MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

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[In Confidence]

Office of the Minister of Immigration

Cabinet Economic Policy Committee

Our Future Services Immigration Programme: Report back on Phase One and Programme reassessment ahead of Phase Two

Proposal

1 This paper reports back on Phase One of the *Our Future Services* Immigration Programme (the Programme) and seeks Cabinet agreement to:

1.1 reassess the Programme and update the Business Case to ensure it remains value for money, incorporating findings from the Public Service Commission's (PSC) Assurance Review (the Assurance Review) and other developments during Phase One into the Programme; and

1.2 pause the migration of existing visas onto the ADEPT platform, focusing on delivering existing Government commitments, platform improvements, and system enhancements while the reassessment is underway.

2 Subject to Cabinet's agreement, I will return by April 2027 with an updated Business Case and options for how to proceed.

Relation to Government priorities

3 The Programme supports the Government's priorities of delivering better public services and supporting fiscal sustainability by modernising the immigration system.

Executive Summary

4 In 2025, Cabinet agreed to deliver a modernised immigration system through the *Our Future Services* Programme. This would be a digitally enabled immigration system that is smaller, more efficient, more customer-centric, and better able to manage risk [CAB-25-MIN-0034.01 and ECO-24-MIN-0238 refer]. Central to the Programme is replacing old technology with a single digital platform, ADEPT, building on earlier investment and addressing enduring challenges including inefficient visa processing, reliance on ageing technology that increases operational and service delivery risk, reactive rather than proactive risk management, and poor customer and user experience. The Programme is being delivered in three phases over seven years.

5 Phase One has delivered meaningful progress over the last 18 months. International Student Visas and Family of a Temporary Visa Holder product groups have moved onto ADEPT, bringing a significant share of visa application volumes onto the platform. Visitor Visa Groups products moved to ADEPT in August 2026, increasing the share of application volumes processed on the platform from 41% in 2024/25[1] to over 55% from October 2026[2]. Phase One has also progressed improvements to the ADEPT platform, strengthened risk frameworks and laid foundations for automated decision-making. Through this customer satisfaction with the overall visa process of applying for a visa remains high. As the result of wider Immigration New Zealand (INZ) productivity work beyond the Programme's product migrations and

[1] Excludes interim visa types and any non-visa applications outside the scope of the Programme, e.g. appeals.

[2] Based on forecast application volumes for 2027 (as at May 2026). New applications may be received and processed on legacy systems for up to six weeks following migration to ADEPT as mitigation for any technical implementation risks.

improvements, the detailed business case FTE efficiency targets for 2025/26 have been achieved, being $3 million in monetised benefits.

6 However, Phase One has also surfaced material issues, and the Programme has faced on-going challenges. Most significantly, Phase One has revealed that fundamental detailed business case assumptions were incorrect. These include the ability to achieve overhead savings; the timing and sequencing of achieving efficiency gains from improved service delivery; the productivity improvements expected from migration to ADEPT; the operating model and business changes needed to realise benefits; and the level of financial savings that can be treated as cashable.

7 The current approach also prioritised the migration of visas ahead of broader service design and process optimisation to accelerate transition away from legacy systems and support earlier savings from decommissioning. Delivery has taken longer than expected, and experience to date indicates that the migration of visas alone is unlikely to deliver the productivity, service and financial benefits assumed in the detailed business case.

8 I am advised these issues and challenges have seen the Programme internally regularly reporting a red status since May 2025, with achievability of benefits being the main driver for the rating. This status indicates that management attention is required.

9 The context for the Programme has also changed. The failure of the Biometric Capability Upgrade (BCU) project has meant the improved identity capability that some OFS benefits were dependent on has not been delivered. The current aging identity infrastructure also must be shored up while a new identity solution is sought. Decisions on the approach to deliver the replacement capability need to be taken before a new timeframe can be determined, and a pathway established for subsequent decommissioning of the legacy Immigration Global Management System (IGMS).

