules	<p>Proportions of high/medium/low risk visa applications remain stable at 29% low, 22% medium and 16% high.*</p> <p>*Note the other 33% of visa applications did not return a triage value.</p>
Fees and levies	Funding collected by the immigration system through fees and levies stays in line with forecast volumes.

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M5 partners	The policy settings of our M5 partners do not change significantly, which could cause a shift in demand of visa applications to New Zealand.
Workforce	
Processing workforce	<p>Frontline workforce numbers as at November 2024:</p> <ul style="list-style-type: none"> • 841.8 Immigration Officers • 156.6 Support Officers • 106.5 Immigration Managers • 145.3 Technical Advisors • 62 Verification Officers • 17 Practice Leads • 38.5 Identity Resolvers • 25 Visa Operations Managers • 10 Heads of Operation. <p>(As provided by Chief Operating Officer branch.)</p> <p>Immigration property footprint at the time that benefits were determined:</p> <ul style="list-style-type: none"> • Processing offices in: <ul style="list-style-type: none"> ○ Manukau x2 ○ Henderson ○ Hamilton ○ Palmerston North ○ Porirua ○ Christchurch x2 ○ Suva ○ Apia ○ Nuku'alofa • The National Documentation Office in Manukau • 'Standalone' Risk and Verification presence in: <ul style="list-style-type: none"> ○ Washington ○ London ○ Dubai ○ New Delhi ○ Bangkok ○ Beijing
Customer Service Centre workforce	<p>Customer Service Centre staff numbers at the time the benefits were determined: 169 Customer Service Advisors remain stable.</p> <p>(As provided by Workforce Planning, Engagement & Experience, Te Whakatairanga Service Delivery.)</p> <p>The locations of this workforce as at the time the benefits were determined:</p> <ul style="list-style-type: none"> • Auckland • Palmerston North • Porirua • Christchurch <p><i>As at July 2024</i></p>
Attrition modelling – Visa processing	Attrition rates (average attrition rate over the 6 months to July 2024 and 12 months to July 2024) remain steady and are not significantly influenced by internal or external forces. These are:

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	<ul style="list-style-type: none"> • Immigration Officer – 16% • Support Officer – 29% • Immigration Manager 17% • Practice Lead – 23% • Technical Advisor – 5% • Verification Officer – 5% • Visa Operations Manager – 30% <p>(As per the attrition modelling provided by Planning (Workforce), Chief Operating Officer Branch.)</p>
Attrition rates – Customer Service Centre	<p>Attrition rate for Client Service Advisors of 32% (average attrition in the year to June 2024) remains steady and is not significantly influenced by internal or external forces.</p> <p>(As per the attrition modelling provided by Workforce Planner, Customer Service Centre Support, TWSD.)</p>
Productivity	Baseline daily productivity for visa processing across each product does not decrease prior to the product being built in ADEPT.
Organisational design	Where workforce benefits applied use ratios, workforce assumptions are based on the organisational design as at 31 March 2024.
Overheads	The projected average overhead cost per person is \$50k as at 30 June 24.
Technology	
Digital-first	The desire to mandate digital applications as our primary submission channel endures, with continued agreement for paper applications available by exceptional request only.
AMS	<p>The target state of AMS is to integrate its visa processing functions into ADEPT to create one core backend system for visa processing and operational system of record for immigration data. The functions of AMS that will be merged into the ADEPT platform are:</p> <ul style="list-style-type: none"> ○ Quotas ○ Banking and finance ○ Group applications ○ Passport scanning ○ Directives processing (Permits and Referrals) ○ Lookups (Interpreters, Fees, Officer Files etc) ○ Note management ○ Bulk uploads/imports ○ VAC integrations ○ Interim Visa ○ Client and application search ○ Expressions of interest (EOI) ○ Bulk label printing ○ Bulk approval ○ Detention ○ Investigations browser ○ Settlement support ○ Template letters ○ Working Holiday Scheme quota management ○ Border management functions ○ Investigations ○ Supervisor functions

	<ul style="list-style-type: none"> ○ Access to historical data ○ Service integration functions
ADEPT	There is no change in desire for ADEPT to be our future state submission and processing channel. Microsoft remains the supplier for this platform.
Cloud-based technology	Cloud-based technology represents the future of the technology requirements for the immigration system.
Authorising Environment	
Role of the immigration system	<p>The core objectives of the immigration system remain as:</p> <ul style="list-style-type: none"> ● supporting the economy and labour market with key skills and capital ● enabling family reunification and maintenance of family ties ● contributing to meeting New Zealand’s international and humanitarian commitments ● supporting the security and integrity of New Zealand’s borders. <p>(As detailed on page 10.)</p>
Customer centricity	The appetite for the immigration system to become more customer centric endures, as articulated in the <i>Striking the Balance</i> strategy.
External performance measures, as agreed with the Government	<p>The external performance measures for the immigration system remain consistent as:</p> <ul style="list-style-type: none"> ● Timeliness of work and visitor visas completed within 20 working days: target is 75%. ● Timeliness of student visas completed within 30 working days: target is 75%. ● People liable for deportation, who were deported or deported voluntarily: target is 1500 each year. ● UNHCR-mandated refugees and their immediate families who travelled to New Zealand: target is 1500 each year. ● New registrations entered into the Live and Work NZ database with occupations that match ANZCO skill levels 1-3: target is 50,000. ● Visa applications satisfied with the overall experience of applying for a visa: target is 80%. ● Decision accuracy of residence visas: target is 85%. ● Decision accuracy of temporary visas: target is 85%. ● Recent migrants who feel that New Zealand is their home: target is 87%. <p>(Can be found at www.immigration.govt.nz/about-us/research-and-statistics/performance-reporting)</p>

