



COVERSHEET

Minister	Hon Erica Stanford	Portfolio	Immigration
Title of Cabinet paper	Our Future Services Programme — Report-back on Phase One and programme reassessment ahead of Phase Two	Date to be published	21 September 2026

List of documents that have been proactively released

Date	Title	Author
September 2026	Our Future Services Programme — Report-back on Phase One and programme reassessment ahead of Phase Two	Office of the Minister of Immigration
2 September 2026	Minute of Decision: Our Future Services Programme — Report-back on Phase One and programme reassessment ahead of Phase Two ECO-26-MIN-0175 Minute	Cabinet Office

Information redacted

No

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Cabinet Economic Policy Committee

Minute of Decision

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

Our Future Services Immigration Programme: Phase One Report Back and Programme Reassessment

Portfolio **Immigration**

On 2 September 2026, the Cabinet Economic Policy Committee:

- 1 **noted** that in February 2025, Cabinet agreed to the *Our Future Services* Programme (the Programme), 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];
- 2 **noted** 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 **noted** that Phase One has delivered meaningful progress, including migration of International Student Visas and Family of a Temporary Visa Holder product groups onto the new platform (ADEPT), platform optimisation, risk framework improvements and foundations for automated decision-making;
- 4 **noted** 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 decommissioning the legacy Immigration Global Management System arising from the failure of the Biometric Capability Upgrade project, and a greater need for business transformation than anticipated in the Detailed Business Case (DBC);
- 5 **agreed** that the Ministry of Business, Innovation and Employment (MBIE) reassess the Programme and update the DBC 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;
 - 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 **noted** that the Minister of Immigration (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 DBC;
- 7 **noted** that in February 2025, Cabinet noted that the DBC 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 to seek a decision through the first Programme report-back on whether to proceed [CAB-25-MIN-0034.01];
- 8 **noted** 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 **agreed** that the scope of the Programme will not be 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 **agreed** that, while the reassessment referred to in paragraph 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 **noted** that any impacts to individual Programme resources arising from the above will be subject to employee consultation before final decisions are made in relation to individual employees;
- 12 **invited** the Minister 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.

Rachel Clarke
Committee Secretary

Present:

Hon David Seymour
Hon Nicola Willis (Chair)
Hon Chris Bishop
Hon Brooke van Velden
Hon Erica Stanford
Hon Paul Goldsmith
Hon Louise Upston
Hon Todd McClay
Hon Tama Potaka
Hon Nicole McKee
Hon Casey Costello
Hon Simon Watts
Hon Penny Simmonds
Hon Andrew Hoggard
Hon Mark Patterson
Hon James Meager
Hon Scott Simpson
Hon Cameron Brewer
Simon Court MP

Officials present from:

Office of the Prime Minister
Office of Hon Erica Stanford
Office of Hon Tama Potaka
Office of Hon Simon Watts
Ministry of Business, Innovation and Employment
Officials Committee for ECO