10 Following the failure of the BCU project, I have also asked the PSC to undertake an Assurance Review into the OFS Programme to provide confidence in the Programme. A lead reviewer has now been appointed, and the review will commence in September. Further assurance activity is also planned, including an Independent Quality Assessment and a Gateway Review. This activity will be reviewed once the PSC Assurance Review has been completed to ensure review activities are not duplicative.

11 I therefore seek Cabinet's agreement that MBIE reassess the OFS Programme before moving into Phase Two. I will return to Cabinet in April 2027 with an updated Business Case, including:

11.1 an updated strategic case that reconsiders the case for change, given ongoing legacy system risks and costs;

11.2 an updated financial case and a review of the Programme's ongoing value for money, including updated benefit assumptions, delivery sequencing, dependencies, the timing and quantum of benefits realisation;

11.3 the operating model, delivery framework and business transformation approach needed to realise benefits;

11.4 key technology choices, implementation processes and dependencies, including ADEPT architecture, and progress of the replacement identity capability needed to support IGMS decommissioning; and

11.5 a proposed delivery plan, including future stage gates and decision points for Cabinet.

12 I seek Cabinet's agreement to pause large-scale product migration after completing the remaining Phase One migration, and the early Phase Two migration that is already in development.

13 While the Programme reassessment is underway, MBIE will maintain scaled-down ADEPT delivery focused on platform optimisation, and regular system enhancements. This will include delivering Government commitments such as the new Short Duration Graduate Work Visa on ADEPT.

14 This approach will preserve the value of work already underway, avoid wasteful spend, and continue progress towards a modernised immigration system without committing to further major delivery while costs and benefits are reassessed. It will also ensure ADEPT, a technology platform in operation since 2022, continues to be maintained and enhanced, and that priority policy programmes can continue to be delivered.

15 Any impacts to Programme resources' employment arrangements arising from a pause in product migration, scaled-down ADEPT delivery or reprioritised work during the reassessment phase will be subject to consultation before final decisions regarding individual employees are made.

Background

16 In February 2025, Cabinet agreed to the *Our Future Services* detailed business case and the preferred investment option of modernising the end-to-end service model of the immigration system [CAB-25-MIN-0034.01]. The Programme builds on earlier investment in ADEPT and is intended to address enduring challenges including inefficient visa processing, reliance on ageing technology that increases operational and service delivery risk, reactive risk management, and poor customer and user experience. The Programme was structured to be delivered in three phases over seven years, with deliberate decision points at the end of the first two phases to determine whether and how to proceed and to adjust delivery where needed to support benefits realisation.

17 Central to the Programme is the migration of all visa products to ADEPT and decommissioning of legacy systems to reduce technical and operational risk and support the long-term financial sustainability of the immigration system. The Programme is expected to deliver monetised and non-monetised benefits across four outcome areas: improved efficiency of services, improved identification and management of risk, improved system agility, and improved experience for customers and staff.

18 Cabinet agreed that I would report back annually on progress. This report back incorporates the identification by MBIE that the overhead cost-saving assumptions were significantly overstated and need to be revisited as well as insights from Phase One that were needed to understand changes in the Programme's underlying benefit assumptions and implications for the overall benefits profile.

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Phase One has delivered progress towards the modernised immigration system

19 Phase One was deliberately targeted and was intended to build capability, delivery momentum and establish foundations for future delivery. Its scope focused on migrating selected visa products to ADEPT, progressing platform improvements, strengthening risk frameworks, laying foundations for automated decision-making, and preparing for workforce and business change.

20 Phase One has demonstrated that the Programme can successfully migrate products onto ADEPT. International Student Visas and Family of a Temporary Visa Holder product groups are now on the platform. Customer satisfaction with the overall process of applying for a visa continues to be high at 81.9%[3].

