



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.



Gateway Review Report

Ministry of Business, Innovation & Employment (MBIE)

Our Future Services Programme

Review 0/2

Strategic Assessment / Delivery Strategy –
Detailed Business Case






October 2024

1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER
<p>The Gateway Review Team finds that the Programme sits squarely in the Amber territory as should be considered normal for this point in its development. Delivery Confidence could trend to Amber/Green once the Staffing, Planning and Governance preparations are completed and once the Business Case approval gives a clear steer for funding allocation and MBIE portfolio prioritisation.</p> <p>The Programme is a formalisation of BaU activities, putting a programme ‘wrapper’ around them to control acceleration and a structured approach to benefits realisation. It needs to be viewed as a programme of change rather than an IT project, since there is heavy reliance on process re-design and organisation re-structure to leverage the IT and secure the intended benefits; including cost savings.</p> <p>The Review Team is of the view that the Detailed Business Case (DBC) for this work serves a somewhat different purpose from other programmes and that it should not get bogged down in the mechanics of the approvals process. The key here is to make a priority call and acknowledge the opportunity cost, in the MBIE Portfolio, of prioritising this work rather than the financial cost requiring new money.</p> <p>The Review Team makes a number of recommendations to strengthen the basis upon which to progress the Programme, in the following areas:</p> <ul style="list-style-type: none"> • The purpose of the Business Case; • Governance visibility, construct and composition; • Programme Planning Increments; • Urgent Resourcing of key skills; and • Organisational readiness and change strategy. <p>In short, MBIE should have confidence to grip these issues and move the programme forward; and investors should have confidence that the adoption of Programme Management disciplines to drive the acceleration presents a valuable opportunity to maintain investment agility and balance the MBIE priorities as they will inevitably evolve in the coming years.</p>	

The Delivery Confidence assessment RAG status uses the definitions below:

Colour	Criteria Description
	Successful delivery to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.
	Successful delivery is in doubt with major risks or issues apparent in <u>a number of</u> key areas. Prompt action is needed to address these, and whether resolution is feasible.
	Successful delivery appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.