

# Key Priority Areas

## GOVERNMENT GOALS AND LINKAGES

The Government has defined six goals to guide public sector policy formation, strategy development, performance achievement and evaluation.

The goals are to:

- Strengthen national identity and uphold the principles of the Treaty of Waitangi
- Grow an inclusive, innovative economy for the benefit of all
- Restore trust in government and provide strong social services
- Improve New Zealanders' skills
- Reduce inequalities in health, education, employment and housing
- Protect and enhance the environment.

The Department's broad span of responsibilities enables it to contribute to all of the goals outlined by the Government. The Department has strong links to local government, the community and voluntary sector, and a strengthened role in helping migrant communities engage in New Zealand's national life. It is well positioned to help the Government forge new partnerships and develop new ways of working with these sectors and institutions.

The Department agreed three key priority areas with the Government: Local Government Reforms, Gaming Reforms and Reducing Inequalities.

## LOCAL GOVERNMENT REFORMS

The Minister for Local Government, the Honourable Sandra Lee, recently stated when introducing the Bill into Parliament: “The Labour-Alliance coalition is committed to modernising and further democratising the local government sector. Through this particular legislation, we are keeping our election promises to improve the opportunity for and encourage full community participation in local democracy.”

The Department has the lead policy role on local government, and has made significant progress on this priority area during the year. Local government provides a key and integrating framework, sitting across the set of Government goals, notably economic and community development, trust in government, improving opportunities for all disadvantaged New Zealanders, and environmental protection and leadership.

### Local Electoral Act 2001

New legislation, the Local Electoral Act 2001, was enacted in May 2001. The purpose of the Local Electoral Act 2001 is to modernise the law governing the conduct of local elections and polls, and to make provision for the single transferable vote, limits on candidate campaign expenditure, and candidate profile statements. The Act is principle based, and uses regulations to provide flexibility to enable new technologies and processes to be accommodated as they are developed.

### Review of Local Government Funding Powers

A review of local government funding powers legislation was undertaken. The general objective of the Local Government (Rating) Bill is to update and simplify existing powers and responsibilities to meet the needs of modern local authorities, to raise revenue from the community generally, from specified groups or categories of ratepayers, and from those who use or generate the need for particular services or amenities. Drafting instructions were sent to the Parliamentary Counsel Office in June 2001 for this Bill to be introduced in August 2001.

### Local Government Act Reforms

The Minister launched, on 14 June 2001, a nationwide consultation programme releasing a discussion document proposing a new purpose and new general powers for local government. It also questioned what the Treaty of Waitangi relationship should be for local government, and outlined a range of proposals to streamline council processes and enhance accountabilities. New legislation is planned to go before the House in December 2001.

## GAMING REFORMS

In recent years there has been rapid growth in the turnover of the gaming sector, the number of people who engage in gaming, the range of gaming products, new technologies (e.g. the Internet) and increased access to electronic and cross border gaming. There is a perception that these trends have led to increased levels of problem gambling and could be exploited for the purposes of money laundering, fraud and organised crime. Gaming legislation has grown on a piecemeal basis, and the three statutes involved are disparate and contain inconsistencies and anomalies. In response to these issues the Department will undertake sectoral reviews.

### Gaming Review

The Department undertook an extensive nationwide consultation programme which provided information for the development of policy advice. Decisions in principle were made on the first eight of the Gaming Review Cabinet papers by 30 June 2001. The gaming review covers the role of gaming in society, options for a regulatory and management framework, including organisational forms and ownership, taxation, allocation of gaming profits, and the management of problem gambling. The policy development process is on schedule and on track for legislation to be introduced in December 2001.

### Social Impacts of Gaming

The Department completed the New Zealand Gaming Survey during the 2000/2001 year by publishing and releasing the reports listed below:

- A report on Phase Two of the 1999 National Prevalence Study (released June 2001). Phase One, which was based on telephone interviews with 6,452 adults (a very large sample by international standards) was published in June 2000. Phase Two reports on the results of more in-depth interviews with selected sub-samples of Phase One respondents.
- Studies of Gambling and Problem Gambling among recently sentenced women and men prisoners. Both of these studies were published in December 2000.
- A supplementary report on Problem Gambling Counselling in New Zealand 1997-1999. This was published in August 2000.
- A synthesis report "What do we know about Gambling and Problem Gambling in New Zealand" was published in June 2001.