21 I am advised the Programme has also progressed improvements to the ADEPT platform, including updates targeting improved customer experience and processing efficiency, such as improved passport data checks and optimised visa assessment processes. Technical enhancements have also been made to improve delivery, such as using a form of Artificial Intelligence to introduce automated testing in key areas of product development to reduce manual effort and improve quality assurance.

22 I am also advised initiatives to improve the immigration system's risk frameworks have been completed, and the Programme has made significant progress towards its deliverable of introducing automated decision-making for low-risk visa applications in select products. Testing of this capability is currently underway to provide the necessary assurance prior to its planned introduction in August 2027.

23 In 2027 the ADEPT platform will be the largest visa application processing system by forecast volume of applications. The Programme has delivered some significantly improved business functionality however MBIE has not seen the level of productivity gains as set out in the detailed business case which assumed productivity would improve by 30 percent for complex products and 50 percent for non-complex products five months after they migrated to ADEPT. I am advised that as migration activity became more complex than originally identified, process optimisation resources were reallocated to ensure delivery of migrations. Without the focus on process optimisation and transformative business change, the expected benefits set out in the detailed business case have not been realised.

24 Notwithstanding this, MBIE was still able to achieve the efficiency gains for 2025/26 through additional targeted support from Programme and MBIE continuous improvement resources. Frontline visa processing for International Student Visa received directed support to embed new ways of working and drive productivity. INZ remains committed to the 2026/27 FTE efficiency targets of a reduction of 121 FTEs.

Phase One has identified issues that need to be addressed before Phase Two proceeds in full

25 Despite this progress, product migration has taken longer than expected, and it has been necessary to reschedule or rescope migrations in Phase One to ensure delivery met the required standards. Product complexities have driven additional functionality requirements and contributed to extended delivery timeframes.

26 The benefits realisation plan relied on parallel, linked activities, including technology migration, business process change, productivity uplift, FTE reduction, overhead

[3] Results as at 30 June 2026. The detailed business case baseline customer experience was 77%.

reduction, and legacy system decommissioning. Phase One has shown these activities are more complex, sequential and slower to realise than assumed.

Overhead savings and timing assumptions were overstated

27 The detailed business case assumed that reducing visa processing and Customer Service Centre staff through improved productivity would also generate a proportionate reduction in MBIE overheads, using a broad allocation of $50,000 per FTE. I am advised that this assumption overstated the level and timing of savings that can be treated as cashable Programme benefits and the detailed business case did not adequately account for that fact that most MBIE overheads are fixed or shared department costs, such as corporate services, stewardship costs, depreciation, capital charge, and technology services. These costs do not automatically reduce when Immigration FTE reduces; in most cases they would be reallocated across MBIE rather than removed from MBIE's overall cost base.

28 The significantly flawed assumptions underpinning overhead savings are concerning given the assurance processes that support the Better Business Case process. The Programme undertook an Independent Quality Assurance (IQA) review in August 2024 focussed on the detailed business case and benefits. The IQA returned an amber-green rating indicating proposals were mostly fit for purpose. A Gateway review in October 2024 returned an amber[4] rating, where successful delivery appeared possible but significant issues required prompt management attention so as not to impact delivery or benefits realisation. The Gateway focussed recommendations on strengthening programme governance and strategic oversight, clearly articulating the value of a programme-based approach, and developing a delivery plan that links milestones to benefits while allowing flexibility. It also emphasised rapidly securing experienced programme resources and implementing a comprehensive organisational readiness and change strategy to support successful delivery.

29 These reviews were completed prior to submission of the detailed business case. A further Gateway review in June 2025 then identified the overhead savings as a blocker. The efficacy and focus of future assurance reviews is something to be considered as part of the reassessment.

30 Cashable overhead savings therefore need to be limited to areas with a clear cost driver and practical mechanism for reducing expenditure, mainly selected ICT licence costs and property savings where leases can be exited following a sufficient reduction in staff at specific locations.

