



COVERSHEET

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

List of documents that have been proactively released

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

Information redacted

YES

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

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



Cabinet

Minute of Decision

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

Our Future Services: Detailed Business Case – Modernising the Immigration System End-to-End

Portfolio **Immigration**

On 17 February 2025, following reference from the Cabinet Expenditure and Regulatory Review Committee, Cabinet:

- 1 **noted** that in October 2024, the Cabinet Economic Policy Committee:
 - 1.1 noted that the immigration system faces enduring challenges;
 - 1.2 noted that four investment options to build scale of investment, accelerate delivery and improve quality of outcomes had been identified, with option 4 – modernising the end-to-end service model, being the indicative preferred option;
 - 1.3 invited the Minister of Immigration to report back with a detailed business case for approval, subject to a Gateway review of the business case;
- [ECO-24-MIN-0238]
- 2 **noted** that the Our Future Services programme will deliver a digitally enabled immigration system that is smaller, more efficient, more customer-centric, and better manages risk;
- 3 **noted** that the Ministry of Business, Innovation and Employment (MBIE) has developed the Detailed Business Case, attached under EXP-25-SUB-0003, which identifies four investment options;
- 4 **agreed** that MBIE progress work to implement Option 4 (modernising the end-to-end service model) as it provides the most value for money and is the only option to fulfil all the investment objectives of the programme;
- 5 **noted** that Option 4 will be delivered in three phases over seven years, with structured check points, or off ramps if necessary, at the end of the first two phases;
- 6 **noted** that for the programme to deliver successfully within expected timeframes, any policy change to existing visa products needs to be aligned to the programme roadmap;
- 7 **noted** that Option 4 will cost \$336 million and deliver ongoing annual net savings of \$80 million plus inflation following programme completion;

8 **noted** that Option 4 will be funded through a combination of existing immigration third party revenue (Fee and Levy) and realising monetary benefits;

9 Confidential advice to Government

10 **noted** that the Immigration levy is a non-departmental revenue stream and is therefore reflected as revenue Crown in the below financial recommendations for the departmental Immigration MCA;

11 **approved** the following changes to appropriations 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;

	\$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

12 **agreed** that the above changes to appropriations be included in the 2024/25 Supplementary Estimates and that, in the interim, the increases be met from Imprest Supply;

13 **noted** that the above decisions will have an ongoing impact on the immigration fee memorandum account balances in MBIE’s Annual Report and the Estimates of Appropriations;

14 **noted** that appropriate assurance arrangements are in place, including a dedicated Programme Board and planned external assurance reviews;

15 **noted** that the Minister of Finance and Minister of Immigration will receive quarterly reporting on the implementation of the programme from end of June 2025;

16 **noted** that the Minister of Immigration will report back on progress to Cabinet annually, starting in February 2026;

- 17 **noted** that the business case includes the potential to create a digital identity credential for migrants as part of the programme, working closely with the Government Chief Digital Officer (GCDO), but that the detailed scoping has not yet been completed and that the necessary identity verification prerequisites will be implemented in phase two of the programme;
- 18 **invited** the Minister of Immigration to include, in the scheduled early 2026 report back, a decision on whether to progress a digital identity credential for migrants in the programme, once work has been completed on implementation, costs, and timeframe.

Rachel Hayward
Secretary of the Cabinet

Secretary's Note: This minute replaces EXP-25-MIN-0003. Cabinet agreed to add recommendations 17 and 18.