### Review of Racing Industry Structures

The Department provided advice to the Minister for Racing on options for a proposed Racing Amendment Bill, which enabled the Bill to be developed and introduced, and have its first reading by 30 June 2001.

The purpose of the Bill is to review racing industry structures.

## REDUCING INEQUALITIES

The Department of Internal Affairs contributes to the Government's key goal of addressing social disparities through the efficient and effective delivery of community funding and advisory services to those in need. This responsibility is aligned to the Government's goal of reducing inequalities for disadvantaged people by building their capacity and supporting on-going development of capability. It also contributes to Government goals for a more inclusive society, growing stronger communities and strengthening national identity.

Through its regional delivery structure, the Department delivers government funding and advisory services to community groups and other agencies to encourage the development of strong, safe and sustainable communities.

The disadvantage experienced by Māori and Pacific peoples reflects complex economic, political, cultural and historical factors, the cumulative effect of which has created barriers to social participation. Further, Māori and Pacific peoples are diverse groups, with both urban and rural populations, who face different social, health and well-being levels to the general population.

People from ethnic communities other than Māori or Pacific people are also disadvantaged in participating fully in New Zealand's social, cultural, economic and political life. Some may be refugees who have experienced trauma before arriving in New Zealand.

Ethnic people may find that a lack of English is a barrier to getting access to the full range of government services. There is also evidence of high unemployment or under-employment within these groups. The Office of Ethnic Affairs has been established to contribute to the goal of "ensuring people from ethnic communities can fully participate in and contribute to New Zealand's social, cultural and economic life".

## Key Strategy for Reducing Inequalities

The Department is the Government's largest community funder, and operates a substantial programme of community development advice and activities. This is built on effective relationships with community organisations and close co-operation with other government organisations at both national and local levels.

Strong communities are essential for social stability, economic growth and environmental sustainability. A policy framework designed to guide the relationship between the Government and the community was recently approved by Cabinet (CAB(00)M42/4B), and comprised the following:

- Building strong communities by developing policy capacity and knowledge building
- Encouraging co-operation and partnership
- Encouraging citizenship and participation
- Improving resourcing for community-based activities
- Encouraging community leadership.

The strategy to reduce inequalities contains the following components:

- Services for Māori are increasingly determined by Māori and delivered by Māori
- Te Atamira Taiwhenua, the Community Development Group's kaumatua council assists the Department at a local and national level to determine the development of the most appropriate services for Māori
- Māori capacity building is boosted through the Department's work with hapū, iwi, rūnanga and Māori community groups and in national and regional relationships with Te Puni Kōkiri
- Services for Pacific people are identified by consultation with Pacific communities through the Pacific Island Consultation and Advisory Group
- Capacity building strategies for Pacific and ethnic communities, and both regional and national relationships with the Ministry of Pacific Island Affairs
- The Office of Ethnic Affairs providing a community advisory service for ethnic communities, and policy advice about the implications for ethnic communities.

## Specific Initiatives for Māori

Community programmes and funding areas in which the Department identified improved outcomes for Māori, as a priority are outlined below.

There are three types of funding;

- Community Organisation Grants Scheme (COGS)
- Lottery Grants Board funding
- Other Crown funding.

### Community Organisation Grants Scheme (COGS)

The Department provided administration support for 40 locally elected COGS committees which target grants for community and social services to Māori, Pacific people, women and socially disadvantaged people.

Although the COGS committees allocated \$10,295,000 to the community, it was not possible to identify the projects that specifically targeted Māori. Māori communities have benefited from grants that have enabled community-driven development and sustained capability through greater skills and self help.

#### Example

Mana Waahine o Māwhera, are a group of kuia providing support to the Māori and non-Māori community of Māwhera (Greymouth). They support local tangata whenua, whanau, schools, polytechnics, government agencies and community organisations. They assist with powhiri as Kai-Karanga, providing support with hui, and most importantly, their specific and unique role at tangihanga. COGS helps provide this group with funds to assist with travel and administration costs. Without Mana Waahine, the Māwhera Māori community would have very limited access to this support, guidance and advice.

### Lottery Grants Board

The Department provided administration and secretarial services to the Lottery Grants Board. The overall lottery funding from all committees was a total of \$62,960,000. An estimate of 22% went to organisations identified as Māori. The Lottery Marae Heritage and Facilities Committee allocated \$5,810,444 to whānau, hapū, iwi and Māori organisations for the year ended 30 June 2001. One project enabled the reopening of a marae that had been closed for decades. Such funding also improved community capacity building in many communities including marae based work programmes.