31 As a result, around $134.31 million in forecast benefits out of a total $453 million assumed benefits over eight years is unlikely to be fully realised in the way, amount, or timeframe assumed in the detailed business case. Realising further overhead savings would require broader organisational, funding and investment decisions across MBIE, including targeted decisions about property footprint, technology licensing, shared corporate services, allocation models, and the timing of wider organisational changes. While some costs may be reduced over time, these reductions would not arise automatically from lower Immigration FTE numbers and would require action beyond the Programme itself.

[4] Amber status is defined in the Gateway Review process as "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."

32 The reassessment will therefore provide Cabinet with a clearer distinction between benefits that are directly cashable through the Programme, benefits that require wider MBIE decisions to realise, and costs that are more likely to be reallocated across MBIE rather than removed from the overall cost base.

Productivity assumptions were too ambitious

33 The detailed business case assumed productivity would improve by 30 percent for complex products and 50 percent for non-complex products three months after they moved to ADEPT. Productivity uplift was expected within five months of migration for Phase One products, and within three months of migration for Phases Two and Three. Monetised efficiency gains from FTE savings were expected to be realised within these same timeframes. Early experience indicates these assumptions were too ambitious and the efficiency gains cannot be realised through migration activity alone.

34 At the time of the detailed business case, there was limited evidence from products that had moved from legacy systems to ADEPT to inform productivity assumptions. The assumptions relied partly on gains achieved when Permanent Resident Visas moved to ADEPT. Phase One has shown that this comparison is less applicable across all product types because Permanent Resident Visas are simpler, have a low decline rate, benefited from a larger productivity shift from moving from paper to online processing, and are processed by a small team at one site.

35 MBIE has advised me that moving products to ADEPT will not, on its own, deliver the expected productivity gains as assumed in the detailed business case. Instead, further changes are likely needed, including product simplification, changes to business processes, and more standardised ways of working across visa processing sites. Some productivity gains remain achievable, but they are likely to take longer than originally expected without further intervention and a revised approach to technology and business change that place greater emphasis on system transformation.

36 Productivity improvements remain a foundation of the case for change. Through the Programme reassessment, MBIE will consider different configurations of people, process, and systems change to get the best value for money and greatest efficiencies.

37 Phase One has provided better evidence about the scale of change required and the likely productivity gains from future migrations. The reassessment will use this evidence to shift the Programme from a technology-led migration approach to a broader transformation approach that better aligns technology, process and business change.

The timing of legacy system decommissioning is now unknown

38 The detailed business case roadmap prioritised migration of products on IGMS to ADEPT to enable IGMS to be decommissioned. However, a core dependency for decommissioning was the replacement of INZ’s legacy identity management solution through the now-failed Biometric Capability Upgrade project. Until a new identity management solution is identified, approved and funded, and a delivery timeline confirmed, components of IGMS will remain operational and decommissioning benefits will be delayed.

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39 Responsibility for delivering the new identity management solution will sit with a new MBIE initiative, closely aligned to the Programme to ensure identity management decisions are integrated with wider immigration system priorities, operational impacts, and future platform changes.

The context has changed and further assurance is required

40 Following the failure of the Biometric Capability Upgrade project, I have asked the PSC to undertake an Assurance Review into the Our Future Services Programme to provide independent assurance that there is a sound basis for confidence in the Programme. The Assurance Review will cover a broad range of areas, including programme design, management, assurance, governance/oversight and implementation.

41 The Assurance Review is due to begin in September 2026 and the PSC advises that a Cabinet report back by April 2027 would enable findings from the Assurance Review to inform MBIE's reassessment of the Programme.

42 Further assurance activity was planned for the Programme, including an IQA and a Gateway Review. Timing for this activity will be reviewed once the PSC Assurance Review is completed to ensure reviews are not duplicative.

I propose that MBIE reassess the Programme before Phase Two proceeds in full

43 In this context and in light of the issues identified through Phase One that mean the benefits set out in the detailed business case are no longer fully realisable, I consider that this is the right point to reassess the Programme before significant work on Phase Two commences. This is consistent with the phased approach agreed by Cabinet, which provides structured checkpoints to incorporate lessons, adjust delivery and respond to new information.

