

THE DEPARTMENT OF INTERNAL AFFAIRS



Te Tari Taiwhenua

statement of intent 2008-11
tauāki whakamaunga atu

citizens
communities
government
building a strong, safe nation

our vision

The Department of Internal Affairs is a recognised leader in public service – known for innovation, essential to New Zealand, and trusted to deliver

our purpose

The Department of Internal Affairs serves and connects citizens, communities and government to build a strong, safe nation

outcomes we contribute to

Strong Sustainable Communities/Hapū/Iwi

Safer Communities

New Zealand's Approach to Identity is Trusted and Well Led

We also have a key Departmental objective

Executive Government is Well Supported

our workplace principles

We value people

We act with integrity

We provide outstanding service

TE TARI TAIWHENUA
Department of Internal Affairs

statement of intent

tauāki whakamaunga atu

2008–11

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Minister's Foreword



The Government's vision is for a sustainable, prosperous New Zealand, secure in its identity and proud of its achievements.

In 2007 the Department marked its 100th anniversary under its present name. As the Office of the Colonial Secretary, the Department served New Zealand from the time of the signing of the Treaty of Waitangi in 1840. This achievement presented an opportunity for the Department to focus on its proud history, looking back for what is valuable in its traditions, and also to recognise the importance of hard work and effective strategies in continuing its critical role of connecting citizens, communities and government in the decades ahead.

This Statement of Intent indicates the determination of the Department to do still more to play its part in contributing to the Government's themes of economic transformation, supporting families – young and old, and building our identity as a nation. The Department makes an important contribution to these priorities while also reflecting Government's focus on sustainability. New Zealanders need to be safe and secure, be able to participate fully in their communities and have access to high-quality services. The Government looks to the Department of Internal Affairs to help provide this foundation.

The Government, through the Development Goals for the State Services, also aims to lift the performance of the State services to deliver better results for all New Zealanders.

The Department, in consultation with Vote Ministers, has reviewed how it can best contribute to results for citizens, communities and government over the next three years. Along with my Vote Minister colleagues, I will be looking for a strong focus on delivering value for money. One benefit of the Department's "one organisation" strategy is that by working together across its varied functions, the Department is able to make the most of its resources. In some cases, this may involve delivering more services with the same or even fewer resources. I will be looking to the Department to prioritise its use of resources to continually do better, in delivering improved services for citizens, communities and government.

This 2008–11 Statement of Intent sets out the outcomes where we expect the Department to make a difference, indicates how the Department's outputs will contribute to these desired outcomes and identifies key areas of work important to the Government. I am satisfied the Statement of Intent is consistent with the policies and performance expectations of the Government.

HON RICK BARKER

Minister of Internal Affairs

Introduction from the Chief Executive



This Statement of Intent (SOI) sets out how, as one organisation, we propose to work towards our purpose of serving and connecting citizens, communities and government to build a strong, safe nation.

Our purpose supports the Government priorities set out in the three themes of economic transformation, families – young and old, and national identity. Our outcomes describe the ultimate result of our work. These outcomes – strong, sustainable communities/hapū/iwi, safer communities, New Zealand's approach to identity is trusted and well led, and support for Executive Government – align with and support the Government themes.

This SOI sets out how our work links to all three themes, outlines what we plan to do over the next three years to maximise our contribution and shows how we will know we have been successful.

In November 2007 the Department marked the 100th anniversary of the name “the Department of Internal Affairs”. The wide range of activities the Department continues to be involved in reflects the continued centrality of our purpose of serving and connecting citizens, communities and government to build a strong, safe nation.

The Government expects agencies to work together to achieve outcomes that will secure the best possible living standards for all. Working together as one organisation, our aim is to provide leadership in our key areas of responsibility and work with others to deliver results for citizens, communities and government.

The Department will continue its role of providing leadership in identity management across the public service in collaboration with our partner agencies. Our focus will include initiatives to help protect New Zealanders from identity fraud, such as completing the development and implementation of the Identity Verification Service (IVS) with pilot agencies. To support this work we will be establishing an IVS business unit and IT infrastructure in the Department.

The Passport System Redevelopment Programme is a multi-year programme to replace ageing technology and implement a new and robust system to handle the

progressive increase in passport applications resulting from the move to a five-year passport in 2005. This programme will help the Department maintain pace with New Zealand and international challenges to passport security. Work in 2008/09 will include implementation of the newly designed passport book and personalisation technology and a redesign of business processes for issuing passports.

The Department is the agency charged with ensuring that gambling in New Zealand is safe, lawful and fair and benefits the community. We will strengthen our approach to gambling policy and regulation. This will involve increasing our understanding of the role of gambling in New Zealand society to ensure we are well positioned to advise Government on strategic gambling issues. Our contribution will be enhanced by working with others and making good use of technology and information.

In helping to ensure families are protected from harm, the Department will focus on developing software to assist in the effective detection and prosecution of censorship offenders.

Community safety is also the focus of our work to support New Zealand's resilience through emergency preparedness. Among key tasks are the continuation and development of the successful public education programme, continuation of the review of New Zealand's civil defence and emergency management framework and the commencement of a tsunami awareness programme.

Effective local government is important for all of the Government themes. The Department will continue to lead in connecting central and local government. There continues to be a significant Auckland focus in the work of the Department. We will continue to work with Auckland councils and central government agencies to strengthen its regional governance and will support the Royal Commission on Auckland Governance which is due to report in December 2008.

Another area of focus for the Department will be implementing Government decisions on rating, and other funding issues for local authorities, following the Local Government Rates Inquiry. This will also be linked to work to improve the Rates Rebate Scheme.

An independent and vibrant community sector is essential to a healthy civil society. Government and the community

sector depend on each other to achieve shared goals of social participation, social equity and strengthened communities. The Department, through its work with the community and voluntary sector is demonstrating leadership in supporting the Government's Statement of Intentions for an Improved Community-Government Relationship. This includes the development of a volunteering strategy focused on how we can support the recruitment and retention of volunteers.

Sustainability is important for communities as well as for the wider environment. Our work to support communities will continue, especially through the Community Organisation Grants Scheme and our administration of the Lottery Grants Board. The focus of our work will be to ensure effective and efficient grants administration that meets community needs. This work will include implementing better funding practices and reviewing and aligning Crown-funded schemes' outcomes, as well as providing community, hapū, iwi development advice.