### Other Crown Funding

The Department allocated \$639,600 (GST inclusive) from the Crown funding scheme to organisations and groups, targeting Māori solely or as a priority group.

The funds were:

- Community Project Worker Scheme
- Community Project Worker Scheme Crime Prevention
- Community Based Youth Development Fund
- Youth Worker Training Fund
- Māori Community Development Workers

## Community Project Worker Scheme

*(6 of 30 Projects targeted at Māori)*

The Community Project Worker Scheme provided a total of 30 three-year salaries (@ \$34,000 GST inclusive each per annum) for youth development workers employed in community organisations. Funding is targeted to communities with the greatest youth needs and limited youth development opportunities. The project activities focus on young people between the ages of 15 to 25 and vary from long-term intensive work with small numbers of young people, to broader recreation and life skills based activities with larger numbers. Late in the year, the Scheme was being refocused to an approach based on social entrepreneurship. The scheme is still primarily targeted at youth.

This scheme is funded through a total appropriation of \$1.227 million.

### Examples

The Manautaki Youth Development Trust in Whakatāne works actively with young people (mainly Māori) to help them recognise their potential. It does this through the mana, energy and commitment of the co-ordinators and by identifying alternative role models who are success stories in their particular fields. Outcomes achieved include improved levels of participation in schooling, study success, youth accepting leadership roles within marae, community and school and flow-on effects of improved family/home stability.

The Youth Health trust in Christchurch provides services and case management for young women who are sex workers and who are vulnerable to health risks and exploitation. The young women are enabled to make informed choices to discontinue sex working. The programme includes education, training, information about income support, how to disassociate from gang controls, alcohol and abuse information, and referrals for treatment advocacy and harm reduction.

## Community Project Workers Scheme Crime Prevention Projects (CPWSCP)

*(4 of 5 Projects targeted at Māori)*

Five Community Project Workers Scheme Crime Prevention four year projects were initiated during 1997 and 1998. Of these, four operate within Māori organisations and are specifically targeted at Māori. The total funding allocated to the four projects during 2000/01 was \$165,600 (GST inclusive). Although one of the CPWSCP projects has since decided not to continue, the remaining three projects are in their fourth year of funding.

This scheme is funded through a total appropriation of \$1.227 million under the Community Project Worker Scheme.

### Evaluation

The Community Project Workers Scheme Crime Prevention projects were evaluated during the 2000/2001 fiscal year. Evaluation results showed all projects targeted young offenders and each demonstrates a range of positive outcomes for project participants including:

- Reduced offending
- Increased positive social networks with reduction in community ties between offenders and negative role models and access to alternative networks and relationships
- Development of social, academic and behavioural skills.

### Community Based Youth Development Fund (CBYDF)

*(4 of 7 Projects targeted at Māori)*

The Community Based Youth Development Fund supports seven community based youth development initiatives in areas identified as locations where there is a high risk of youth suicide. These areas all had high rates of youth suicide in comparison to other national rates.

Of these, four projects operate from within Māori organisations and target Māori youth. The total funding allocated to the four projects during 2000/2001 was \$270,000 (GST incl).

This initiative is funded through a total appropriation of \$0.473 million.

#### Evaluation

An initial evaluation was undertaken of the Community Based Youth Development Fund (CBYDF), which supports a number of goals in the mainstream Youth Suicide Prevention Strategy and its companion document *Kia Piki Te Ora O Te Taitamariki*.

Although the CBYDF projects are still in progress, and have yet to be fully evaluated, early indications are:

- Young people participating in the CBYDF projects developed substantial community networks and leadership skills
- None of the young people associated with any of these projects has attempted or committed suicide whilst on the programmes
- All seven projects provide referral services to other agencies (many of whom deal directly with mental health issues). Since the introduction of these projects the number of youth gaining access to these agencies has increased.

### Youth Worker Training Fund

The Youth Worker Training Fund provides informal training opportunities for youth workers with limited access to professional development and training. The Fund, together with advisory services, supports 20 training and support networks of youth workers around the country. On average more than 1000 youth workers receive training and support under this scheme each year. It is not possible to isolate the grants that specifically targeted Māori.

This initiative is funded through a total appropriation of \$0.200 million.

### Māori Community Development Workers

*(2 out of 2 projects targeted at Māori)*

Funding for Māori Community Development Workers was allocated in Budget 2000<sup>4</sup> and involved piloting a devolved funding model. One funded iwi based position, supported by a Department advisor, is located in Kawerau and one in Taumaranui. The contracts for these projects were negotiated during the year and both contracts are now signed. The total funding allocated to the two positions was \$200,000 (GST incl).