44 As part of the reassessment, the strategic case for change will be reconsidered. The underlying problems the Programme was designed to address remain: outdated legacy systems, inconsistent customer experience, manual processing, and constraints on productivity and risk management. However, Phase One provides clear evidence that underlying assumptions and the agreed delivery approach need to be revisited.

45 The reassessment will update the Business Case and provide options for delivering a modernised immigration system, including:

45.1 reconsidering the ongoing strategic case for change, given ongoing legacy system risks and costs;

45.2 reviewing the Programme's financial case and ongoing value for money, including updated benefit assumptions, delivery sequencing, dependencies, the timing and quantum of benefits realisation;

45.3 setting out the operating model, delivery framework and business transformation approach needed to realise benefits;

45.4 reviewing key technology choices, implementation processes and dependencies, including ADEPT architecture and progress on the replacement identity capability needed to support IGMS decommissioning; and

45.5 proposing an updated delivery plan, including future stage gates and decision points for Cabinet.

46 Importantly, the reassessment and report back to Cabinet will also be informed by the findings of the PSC's Assurance Review into the Programme.

47 Subject to Cabinet's agreement, I will report back in April 2027 with the outcome of the reassessment and an updated Business Case. That report back will provide Cabinet with options for delivering the modernised immigration system, updated costs and benefits, and advice on whether and how to proceed with the Programme.

Further large-scale Programme delivery should pause, with targeted ADEPT work continuing

48 MBIE have advised me that they intend to pause further large-scale Programme migration delivery while the reassessment is underway. MBIE will complete the remaining Phase One migration and early Phase Two migration that is already in development. These are well underway, support continued movement towards a modernised immigration system, and stopping them would waste investment already made.

49 While the reassessment is underway, MBIE will maintain scaled-down ADEPT delivery focused on platform improvements, regular system enhancements, and core platform maintenance. This targeted work will include delivering Government commitments such as the new Post Study Work Visa and the new Short Duration Graduate Work Visa on ADEPT, as well as other enhancements needed to address operational issues, support existing users, and protect the value of investment already made.

50 MBIE will not continue with further migration work that is not already underway. New migrations would incur significant expenditure before the reassessment has confirmed the preferred delivery approach, expected benefits, costs, sequencing, dependencies and trade-offs.

51 Changes to the scale and timing of Programme activity during the reassessment may impact MBIE employees and external resources, including vendors, contractors or consultants. MBIE employees could return to substantive roles outside the Programme or may require a change process. The Programme will assess likely impacts to MBIE employee arrangements following Cabinet's direction. Any changes to individual employee arrangements would be in principle and subject to relevant consultation and obligations under MBIE employment agreements and policies. External resources will be notified of impacts in line with commercial arrangements and notification periods.

52 While the reassessment is underway, MBIE will progress work to develop an updated target operating model, which will be essential to support an updated Business Case.

Digital Credential and identity enhancements

53 Enhanced identity capabilities, including an e-chip passport reader and liveness detection checks,[5] were identified as core Programme deliverables in the detailed business case. These capabilities are expected to strengthen risk management

[5] Liveness detection checks are security measures used by biometric systems to confirm that a physical, living human being is present and interacting with a camera. This helps manage risks relating to use of printed photos, video replays, masks, or AI deepfakes.

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across the immigration system, from visa processing to border and compliance operations, while also improving customer and staff experience.

54 In February 2025, Cabinet noted that the detailed business case included the potential to create a digital identity credential for migrants,[6] subject to further scoping with the Government Chief Digital Officer, now the Government Digital Delivery Agency (GDDA) [CAB-25-MIN-0034.01]. Cabinet invited the Minister of Immigration to seek a decision through the first Programme report-back on whether to proceed, once analysis of implementation options, costs and timeframes was complete. Since the detailed business case was approved, MBIE has continued working with the GDDA to explore options for delivering a digital identity credential for the immigration system.