The Department, particularly through the Office of Ethnic Affairs, acts as a point of contact between government and ethnic people and provides information and advice about and for ethnic communities. We will continue to assist central government agencies and the wider State sector to provide ethnic communities with services that respond to their needs.

With the increased focus by Government on sustainability, work is underway to ensure our procurement of goods and services align with the Govt3 sustainability practices. We will reduce the carbon footprint per kilometre of the chauffeur-driven VIP transport fleet and we will be monitoring the whole-of-life costs of new vehicles purchased from 2007.

The Development Goals for the State Services, updated by the State Services Commission in November 2007, provide guidance for how we do our work. Much of our effort is focused on delivering coordinated, accessible and networked State services. We also have a strong focus on building trust in State services. During 2006/07 we identified three flagship projects as the Department's particular contribution to advancing the Development Goals for the State Services and these will continue to be a priority:

- » supporting the Digital Strategy, by helping to improve skills in the community through initiatives such as the Connecting Communities Programme and access to information on CommunityNet Aotearoa
- » developing identity authentication solutions for New Zealanders, through our stewardship of the Evidence of Identity standard and our work to develop a whole-of-government Identity Verification Service
- » improving responsiveness to ethnic diversity in policy and service delivery, by providing training and advisory services to State sector agencies.

This is the first SOI I have had responsibility for as Chief Executive of the Department of Internal Affairs. I commenced the role in February 2008 and have been impressed by what I have observed of the dedication of staff in all parts of the Department. I will be endeavouring to ensure a continuation of the high standards of delivery for which the Department is known.

The Department's history as a service provider at the heart of government, and our reputation for developing effective information and communication technology (ICT) enabled services, were key factors in the Government's recent decision to locate the management of all-of-Government ICT operations in the Department. This represents a significant added responsibility and is a vote of confidence in the Department's performance as well as an opportunity for us to make a major contribution to the Government's strategic objectives.

The Department continues to focus on building "one organisation" – that is, a single organisation harnessing a common approach to systems, processes and people. Priority areas for change include "strengthening our shared vision and values" so as to provide a sense of common purpose for staff and help build a "one organisation" culture. To achieve this, we will increasingly focus on staff building a good knowledge of the Department's activities and responsibilities (and its people). Staff will be encouraged to directly share their experiences and communicate across business groups so that lessons can be shared and transferred.

The development of more integrated corporate services with stronger support from the centre is a continuing focus, particularly in the ICT area. Our aim is to enable better use of resources, improved skill levels and overall critical mass to help create a stronger and more resilient Department.

We need to continually review risks and opportunities for the organisation, anticipate change, and improve efficiency and effectiveness. During 2008/09, I will be engaging with Ministers, staff and other stakeholders to review the strategic direction of the organisation as a lead-in to the next SOI.

I feel privileged to lead the Department as it continues to play a vital role in serving and connecting citizens, communities and government, and helping to build a strong, safe nation.

BRENDAN BOYLE

Chief Executive

Nature and Scope of Functions

The purpose of the Department of Internal Affairs is to serve and connect citizens, communities and government to build a strong, safe nation.

The Department of Internal Affairs is responsible to six Ministers administering six Votes. The Department also monitors the performance of three Crown entities. The key activities are summarised in the following table.

MINISTER	VOTE / CROWN ENTITIES	OUTPUTS PROVIDED BY THE DEPARTMENT
Hon Rick Barker Minister of Internal Affairs Responsible Minister	Vote Internal Affairs <i>Crown entities:</i> New Zealand Fire Commission, Office of Film and Literature Classification	<ul style="list-style-type: none"> » Regulatory services » Identity services » Information and advisory services » Policy advice » Contestable services
Hon Rick Barker Minister of Civil Defence	Vote Emergency Management	Emergency management services, including: <ul style="list-style-type: none"> » management of national emergency readiness, response and recovery » policy advice on matters relating to emergency management » support services, information and education
Rt Hon Helen Clark Minister Responsible for Ministerial Services	Vote Ministerial Services	<ul style="list-style-type: none"> » Support services to Members of the Executive » VIP transport » Visits and ceremonial events coordination
Hon Chris Carter Minister for Ethnic Affairs	Part of Vote Internal Affairs – Services for Ethnic Affairs	<ul style="list-style-type: none"> » Services for ethnic affairs, including policy advice
Hon Ruth Dyson Minister for the Community and Voluntary Sector	Vote Community and Voluntary Sector <i>Crown entity:</i> Charities Commission	Community and voluntary sector services, including: <ul style="list-style-type: none"> » administration of grants » community advisory services » policy advice
Hon Nanaia Mahuta Minister of Local Government	Vote Local Government	Support services for local government, including: <ul style="list-style-type: none"> » information, support and regulatory services » policy advice on matters relating to local government
Rt Hon Winston Peters Minister for Racing	Vote Racing	<ul style="list-style-type: none"> » Policy advice

The Department also works with various portfolio-related statutory bodies, trusts and committees (for example, the Lottery Grants Board), providing them with advice, administrative support and management of the appointments process. We also manage the appointments process for the 12 community trusts (Responsible Minister: Minister of Finance), the Peace and Disarmament Education Trust, and the Pacific Development and

Conservation Trust (Responsible Minister: Minister for Disarmament and Arms Control).

The Minister of Internal Affairs is the Responsible Minister for the Department. The Responsible Minister oversees the Government's ownership interest in the Department, which encompasses its strategy, capability, integrity and financial performance.

Strategic Direction

The purpose of the Department of Internal Affairs is to serve and connect citizens, communities and government to build a strong, safe nation.

Our vision is to be a recognised leader in public services – known for innovation, essential to New Zealand, and trusted to deliver.

Outcomes the Department is seeking to achieve

We have identified three outcomes that we believe contribute to goals and priorities for the Government and the community. These outcomes, and the associated intermediate outcomes, define where we are seeking to make an impact as a Department. They are:

- » Strong, sustainable communities/hapū/iwi:
 - People engage with and participate in their communities.
 - Communities are empowered and able to help themselves.
 - Communities are supported by fair and responsive local government and local groups and organisations.
 - Communities recognise and enjoy the economic, social and cultural benefits of diversity.
- » Safer communities (this outcome has three distinct parts):
 - Communities are more resilient to hazards and their risks.
 - Gambling is safe, fair, legal and honest.
 - Harm from restricted and objectionable material has been minimised.
- » New Zealand's approach to identity is trusted and well led.