This scheme is funded through a total appropriation of \$0.225 million.

<sup>4</sup> Department of Internal Affairs, Annual Report 1999-2000, p24

## Specific Initiatives for Pacific Peoples

This section identifies the activities which the Department prioritised to improve outcomes for Pacific Peoples. All mainstream focused community services and programmes also assist to improve outcomes for Pacific people and communities.

### Community Organisation Grants Scheme (COGS) (See page 37)

Although the COGS committees allocated \$10,295,000 to the community, it was not possible to isolate the projects that specifically target Pacific people. Pacific communities have, however, benefited from grants that have enabled community-driven development and sustained capability through greater skills and self help.

### Lottery Grants Board (See page 37)

The Department provided administration and secretarial services to the Lottery Grants Board. The Board has recognised that Pacific communities do not receive an equitable share of lottery proceeds. A number of actions have been undertaken to address this concern including a new Pacific Islands Provider Development Sub-Committee being established (with eight members) to distribute the funding from the Pacific Island Provider Development Fund that was approved by Government. This is a sub-committee of the Lottery Grants General Committee. The purpose of the sub-committee is to develop the organisational capability of Pacific groups and organisations. The sub-committee will begin receiving applications and distributing funds during the 2001/2002 year.

### Community Project Worker Scheme (See page 38)

One of 30 three-year salaries (@ \$34,000 GST inclusive each per annum) for youth development was provided to a specific organisation.

#### **Example**

Pacific Young Parents Support Service in Christchurch provides development services and mentoring to Pacific Island teenage parents. The focus of the programme is on positive parenting, putting safety and well-being of the family first, increasing self awareness about being a teenage parent, and the provision of information on practical skills and personal development including identifying employment opportunities.

### Community Project Workers Scheme Crime Prevention Projects (See page 38)

(1 of 5 Projects targeted at Pacific people)

One Community Project Workers Scheme Crime Prevention operated within a Pacific organisation and is specifically targeted at Pacific people. The total funding allocated for the period 2000/2001 was \$41,400 (GST inclusive).

### Community Based Youth Development Fund (CBYDF)

(See page 39)

(2 of 7 Projects targeted at Pacific people)

Two projects are targeted at Pacific youth within Pacific organisations. The total funding allocated to the four projects during 2000/2001 was \$135,000 (GST incl).

### Pacific Island Consultation and Advisory Group (PICAG)

The Pacific Island Consultation and Advisory group (PICAG):

- Provides advice to assist the General Manager to improve the responsiveness of community development services, particularly the lottery distribution network to Pacific Island groups in Aotearoa
- Monitors and oversees implementation of the recommendations from the Cultural Audit of the Lottery Grants Board.

### The Office of Ethnic Affairs

The Office of Ethnic Affairs has been established to contribute to the goal of “ensuring people from ethnic communities can fully participate in and contribute to New Zealand’s social, cultural and economic life”.

The Office of Ethnic Affairs has identified the following activities which will improve outcomes for ethnic people:

- Development of a policy framework which provides information to government agencies on how ethnic perspectives can be included in policy advice, guidelines on consultation and advice on ethnic responsiveness
- Advice to other Government Departments about the impact of proposed policy changes on ethnic communities
- Development of a proposal for an interpreting service pilot to assist people whose lack of English limits their ability to gain access to Government policies and services
- Establishment of a nominations database of talented candidates for appointment to Boards and committees to encourage ethnic diversity
- Development of various modes of communications such as a website and newsletters
- Forming relationships with many ethnic communities in Auckland and Wellington.

## KEY PROJECTS

### Life Event Records Conversion

The first phase of the Births, Deaths and Marriages Records Conversion project was completed in June 2001. This involved the conversion of some 6 million paper based records to electronic text files. The remaining four million paper records are due to be converted by June 2002.

This project is significant in that it ensures the original paper based records are protected from deterioration through day to day handling, and it has made production of certificates from the converted records faster and more efficient.

### COGS Online

The Community Organisation Grants Scheme (COGS) distributes approximately \$10 million annually and targets disadvantaged communities. It is an integral part of the Government's programme of reaching out to communities. COGS Online was completed in June 2001, putting the whole COGS application process on the Internet ([www.cdgo.govt.nz](http://www.cdgo.govt.nz)). Applicants can apply for COGS funding, apply in stages if they wish, get help online and track an application's progress with the local COGS committee. Community groups no longer have to fill out a paper application form.