55 The Greg James report attributed a critical component of the failure of the BCU project to significant scope change in 2019 introducing unmanageable complexity leading to the project being unable to be successfully delivered. This underscores the importance of the OFS Programme remaining focused on core delivery.

56 Going forward and in the context of the challenges already facing the Programme, I seek Cabinet agreement that the Programme focus on the core identity capability enhancements agreed through the detailed business case rather than progressing a digital identity credential at this stage. This will limit scope creep, complexity, cost, and risk, while preserving the foundations for a digital identity credential for migrants to be considered in future.

Financial implications

Benefits realisation is the key financial issue

57 The detailed business case established a risk-adjusted Programme cost estimate of $336.15 million over eight years with approximately $453 million in monetised benefits. The current cost estimate remains unchanged based on known cost drivers, risks and mitigations. However, Phase One has identified material issues with the timing and reliability of the benefits underpinning the Programme's financial case. These issues need to be reassessed before Cabinet can confirm whether the Programme continues to represent value for money. The 2027 report back will include an updated Business Case and financial case.

58 The key financial issue is benefits realisation. The detailed business case assumed that migration to ADEPT, automation and business process change would generate productivity gains, enabling FTE reductions, MBIE overhead savings and legacy system decommissioning benefits. Phase One has shown that these benefits are more interdependent, complex and time-sensitive than assumed. Productivity gains are likely to require greater business transformation, process redesign, standardisation and workforce change, and may take longer to realise.

59 The reassessment will update the monetised benefits profile, including direct salary savings from FTE reductions, MBIE overhead savings, productivity uplift from product migration and automation, delivery sequencing, and the timing of benefits associated with IGMS decommissioning.

60 As discussed in paragraph 31, Phase One has shown that forecast MBIE overhead savings are unlikely to be realised in the way, amount or timeframe assumed in the

[6] A digital credential is a secure, verifiable and shareable electronic version of a paper-based document that is usually stored in a digital wallet and used to provide personal information to a third-party requestor.

detailed business case. Around $134.31 million of forecast benefits relates to overhead costs that are largely fixed or shared across MBIE. This requires wider MBIE decisions and practical cost-reduction opportunities to become cashable savings.

Programme affordability will be reassessed

61 The Programme is currently funded through a mix of third-party revenue and monetised benefits. If MBIE overhead savings are reduced or delayed, this may affect Programme affordability and the ability to fund future delivery. The reassessment will test the funding implications and explore options to deliver the modernised immigration system within the current funding envelope, including under reduced benefit assumptions.

Reassessment costs will be met through Programme baselines

62 The cost of the reassessment will be estimated once the scope, workplan and resourcing requirements are confirmed. Any additional reassessment costs will be formally considered and approved by the Programme Board, including whether they should be funded from the Programme's approved contingency. This will ensure the use of Programme funding is transparent and subject to appropriate governance.

Legislative implications

63 There are no direct legislative or regulatory implications identified at this stage, but as visa products are reviewed and built, changes to regulations and/or immigration instructions may be identified to support implementation and achieve the full programme benefits.

Impact analysis

64 No regulatory impact analysis is required for the decisions sought in this paper.

Population implications

65 The Programme is intended to improve the experience of customers and staff by creating a more customer-centric and efficient immigration system. The reassessment will consider the operating model and business transformation needed to realise those benefits.

Human rights

66 This paper has no human rights implications.

External resources

67 Three short-term external resources are engaged by MBIE for up to six months to support Programme planning, finance, and leadership. Their work has contributed to the advice in this paper. External resources were engaged because specialist or technical expertise was not available within MBIE and to provide interim support while the ongoing Programme management structure was confirmed.