We also contribute to the objective¹:

- » Executive Government is well supported.

These outcomes and objective cover the key functions for the Department and more detail about the strategic direction for each of them is provided in the following “Operating Intentions” section. For each outcome/objective area we describe:

What are we seeking to achieve? This outlines the intermediate outcomes we are seeking to achieve and how they contribute to the Government's priorities.

What will we do to achieve this? This outlines the key initiatives we have planned and agreed with our Vote/Portfolio Ministers, looking out three years.

¹ “Objectives” recognise that not all department functions are to achieve outcomes, as they are not directly targeting societal, economic or environmental effects.

How will we demonstrate success? This outlines some of the key ways in which we measure our success, including demonstrating that our work is cost effective.

To aid the reader, each principal section is headed with a diagram indicating how our outputs and activities contribute to the delivery of outcomes for the community.

We work with a large number of other agencies to achieve outcomes. Who we work with is outlined in the diagrams, and the commentary highlights where we are working with other agencies on shared outcomes.

Other functions of the Department

Providing independent administrative services

We also undertake a further range of little-seen but highly important administrative services associated with the objective “Executive Government is well supported”. Through the production of trustworthy official documents and processes that are seen to be independent, we build the trust of international authorities and the New Zealand public. The services include:

- » providing translation services
- » providing official authentication of New Zealand documents
- » supporting Commissions of Inquiry and similar bodies
- » publishing the *New Zealand Gazette*.

Performance measures for these functions are included in the Performance Information for Appropriations in Vote Internal Affairs.

Taking on new areas of responsibility

From time to time the Department takes on new areas of responsibility. For example, with the passing of the Unsolicited Electronic Messages Act 2007, the Department now has the task of enforcing the anti-spam law. “Spam” is the common term for electronic junk mail – unwanted messages sent to a person’s email address or mobile phone. We established a new compliance unit that was up and running when the Act came into effect in September 2007. Performance measures for the function have been developed and included in the Performance Information for Appropriations in Vote Internal Affairs.

In March 2008 it was announced that the all-of-Government ICT operations within the State Services Commission, with over 100 positions, would be transferring to the Department of Internal Affairs. Responsibilities include managing all-

of-government 24/7 services like the Government Shared Network, Government Logon Service, Secure Electronic Environment (SEE) Mail, and newzealand.govt.nz. The timing of the move will be announced later in 2008, but planning will commence immediately to ensure we are ready to host this important service delivery function.

The Ministry of Justice is currently reviewing legislative controls on money laundering. Work is underway to develop a Bill that will introduce new measures to combat money laundering and terrorism financing. The Department is one of three proposed anti-money-laundering supervisors. It would have responsibility for supervising casinos and a number of other types of entity, including (eventually) the New Zealand Racing Board. The Department is considering the structural and resource implications of acquiring this new function.

During 2008/09 we will be reviewing our outcome framework to recognise these new areas of responsibility.

Our vision for the Department in 2010

The Department of Internal Affairs covers many areas of government, serving six Ministers, across seven portfolios. Despite this broad scope, we are one department and can deliver our services to New Zealanders most effectively if we work together. We aim to be a high-performing, trusted organisation working as “one organisation” to maximise our outcome contribution for citizens, communities and government.

During 2007, the Executive Leadership Team worked to more clearly define what “one organisation” means in practice. This involved reviewing the key drivers for departmental change and developing a high-level pathway to 2010, with some initial priorities. Our vision is that by 2010 the Department of Internal Affairs will be one organisation as demonstrated by:

- » the trust and respect of all stakeholders for our high performance and ability to deliver across our breadth of responsibilities
- » our accessible, responsive services to the public that reflect integration across the Department and coordination with our fellow agencies
- » leadership of the strategic thinking and policy development in our areas of expertise
- » our efficient use of resources and ability to respond flexibly to changing demands
- » leveraging the diversity inherent in our Department so that the whole delivers more than the sum of the parts.

Providing strategic leadership across the public sector

While continuing to deliver business as usual services, and enhancing the effectiveness and efficiency of delivery, ministers expect that the Department will increasingly demonstrate leadership across the public sector within its areas of responsibility. In reviewing the strategic direction for the organisation, we have identified the following leadership areas across the Department.

Strong, sustainable communities/hapū/iwi

Managing the central government/local government interface

People expect central and local government to work effectively in partnership and failure to address pressing local government issues can directly affect perceptions of central government performance. The Department's leadership role includes:

- » being experts in, and stewards of, the system of local government. This includes sharing knowledge with central government agencies about working with local government, and ensuring central government agencies appreciate the broader mandate of local government to support current and future community wellbeing. An example of our leadership is the role we are playing in Auckland's governance and regional strategic planning.
- » jointly, with the Department of the Prime Minister and Cabinet (DPMC) and Local Government New Zealand (LGNZ), supporting the biannual Central/Local Government Forum, chaired jointly by the Prime Minister and the LGNZ President.

Supporting ethnic diversity

The Department includes the Office of Ethnic Affairs (OEA), whose purpose is to help encourage and promote the strength and benefits that ethnic diversity offers New Zealand. Through OEA, the Department provides leadership across the State sector, helping to achieve the goals established by the Government in adopting the *Ethnic Perspectives in Policy* framework.

In the past few years, OEA has made significant progress towards its goal of fostering a strong, self-directed ethnic sector. While continuing to work in this area, the OEA is now focusing on demonstrating the economic benefits of diversity and the innovation that diversity stimulates. OEA also works to create an inclusive climate, where ethnic communities are able to participate fully in, and contribute to, all aspects of New Zealand life.

Promoting New Zealand citizenship

New Zealand citizenship is a shared bond that can accommodate differences in religion, ethnicity and cultural backgrounds, and promote a sense of belonging to New Zealand. The Department is leading the development of a programme designed to highlight the social benefits of recognising and celebrating shared citizenship. The programme will be linked to the forthcoming 60th anniversary of New Zealand citizenship in 2009. A particular focus is to strengthen social cohesion through raising awareness of what citizenship means amongst the vast majority of New Zealanders, who have acquired their citizenship by birth, so that they value it as much as those who have acquired it by choice. The importance of this work will continue to increase as our society becomes increasingly diverse.