This is the beginning of a database that will change the way grants funding is distributed. The electronic approach reduces compliance costs and duplication of effort for community groups.

### Royal Commission on Genetic Modification

The Royal Commission on Genetic Modification was established on 8 May 2000 to look into and report on the issues surrounding genetic modification in New Zealand. The Department provided the administration and support to enable the Commission to undertake extensive nationwide consultation to interested parties. The Commission concluded its task on 27 July 2001 and the report can be found at: [www.gmcommission.govt.nz](http://www.gmcommission.govt.nz). The report will remain on the website until June 2002.

### Gaming Compliance

The Gaming Compliance Unit has developed a two-pronged approach to enhancing its effectiveness in ensuring that gaming operators comply with gaming regulations - education and prosecution. The Unit expects that the combination of education and enforcement will lead to well informed, and more responsible gaming operators.

During 2000/2001, a total of 13 advisory clinics, attended by around 550 club officials, were held throughout New Zealand, and three major gaming machine related prosecutions were completed.

### Best Practice in Casino Supervision

The Department's Casino Supervision Unit is setting the pace on both sides of the Tasman for best practice in casino regulation. The Unit's risk based audit model, developed in recent years, has revolutionised casino regulation by replacing a highly prescriptive, uniform and labour-intensive with a targeted form that focuses regulatory effort on the areas of greatest risk in each casino, and which encourages casino operators to strengthen their own procedures and controls.

The New Zealand approach has been adopted as best practice by an Australasian working party, which the Department leads, and is now being developed for use by all Australian states. It is also attracting increasing interest world-wide, for its innovative application of statistical sampling and analysis methods and its focus on quality assurance.

## Censorship Compliance

The distribution of child pornography on the Internet is recognised as a global problem. The Department's Censorship Compliance Unit is recognised internationally for its success in detecting and prosecuting Internet offenders and in providing intelligence on overseas offenders.

During 2000/2001 the Unit continued to participate in an extensive international enforcement network resulting in the successful apprehension of offenders both in New Zealand and overseas.

To assist in sharing information on offenders and keeping up with developments in computer forensics, the Unit became a member of the "High Tech Cyber Cops" which is a dedicated international enforcement group that shares information via the Internet.

## Passport Security

In December 2000 Identity Services began the progressive introduction of a new series of passports and associated travel documents in response to the increasing international incidence of travel document fraud.

The passport retains the same basic design but has been significantly enhanced in terms of document security, including the direct printing of the customer's photograph into the passport.

## Te Reo in New Zealand Passport

Traditionally the "biodata" page of the New Zealand Passport, which records all personal details, has used two languages: English and French. International rules governing passports require that at least one of the official languages of the International Civil Aviation Authority (ICAO) be used on this page. The three official languages are French, English and Spanish.

In December 2000 Identity Services decided to replace French with Te Reo Māori on the biodata page. This change signals the status of Te Reo Māori as an official language of New Zealand, and gives New Zealanders travelling abroad a passport that more accurately reflects their national identity.

## Customer Services - Identity Services

Identity Services has recently completed the establishment of its Customer Services Business Unit. Multi-skilled counter service teams have been set up in Auckland, Manukau, Wellington and Christchurch to handle all types of Identity Services customer enquiries, and in a parallel move, the Identity Services call centre e-mail responses are now managed by the Customer Services unit.

This integrated approach to customer services provides the opportunity to deliver high quality specialist advice and products face to face, over the telephone or by e-mail.

## CAPABILITY INITIATIVES

### Improved Financial Management

Changes to financial management have included the following:

- Introduction of line item budgeting effective in the 2001/2002 financial year
- Revision of the Chart of Accounts to reduce the number of line items and make descriptions more meaningful and useful in answering Ministerials, PQs and OIAs
- Identification of savings within the Department to establish an Investment Pool and fund initiatives contributing to Government priorities
- Completion of the Balance Sheet Devolution project
- Revision of the method of allocating the costs of corporate services to business groups to more closely reflect resource use and therefore the cost of outputs. This was incorporated into the 2001/2002 Estimates.

### Review of Internal Control Mechanisms

Internal controls are being reviewed and updated to minimise risk. To date improvements have been made to credit card, fraud, entertainment and performance bonus policies.