68 An external consultancy was engaged by MBIE for a four-month period to provide assurance over the Programme's financial position, including benefits realisation, which has contributed to the advice in this paper. The consultancy was appointed to deliver independent assurance and specialist expertise to strengthen the Programme's capability.

69 External resources were used to deliver key programme artefacts and initiatives in Phase One and may also be used for Phase Two. The Programme uses external resources only where there are critical short-term capability gaps or a need for specialist expertise not available in-house. MBIE has existing contracts with large ICT providers engaged in the Programme under Master Services Agreements.

Consultation

70 The Department of Prime Minister and Cabinet, the Government Digital Delivery Agency, the Public Service Commission, and the Treasury have been consulted.

Communications

71 Communications requirements will be considered as part of the report back in April 2027, once Cabinet has considered updated advice on the Programme reassessment.

Proactive release

72 I intend to proactively release this paper, subject to any redactions required under the Official Information Act 1982.

Recommendations

The Minister of Immigration recommends that the Committee:

1 **note** that Cabinet agreed to the *Our Future Services* Programme (the Programme) in 2025 to deliver a digitally enabled immigration system that is smaller, more efficient, more customer-centric and better able to manage risk [CAB-25-MIN-0034.01 and ECO-24-MIN-0238 refer];

2 **note** that the Programme is being delivered in three phases over seven years, with structured decision points at the end of the first two phases to determine whether and how to proceed and to adjust delivery where needed to support benefits realisation;

3 **note** that Phase One has delivered meaningful progress, including migration of International Student Visas and Family of a Temporary Visa Holder product groups onto ADEPT, platform optimisation, risk framework improvements and foundations for automated decision-making;

4 **note** that Phase One has also identified material delivery and benefits realisation issues, including lower-than-expected productivity gains from migration to ADEPT, the dependency and timing of benefit realisation, delays to IGMS decommissioning arising from the failure of the Biometric Capability Upgrade project, and a greater need for business transformation than anticipated in the detailed business case;

5 **agree** that MBIE reassess the Programme and update the Business Case before Phase Two proceeds in full to:

  5.1 reconsider the strategic case for change, given ongoing legacy system risks and costs;

  5.2 review the financial case and the Programme’s ongoing value for money and update benefit assumptions;

  5.3 review operating models, delivery frameworks, sequencing and dependencies;

5.4 strengthen the business transformation approach; and

5.5 review key technology choices, implementation processes and dependencies, and propose an updated delivery plan with future stage gates and decision points for Cabinet;

6 **note** that the Minister has asked the Public Service Commission to undertake an Assurance Review into the Programme, which is expected to inform the Programme reassessment and updated Business Case;

7 **note** that in February 2025 Cabinet noted that the detailed business case included the potential to create a digital identity credential for migrants, subject to further scoping with the Government Chief Digital Officer, now the Government Digital Delivery Agency, and invited the Minister of Immigration to seek a decision through the first Programme report-back on whether to proceed [CAB-25-MIN-0034.01];

8 **note** that a digital identity credential is not required to deliver the Programme and that expanding the Programme's scope to include a digital identity credential, or the prerequisites for one, would introduce additional cost, complexity and delivery risk;

9 **agree** that the scope of the Programme is not expanded to include a digital identity credential and that directions or standards issued by the Government Digital Delivery Agency on a digital identity credential will not apply to the Programme;

10 **agree** that, while the reassessment in recommendation 5 is underway, MBIE complete the remaining Phase One migration and targeted migrations for Government commitments, including migrating the new Post Study Work Visa and new Short Duration Graduate Work Visa to ADEPT, and maintain scaled-down ADEPT delivery for platform optimisation, regular system enhancements and production support;

11 **note** that any impacts to individual Programme resources arising from recommendation 10 will be subject to employee consultation before final decisions are made in relation to individual employees;

12 **invite** the Minister of Immigration to report back to Cabinet in April 2027 with an updated Business Case, including a financial case and options for delivering the modernised immigration system.

Authorised for lodgement

Hon Erica Stanford
Minister of Immigration