Safer communities

Civil defence and emergency management

The Department provides leadership in civil defence and emergency management through the Ministry of Civil Defence and Emergency Management (MCDEM) and the civil defence and emergency management policy and communications teams. This leadership role includes:

- » oversight of the Civil Defence and Emergency Management Act 2002
- » formulation of the National CDEM Strategy
- » strengthening of civil defence and emergency management (CDEM) planning and procedures
- » increasing public awareness and preparedness through the public education programme (*Get Ready, Get Thru and What's the Plan Stan?*)
- » development of standards and a framework for CDEM training
- » international engagement on CDEM issues
- » management of response and recovery activities at a national level following emergency events.

Ensuring gambling is lawful, fair and benefits the community

The Department is well placed to take a leadership role in relation to gambling in New Zealand. We have an increasing focus on the future of gambling, the appropriate role of gambling in New Zealand society, and the role of government, operators and the community in ensuring outcomes are achieved. As part of our strategic development work, the outcomes framework for gambling has been revised to:

- » lift the outcomes beyond the bounds of the current legislation
- » explore ways in which gambling regulation contributes to the Department's *Strong, sustainable communities/hapū/iwi* outcome
- » identify synergies with other agencies such as the Ministry of Health, and with other areas within the Department, particularly in the local government and community area
- » develop outcome-based performance measures.

New Zealand's approach to identity is trusted and well led

The Department has until very recently cast its leadership role in identity management around *Trusted Records of New Zealand Identity*. As part of our broader leadership role we are now in the process of developing and articulating a broad view of New Zealand's and the Government's interest in identity matters as they impact on protecting the privacy and safety of citizens, facilitating transactions between individuals, government and business, and ensuring good governance of our society. We have changed the identity outcome statement to *New Zealand's approach to identity is trusted and well led*. The Department's leadership role includes leading, or co-leading, identity strategies and initiatives across government including:

- » the Identity Verification Service
- » the Evidence of Identity Standard
- » the Identity Assurance Strategy
- » the Data Validation Service
- » the Biometrics Strategy.

The Department also provides further identity leadership, advice and contribution to the governance of all-of-government initiatives led by other agencies.

Executive Government is well supported

Support for independent and ad hoc bodies

This is emerging as a potential leadership area for the Department.

The Department is mandated to administer Commissions and Royal Commissions of Inquiry under the Commissions of Inquiry Act 1908. In recent years we have also supported a number of ministerial inquiries, which have similarities to Commissions but without the statutory basis. We have also supported a small number of ad hoc bodies that although not inquiries, have the common characteristic of needing to be seen as independent of other agencies. A recent

example was the Confidential Forum for Former In-Patients of Psychiatric Hospitals. Following on from its success, we are currently in the process of establishing its successor, the Listening and Assistance Service.

The Department's expertise in this area is supported by the Law Commission's recent draft report on Public Inquiries, which recommends replacing the 1908 Act with a broader scope and continued administration by the Department. It is our belief that the Department's administrative experience, coupled with a track record of, and reputation for, independence and impartiality, means our expertise can be used to provide support for a broader range of activities.

Key factors in our strategic operating environment

Outlined below is a high-level summary of some of the key factors in the external operating environment that shape our strategic direction and choice of priorities.

Responding to ministerial expectations

Ministers have placed a number of expectations on the State sector. These expectations are about how each department can contribute to the Government's wider goals, while providing value for the taxpayer's dollar in delivering its services.

Ministers expect that Departments' activities will contribute to the Government's themes of families- young and old, national identity and economic transformation, and reflect the Government's focus on sustainability. These themes not only underpin the overall direction of government, they specifically impact on the strategic direction of the Department's work. Given the range of what we do, the Department makes an important contribution in all these areas.

The Government has also developed a series of more sector-specific strategies that shape the nature of our work. For example, the Government's *National Civil Defence Emergency Management (CDEM) Strategy 2007* sets out a direction for CDEM in New Zealand over the next 10 years that guides our CDEM priorities. In the community area, for instance, we contribute to the *National Digital Strategy*, the *National Settlement Strategy* and various strategies that seek to ensure people from a range of groups benefit from reducing inequalities.

The Department has a key regulatory role in developing and implementing legislation and regulations passed by Parliament. With the passage of the Unsolicited Electronic Messages Act 2007, we established a new compliance unit. The Department is continuing to support the progress of

various pieces of legislation through the House relating to issues such as gambling and identity. We have also been asked to look at improving safety around dogs as this is an area of public concern. As noted previously, from time to time we are asked to take on new areas of responsibility such as the management of all-of-Government ICT operations. We need to be flexible and responsive to these opportunities.

The Government has also agreed a series of Development Goals for the State Services. They are aspirations for how State servants will behave, agencies will design and deliver services, and systems and networks will support a whole-of-State services approach to getting results.

To ensure this Statement of Intent reflects the priorities of the Government and of our particular Ministers, we provided them with a three-year work programme for review. The “What will we do to achieve this?” section for each outcome/objective area, in the following “Operating Intentions” section, was developed on the basis of these work programmes and feedback from Ministers.

Being responsive to changing demand and customer expectations

The Department needs to be able to respond to changing demand. For example, with increased travel by New Zealanders and the move to a five-year passport we have increasing demand for passport services, which need to be managed over the medium term. We are implementing a Passport System Redevelopment Programme to help us handle the increase in application volumes.

Another area of increasing demand is censorship. Regrettably the Department continues to find New Zealanders involved in offences related to the making, distribution and possession of images of the abuse of children and other objectionable material. This is resulting in increased workload for our censorship investigators. As a result of legislative change in 2005, the penalty for possession was increased to a custodial penalty. Higher penalties are resulting in an increased number of defended hearings, which involves greater workload and costs for the Department.

Customers of the Department’s services expect it to provide its services efficiently, accurately and cost effectively, while also expecting high levels of service. People are increasingly accustomed to doing business at any time of the day, on any day of the week. Although people do not generally expect an office to be open at all times, they do expect to be able to access websites and make online applications at any time. This means the Department must have systems in place to support its online services.