Appendix ten: Letter from the Chief Executive



27 January 2025

To whom it may concern

Our Future Services – Detailed Business Case

The immigration system is undertaking a major change programme to create a digitally-enabled service model that is more efficient at delivering customer-centric immigration services.

This Detailed Business Case is a significant deliverable towards this future. It seeks approval to accelerate and enhance existing work that will change how the immigration system delivers on its objective of facilitating the entry of people that New Zealand needs to work, visit, live or study here and protecting New Zealand from immigration risk.

I confirm that:

- I have been actively involved in the development of the attached investment proposal through its various stages
- I accept the strategic aims and investment objectives of the investment proposal, its functional content, size and services
- the cost estimates of the proposal are sound and based on best available information
- suitable contingency arrangements are in place to address any current or unforeseen affordability pressures.

This letter fulfils the requirements of the current Better Business Case guidance. Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter will be sought.

Yours sincerely



Carolyn Tremain
Secretary for Business, Innovation & Employment and Chief Executive
Te Tumu Whakarae mō Hikina Whakatutuki



Ministry of Business, Innovation and Employment
15 Stout Street, Wellington 6011
PO Box 1473, Wellington 6140

Appendix Eleven: Glossary of terms

ADEPT	The Advanced Digital Employer-led Processing and Targeting platform, known externally as Enhanced Immigration Online. This is a cloud-based Microsoft Power Platform application, which was introduced in 2022 with the goal of becoming the single submission and processing channel for the immigration system.
AMS	Application Management System. A legacy platform that is used to process applications made in other legacy platforms and paper applications. It also provides the front-end for Online Services.
biometric information	Information that relates to a person’s physical characteristics that is used to verify identity, e.g., photographs or fingerprints.
Customer Service Centre	Based in Te Whakatairanga Service Delivery, the MBIE Customer Service Centre is responsible for handling calls and emails from immigration customers, including migrants, licensed immigration advisors and employers.
eChip passport reader	INZ to match the face image against the image held on the passport’s secure e-chip (as well as automatically pulling biographic data from the e-chip).
end-to-end automated decision-making	Using a system to decide an application with no substantial human involvement in making the decision. This could include automating administrative and assessment tasks through using information held in the system or accepting form declarations but may also require use of a risk analytics model.
frontline staff	Immigration staff that support the end-to-end customer journey – for more information see <i>Appendix One: Overview of immigration system frontline workforce</i> .
IGMS	Immigration Global Management System. A legacy online application submission channel that is currently used for several high-volume visa products.
immigration harm	Unintended negative consequences of immigration.
immigration officer	Immigration staff responsible for processing and making decisions on visa applications. These staff are designated to make immigration decisions under the Immigration Act as an immigration officer by the chief executive.
immigration risk	Risks that relate directly to the visa applicant or other user of the immigration regulatory system, including the market(s) and/or sector(s) in which they operate.
licensed immigration advisors (LIAs)	Professionals who are licensed by the Immigration Adviser’s Authority to provide specialist immigration knowledge. Customers may choose to use an LIA for support with their visa application or other interaction with INZ.
liveness detection checks	Real-time checks that verify the face image being submitted belongs to a real person (and is not a depiction of someone’s face).
Online Services	An online legacy submission platform (the front-end of AMS) that is used for Working Holiday Visa applications.
Plone/SAFER	Plone and Secure Access Formdata Electronic Repository (SAFER) forms are the two components of a legacy online application submission channel. Plone provides the customer-facing application form while SAFER is the storage repository for the submission data and any supporting documents provided by a customer when they make their application. It also provides some basic administration functionality for managing submission data.

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risk rules	Risk rules are a subset of electronic system rules focused specifically on identifying where a risk is more (or less) likely to be present - as opposed to neutral 'business' rules within the same systems that just give effect to policy settings, direct workflow, or adjust for system limitations.
support officer	Immigration staff who focus on administrative tasks. These staff do not need to be designated as an immigration officer by the chief executive to make immigration decisions under the Immigration Act to undertake their roles but cannot make immigration decisions if they do not hold this designation.
verification officer	Immigration NZ staff who have specialised skills in verifying information and providing risk management advice on visa decisions. These staff must be designated as an immigration officer by the chief executive under the Immigration Act in order to undertake their roles.
Visa Application Centres	Physical sites outside of New Zealand that are used to receive applications for some visas, or passports for online applications. See www.immigration.govt.nz/about-us/contact/offices for more information.

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