### Risk Management

The Department continues to develop formal risk management frameworks and methodologies. The current risk reporting framework includes definitions for risk impact and risk likelihood, calculates risk ratings, and requires details on mitigation and management responses to the risks. Business groups must report their relevant business risks once a month and all risks are reviewed by the executive management team.

### DIA-PSA Partnership

The Department and PSA signed a partnership protocol on 21 February 2001 to establish a co-operative and constructive relationship to help improve services provided by the Department, increase job satisfaction for employees, and facilitate the PSA in participating collectively in decision making within the Department.

The partnership signals a commitment of the parties to conduct dealings in “good faith”, maintain open and regular communication, use a problem solving approach to address issues of concern, reach decisions by consensus where possible, and share any information which is relevant to the other party.

### Human Resources Management Information System (HRMIS)

The Department has implemented a new HRMIS system aimed at improving the delivery of HR administration services. The new technology has the capability to support and develop the Department’s key strategic human resource interventions such as remuneration management, training and development, and the recruitment process.

The system provides substantial benefits for both staff and the Department, including efficiencies in administration services and streamlining of paper work.

### Document Management System

Implementation of the document and records management system continued during the year, enabling staff to capitalise on system advantages such as easy document sharing,

version control and enhanced searching.

A related project - to transfer management of all existing physical records to the system - was successfully completed, providing real work efficiencies for the management of old paper records.

## State Insurance Building Refurbishment

Mutual Fund Limited, the owner of the Department's head office space in Wellington, is upgrading the premises to basic modern standards. Refurbishment includes installation of air conditioning, upgrading lighting and security facilities, replacing ceilings and carpets, creating a flexible workspace, and relocating the public reception and meeting facilities to the first floor to improve public access and customer service.

The Department has worked closely with the building owners to ensure the design is basic, while creating a safe and modern environment for staff that will meet its operating needs for some years to come. Project completion is scheduled for July 2002.

## Reorganisation of the Ministry of Civil Defence and Emergency Management

The Ministry of Civil Defence and Emergency Management has spent the past two and a half years establishing the basis for new emergency management structures for New Zealand, including new legislation, which is expected to be enacted by December 2001.

During 2000/2001, the Ministry undertook an organisational review to improve support to key stakeholders in local government, emergency services, utilities and central government agencies as the implementation of the new Act gets underway.

## Executive Government Support Capability Review

Executive Government Support undertook a capability review during the 2000/2001 year to identify what change was required to the current management and operational structure of EGS. A key objective of the review was to enhance the effectiveness and efficiency of the delivery of services to Ministers through appropriate management and operational support structures, effective job design, and sufficient capability to meet demanding and changing needs.

## Business Support Services to Other Departments

The Department provided a range of business support services to Archives New Zealand and the Ministry for Culture and Heritage during the year. Agreements to provide these services were reached following the Culture and Heritage review when it was decided to transfer the Department's heritage responsibilities to those departments.

The major services that the Department provided involved information technology support, including network administration and management, help desk and on-site support, website hosting, and supplier relationships. Other business support services provided during the year were legal advice, customer research, assistance with publications, communications, library and messenger services.

Both departments were very satisfied overall in the quality and responsiveness of the Department's services, and have decided to renew the agreements for 2001/2002.

## Community Development Review

During 2000/2001 the Department carried out a thorough review of its community development responsibilities. The review considered what we do and the results we deliver against Government requirements, as well as considering how well we manage our resources in this area and whether those are sufficient on a longer-term basis.

As a result of the review, the Department has taken a number of steps to strengthen its contribution in the area of Community Development. These include the establishment of a new community policy team; re-organisation of the Community Development Group to improve support for its front-line regional staff; and investment in a stronger online presence in communities with the launch of its COGS Online initiative to enable efficient and effective administration of the Community Organisation Grants Scheme.

## New Corporate Services

The Department reorganised its corporate services group early in the year by establishing a corporate centre. The new corporate centre has four groups organised around the main resource areas of people, information and finance, plus a professional and strategic services group based around the Chief Executive.

This change has improved support for business delivery, integrity assurance and capability development in the Department.

## Re-development of the Department's Website

The Department's website, due to be launched in October, was built to State Services Commission guidelines. The project follows the advice that all government departments should make more information available electronically - easily, widely and equitably - to the people of New Zealand. The website complies with cross-government information and published policies and documents are now accessible to even the slowest modems. It has features designed for the blind and disabled, the presentation is uncluttered and the language used plain and simple.