Implications of demographic trends

Our communities are changing and will continue to do so.

- » Family structures are changing.
- » We have an ageing population.
- » We have an increase in Māori, Pacific and other ethnic groups, particularly among the younger generations.
- » Our society is becoming more urbanised.

We are monitoring such changes and adjusting our responses accordingly.

Increasing migration levels over time have implications for citizenship and passport operations. An increased population overall, and the resulting increase in assets and infrastructure, heightens the potential consequences of natural hazards.

According to the 2006 Census of Population and Dwellings, there are now almost 200 different ethnicities in New Zealand, and approximately 12% of the population identify with ethnic groups/populations from Asia, Africa, continental Europe, the Middle East, and central and South America. This proportion is forecast to increase to approximately 18% by 2021. We have a particular responsibility for working with ethnic communities and are working to ensure the benefits of diversity are recognised and understood by government agencies and the wider community.

We are seeking to ensure our various services are responsive and accessible to all. The Department manages and uses Language Line, a telephone interpreting service that enhances access to services for non-English speakers. Increasing ethnic diversity has implications for emergency management activities, as it creates a need for community education and communication to be undertaken in a greater range of languages. Through our *Effectiveness for Māori Strategic Plan 2006–09*, we are seeking to assist whānau, hapū, iwi and Māori to achieve high-quality social, economic and cultural development goals. We also contribute to work led by other agencies, such as the *Pacific Strategy*, *Positive Ageing Strategy* and the *New Zealand Disability Strategy*.

With 31% of New Zealand’s population now located in Auckland it is important the city delivers the benefits for New Zealand that a large city can offer, while providing a high quality of life for residents.

Technology presents threats and opportunities

Advances in technology present both a threat and an opportunity for the Department.

The threat lies particularly in the areas we regulate. Our enforcement staff need to keep up with the way offenders use technology. This can also pose a challenge for government in ensuring that legislation stays up to date.

As New Zealanders have one of the highest rates of computer usage in the world, we experience relatively high availability of, and exposure to, objectionable material. Increasing speed of access (e.g. through broadband) also increases potential exposure to harmful material. Rapid development of technology creates risks and opportunities in the censorship area and underlines the need for us to maintain strong international networks. Offenders take advantage of the relative anonymity and security that the Internet and new technology offer. The most recent significant development in Internet offending is the ability to share large numbers of publications through peer-to-peer applications. This creates challenges due to the volume of material and the fact that the identities of the users are not readily detectable.

The Department also promotes community access to information and technology through our work associated with the Digital Strategy. We have successfully administered the two years of collaborative community IT funding through the Community Partnership Fund. We also provide a range of informative community and information websites.

The ongoing increase in dependence on technology creates an increased vulnerability should these systems fail and is an area of concern for civil defence and emergency management. New Zealand society relies heavily on technology and the supporting infrastructure to provide our current standard of living. The dependence of lifeline utilities on each other only increases the significance of any disruption, with a breakdown in one sector (e.g. electricity) potentially affecting the service provided by others (such as water supply).

Technological developments in the fields of communications and biometrics are creating an ever-evolving identity management environment. The Department began issuing e-passports in November 2005. Each e-passport contains an embedded microchip, which carries a digitised photograph and other biodata (information about the holder) already held in the passport. The ongoing challenge for the Department is to keep up to date with advances in biometric

technology, to ensure that New Zealand passports continue to be trusted documents.

The opportunity is for the Department to use technology to improve its delivery of services to its customers, and to improve its internal systems and processes, to improve its efficiency and effectiveness, through which services to the Department's customers are increasingly improved. For example, we propose to develop a more integrated gambling IT platform complementing the newly implemented electronic monitoring network to:

- » improve the efficiency and effectiveness of licensing activities
- » reduce costs for the sector
- » provide enhanced information for the Department.

Our work in this area contributes to the State Sector Development Goal of using technology to transform the provision of services for New Zealand.

We are also involved in upskilling communities in the use of technology – to assist them to transform themselves as well as participate more fully in technology-enhanced services provided through State service agencies.

Security issues – a global concern

Although the Department's name, "Internal Affairs", implies a focus within New Zealand's borders, in fact many aspects of the Department's work are affected by the global environment and we must be able to respond to overseas trends and events.

The Department expects to issue over 410,000 passports and travel documents in 2008/09. The increased focus on security around the world means that these passports must meet international standards, if New Zealanders are to continue to enjoy the current ease of access to many countries. There is increasing criminal interest in the production of fraudulent identity documentation to help facilitate other types of crime. The Department is taking a leadership role in this area and is developing an Identity Verification Service where identity management is consistent and secure.

The focus on security has also increased the attention paid to applicants for citizenship. Migration patterns around the world, fuelled by the increasing affluence of some countries on one hand, and by war and other strife on the other, have greatly broadened the background from which potential citizens come. This complicates the checking process we must use to ensure that applicants meet the criteria under the Citizenship Act.

The Department provides services to Ministers – office systems, accommodation and transport. All of these services must meet appropriate standards to ensure that Ministers' communications and Ministers themselves are secure. Similar considerations apply to the official visits managed by the Department.

Environmental issues and sustainability

Sustainability is a key Government priority. In her *Statement to Parliament* in February 2007, the Prime Minister said that "New Zealand's future is dependent on long-term sustainable strategies for our economy, society, environment, culture and way of life". This greater emphasis on sustainability is leading to the need to change some of our business practices and we have developed a *Sustainability Action Plan*, which identifies a number of practical steps that we will be undertaking to improve our performance.

We also need to recognise that in addition to the environment, sustainability also incorporates the cultural, social and economic aspects of wellbeing. These are all areas where we will continue to promote progress through our work at the central/local government interface.

The Department is directly contributing to the Government's goal of carbon neutrality as vehicles in the VIP car fleet are replaced with vehicles that are more fuel efficient and have lower emissions. This is a significant step, and the challenge for the Department will be to find increasingly sustainable ways of carrying out its work.

Environmental change can impact directly on the Department's civil defence and emergency management responsibilities in supporting individuals and communities in reducing risk, and managing and recovering from civil defence emergencies.

Changes to the natural environment resulting from land use can either aggravate or mitigate natural processes that create hazards. Changes to vegetation (forest and bush), wetlands, and dunes, and increased urbanisation all have implications for the management of hazards. Over the longer term, the general indications are that climate change could lead New Zealand to experience more intense rainfall and associated flooding, more frequent and intense droughts in eastern areas, more damaging windstorms, more heat waves, and increased wildfire risks in eastern areas. Emergency management planning, particularly over longer timeframes, will require close monitoring and accounting for these potential influences.

part two »

operating intentions

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Introduction

During 2007/08 we have continued to refine the outcome framework initially presented in the 2005 Statement of Intent (SOI). We have also undertaken significant work to enhance our measurement processes.

Typically, our outcomes do not have immediately quantifiable measures of impact. The outcomes are realised incrementally over a period of years from a cumulative series of interventions by the Department and by other agencies. It is no easy task to isolate the impacts and effectiveness of the Department's outputs, especially within the time period of an SOI. The operating intention sections that follow report on existing measures and how these are to be improved for the future.

We use a range of tools to measure and evaluate our progress and refine our choice of interventions across all the outcome areas.

- » We undertake a wide range of customer surveys across the range of our activities, from civil defence and emergency management (CDEM), to identity services and community advisory services.
- » We monitor quality, quantity and timeliness measures as set out in the Estimates for each Vote.
- » We analyse data and undertake research and evaluation activity to assess progress with specific interventions and our contribution towards the outcomes for the Department.
- » Our Executive Leadership Team monitors progress on a monthly basis and the Department reports quarterly to Ministers on progress against the expectations set out in the SOI.

Our monitoring process includes seeking feedback from our Ministers as part of a feedback/feedforward exercise led by the Chief Executive. In 2006/07, all our Ministers expressed their satisfaction with the quality of policy advice.

In 2004, changes to the Public Finance Act 1989 introduced a requirement to report on the cost-effectiveness of interventions the Department delivers or administers. It is challenging to develop useful measures of cost-effectiveness – particularly where the impact we are seeking is broad in nature and consequently not easily quantifiable. However, we have a number of processes to test the effectiveness and efficiency of current and proposed interventions.

- » As part of the Department's normal planning and budgeting, a prioritisation process is used to test the cost-effectiveness of proposed expenditure and alignment to outcomes and ministerial priorities.
- » Project business cases and budget bids are also required to include information on estimated cost-effectiveness.
- » In addition, we have created a framework to help staff assess cost-effectiveness when setting priorities. This framework will form an integral part of our project management methodology.

In this SOI we have provided some measures to show how the Department is assessing cost-effectiveness in the work we do. Our aim is to develop, where feasible, more specific measures of cost-effectiveness for inclusion in our next SOI.

As part of improving our focus on managing for outcomes for the future we have work underway to develop a more integrated strategic planning process for 2009/10 and beyond that will encourage improved resource planning over the medium term. This is designed to support the focus on value for money in the Development Goals for the State Services.

Outcome	<h2>Strong, sustainable communities/hapū/iwi</h2>			
Our Intermediate Outcomes	People engage with and participate in their communities	Communities are empowered and able to help themselves	Communities are supported by fair and responsive local government and other local groups and organisations	Communities recognise and enjoy the economic, social and cultural benefits of diversity

Our Contribution	Providing advice on community development	Providing communities with access to resources through grant funding and services	Encouraging responsive organisations that seek community feedback	Providing advice and information on the system of local government	Promoting effective relationships between local government and communities	Helping communities place a positive value on fairness and diversity	
Our Outputs and Activities	Policy advice	Design and delivery of community development programmes	Information and advice to individuals, community groups, local authorities and central government	Evaluating and reporting on the Department's community and local government activities	Facilitating central government/ local government interaction, and interactions within communities	Administration of local government legislation, community grants, local government grants and rates rebates, and other resources	Facilitating interaction between ethnic and host communities
Our Output Expenses	Vote Community and Voluntary Sector Policy Advice	Vote Internal Affairs Policy Advice	Vote Community and Voluntary Sector Community Advisory Services	Vote Community and Voluntary Sector Administration of Grants	Vote Local Government Policy Advice	Vote Local Government Information, Support and Regulatory Services	Vote Internal Affairs Services for Ethnic Affairs

We Work With	<ul style="list-style-type: none"> Volunteer groups Churches Sports bodies Community organisations Community groups 	<ul style="list-style-type: none"> Central government agencies Local authorities Local Government New Zealand Local Government Commission Society of Local Government Managers 	<ul style="list-style-type: none"> Ethnic communities Hapū/iwi Race Relations Conciliator Pacific Islands Consultation and Advisory Group Te Atamira Taiwhenua
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Strong, Sustainable Communities/Hapū/Iwi

Introduction

Strong, sustainable communities, hapū and iwi are an important building block for positive social, economic, cultural and environmental wellbeing. Achieving strong, sustainable communities involves recognising the value of social capital and the importance of community cohesion to help promote a sense of community identity, belonging, and self-worth or mana.

A strong community can identify and develop ideas on how to improve its own wellbeing, and has the capacity to work towards a goal. A sustainable community is also better able to maintain positive change across all four wellbeing areas. Communities, community organisations, and the local government sector all have a direct role in contributing to a sustainable future for New Zealand. To support a sustainable future, the Department is exploring the implications of social, economic and environmental changes on communities.

We acknowledge and work with a broad range of structures in developing effective services to meet the needs of all communities. This includes addressing the diverse realities of Māori, who live and operate within strong traditional (including hapū and iwi) and contemporary arrangements and structures.

Four intermediate outcomes reflect the areas where the Department can make the best contribution in relation to strong, sustainable communities, hapū and iwi. They are that:

- » people engage with and participate in their communities
- » communities are empowered and able to help themselves
- » communities are supported by fair and responsive local government and other local groups and organisations
- » communities recognise and enjoy the economic, social and cultural benefits of diversity.

These are all important elements for developing strong, sustainable communities. The diagram below shows how these elements are interrelated. The work we do contributes to all four intermediate outcomes, and the things we do to promote one often have positive effects on the others.

Contributing to strong, sustainable communities



People engage with and participate in their communities

What are we seeking to achieve?

Active participation is an important component of strong, sustainable communities. People who participate and engage in their community are more likely to have a sense of belonging to that community. This engagement has the potential to contribute to the growth of our economy and overall sense of wellbeing.

The key areas in which we are seeking to make a difference are:

- » **People feel they belong to a community** – A significant aspect of “community” is the nature of the relationships between people and the social networks they belong to. International evidence shows that when people have a sense of belonging and are active in their local communities, they can benefit in many ways including improved employment opportunities, educational outcomes, housing, and lower crime rates.
- » **People participate in community governance and decision-making** – Being involved with groups or sharing ideas and views with organisations is an important way people can contribute to their communities. Local government is based on democratic principles and, to be effective, councils need input and participation from across the community in elections and as part of their strategic planning activities.
- » **People participate in their communities** – Participating in a community, including volunteering, is an important way for individuals to work toward the things that are important to their wellbeing. As communities change, so do the ways that people might choose to engage.

Improved engagement and participation in communities support all the Government themes, in particular the national identity sub-themes of building a cohesive society and reinforcing community.

One way in which people choose to participate in their communities is by volunteering. Much of the work that is the “glue” for communities is unpaid and voluntary and may include fire fighting, civil defence, and search and rescue, as well as a range of assistance for local groups and organisations. Over 97,000 diverse non-profit groups and associations were formally identified in October 2005.

Almost half of these organisations are active in the areas of the arts, culture, sport and recreation. In 2004, the non-profit sector contributed 4.9% to the Gross Domestic Product and a similar amount to the tourism industry (4.8%). With an ageing population, reliance on unpaid work is growing and the contribution made by people working for community organisations is an essential part of communities. This contribution is recognised and valued by the Government.

The Department supports voluntary activity in a range of ways, from grant funding of agencies and funding volunteer centres, to providing advice to help groups that need volunteers. This is a cost-effective way for the Government to invest in communities. Supporting volunteering and providing funding for capacity-building and access to resources allow communities to benefit from the time and skills these people are able to contribute. We want to ensure communities can continue to benefit from such active participation.

A growing number of communities across New Zealand contain a large number of new migrants, and refugees and these people need to be aware of the opportunities to participate in and contribute to their local communities and councils. Citizenship is a shared bond that accommodates differences in religion, ethnicity and cultural backgrounds. A greater recognition and valuing of New Zealand citizenship is likely to provide wider benefits in terms of enhanced social cohesion and community wellbeing.

Language Line and the Office of Ethnic Affairs’ Ethnic Women’s Network are examples of potential models for making information available to ethnic communities. Language Line, our telephone interpreting service, makes many government activities significantly more accessible for a range of ethnic communities, and has had a steady uptake since its launch in 2003.

Voter turnout at local elections is an approximate way of gauging the level of people’s participation in their communities. Overall voter turnout in New Zealand was at 43% in 2007, which is still favourable compared with local government (sub-national) elections in similar countries elsewhere². However the trend toward a general decrease in turnout over time observed overseas is also evident in this country. The Government is concerned about this trend. While acknowledging there are many reasons that influence an individual’s decision whether to vote or not, we

2 The turnout rate in recent local elections in the United Kingdom was around 35%, and rates for 2003 elections in Western Australia (27%) and South Australia (32%) are significantly lower figures than that for New Zealand. Overall voter turnout in New Zealand has, however, decreased over time from 55% in 1992 to 43% in 2007.

are looking at ways in which this trend may be changed, including:

- » providing advice to the Justice and Electoral Select Committee's inquiry into local elections
- » continuing to support local government elections (for example, by working with election service providers to develop assurance systems for processing and counting votes).

We are also working with other government agencies, Local Government New Zealand, and individual councils to identify opportunities for increasing understanding of local government and participation in local government processes generally.

The Department is committed to providing coordinated, networked, and accessible State services, in line with the Government's Development Goals. Specific activities we undertake to enhance public awareness of the benefits of engagement in communities include participation in joint working groups about civic education and elections, joint work programmes with other government agencies about volunteering, and the provision of Language Line and a range of information through our websites.

What will we do to achieve this?

Providing people with access to information

We will continue to provide a range of information (including through Language Line, websites, printed media and forums) and advice to communities and community groups about how they can participate in their communities.

Looking out three years we will:

- » expand the use of Language Line and commission an independent review of the scope and effectiveness of the service in 2010/11, to ensure it continues to provide many speakers of other languages with access to government services
- » promote Language Line to more agencies, including justice sector agencies and local authorities, and investigate options for extending the service to the private sector
- » improve public understanding of, and participation in, local government through the local councils website (www.localcouncils.govt.nz) and other information activities.

Encouraging people to participate in their communities

The Department will continue to promote and support volunteering through our community advisory services and by administering grant schemes, including the Support for Volunteers Fund. This includes encouraging ongoing community involvement in essential civil defence and fire service activities, both of which rely heavily on volunteers. Looking out three years we will:

- » support work with the Office of the Community and Voluntary Sector (located in the Ministry of Social Development), in looking at the promotion of volunteering and issues related to capacity development in the community and voluntary sector. We will lead the development of a volunteering strategy focused on how the Department can support the recruitment and retention of volunteers.
- » research and advise on growing and sustaining participation to create strong and sustainable communities, by identifying the barriers to volunteering and broader participation within communities.
- » promote participation in the Community Organisation Grants Scheme (COGS) local distribution committee elections. There are 37 local distribution committees, served entirely by volunteers and the Department will be encouraging people to take the opportunity to participate in their communities by standing in the COGS elections to be held in 2011.

Encouraging people to participate in community governance and decision-making

We will continue to provide information and support for local elections, and promote a wider understanding of local government as a way to enhance participation.

Looking out three years we will:

- » collate and analyse the results of the 2007 local government elections and candidate surveys so as to gain an improved understanding of how people are participating in their community
- » promote awareness of opportunities for involvement in local government constitutional processes (such as representation reviews, and Māori wards and constituencies)
- » work with the Electoral Enrolment Centre and the Electoral Commission on ways to encourage members of ethnic communities to participate more actively. International studies show that ethnic minority participation in elections is usually lower than that of their host community counterparts.

Raising awareness of the value of being a New Zealand citizen

We plan to deliver a programme of activities throughout the country to celebrate the 60th year of New Zealand citizenship in 2009. The programme is designed to raise public awareness of the meaning and importance of New Zealand citizenship, particularly among citizens by birth. It will be an opportunity for people to gain a better understanding of the benefits of New Zealand citizenship.

How will we demonstrate success in achieving this?

There are a number of areas where the Department is able to see its influence in encouraging and supporting active and engaged communities. We can gain a high-level understanding of how people are participating from analysing:

- » the *Quality of Life Survey* (civil and political rights indicators)
- » turnout at local government elections (the results of which will be published on our websites)
- » general trends about the level and type of unpaid work community members do.

We also analyse surveys and various reports on perspectives and attitudes in New Zealand to migrants and refugees, to provide us with further insights into how our interventions are contributing to connections occurring across communities. While the trends identified from this type of information are influenced by many factors and agencies, it enables us to monitor progress and refine our interventions over time.

We will measure our success in terms of the impact of our key interventions.

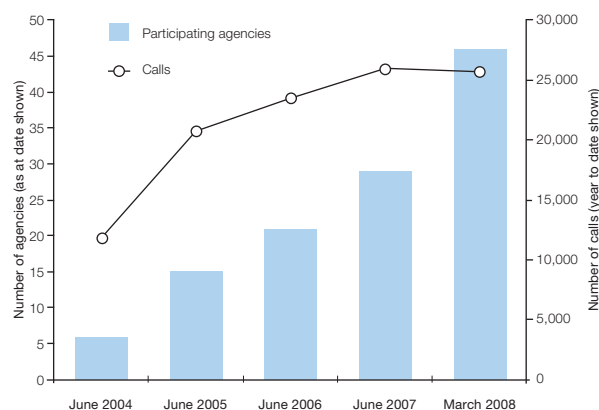
Encouraging participation in community governance and decision-making

Desired impact	Indicators of success
Opportunities for community and Māori participation in local government.	As part of the wider evaluation of local government legislation being undertaken by the Department through to 2013, we will evaluate the representation review process and opportunities for community and Māori participation in local government.

Providing access to information

We provide an interpreting service for non-English-speaking clients of participating agencies. The service is free to clients of participating agencies. Uptake by the general public and participating agencies has increased steadily since it began in April 2003, with more than 100,000 calls having been made to the service to date. Over 45 agencies currently use Language Line, including the Department of Labour, Inland Revenue Department, Housing New Zealand Corporation, and the Accident Compensation Corporation.

Language Line Usage



Desired impact	Indicators of success
Growth in use of Language Line.	Increase in number of calls made to Language Line. Increase in number of agencies participating in Language Line.
Language Line is cost-efficient.	Decline in Language Line marginal (per call) costs. [Further cost efficiencies will be dependant on technological and labour costs remaining static or reducing]

Cost-effectiveness

Language Line contributes to cost-effective government service delivery. It achieves this by reducing duplication of services through the provision of a whole-of-government interpreting service that delivers excellent and professional service.

Communities are empowered and able to help themselves

What are we seeking to achieve?

Empowerment is a vital component of a strong, sustainable community. Empowered communities are able to identify and access resources that best meet their own needs, to make the most of economic opportunities and have a strong sense of identity. They are able to identify a vision and plan for their own economic, social, environmental and cultural wellbeing. They are also able to access the resources they need to create positive changes, and to look for collaborative solutions to identified problems.

The key areas where we are seeking to make a difference are:

- » **Communities have strong vision and leadership** – Community visioning and leadership is about having the courage, creativity and capacity to inspire participation, development and sustainability within strong communities. A vision provides focus and a goal for the community.
- » **Community groups are working effectively together where there are common goals** – Working together is an effective way to make use of limited resources, to understand common goals, and build capacity. Networking and collaboration between communities and organisations is an effective way for them to achieve their identified goals.
- » **Communities have access to resources** – Communities need a range of resources to help them achieve their vision. While grants are an important contributor to community wellbeing, the effective provision of resources includes access to appropriate information, advice and assistance with capacity-building and development within the community itself.

The Government recognises the importance of communities to its three themes of economic transformation, families – young and old, and national identity. Grant funding is an effective way to leverage resources and provide an enhanced return on the significant government investment into communities. We administer a range of schemes that invest funds into communities. These include Crown-funded schemes (\$15.1 million), Trusts (\$1.3 million) and the Lottery Grants Board (over \$147 million), although amounts may vary from year to year.

The Department plays an important role in this by working to provide effective administration and support for grant funding bodies, committees and trust boards that distribute resources into communities so they can work towards their own goals.

The Department's role is to provide the Government with strategic and policy advice relating to the place of gambling in New Zealand society and to regulate gambling with the goal of ensuring that the overall benefits outweigh the costs. One of our objectives is to ensure that communities are engaged, empowered and informed in relation to gambling. This supports an informed contribution to the way the sector operates nationally and locally. The proceeds from non-commercial gambling provide significant funding for a wide variety of community purposes spanning local groups, organisations and activities, which, if well directed, can undoubtedly enhance empowerment, participation and the quality of life across all types of communities. Our regulatory objectives involve ensuring the integrity of gambling (including seeking to increase the return to the community from non-casino gambling operations), and preventing and minimising harm and crime associated with gambling.

The Department also provides a range of information and advice to communities through the Community Advisory Service, regional Ethnic Advisory Service, and regional funding forums. These services help communities to develop their own visions and the capacity to collaborate and to access appropriate resources. As part of this community development approach we are commonly involved in joint work programmes with other agencies.

Through the provision of this range of services, the Department is investing in projects that improve community wellbeing. It does this by building capacity and resilience within communities and improving the wellbeing of communities and reducing gambling-related harm (including involving communities in dealing with gambling issues).

Our work also supports other Government strategies. The two years' funding distributed through the Community Partnership Fund supports an aim of the Digital Strategy to connect people to the things that matter to them. This collaborative approach has enabled communities to get what they need while at the same time promoting the provision of networked State services. We are also committed to improved access to information-sharing through a range of interactive websites and newsletters, and providing the electronic application and administration processes for Grants Online.

What will we do to achieve this?

Providing access to information and advice

Providing information and advisory services to communities enables them to build strong leadership and vision, form effective partnerships and be more aware of the resources available to them. We remain committed to providing the types of services to communities that maintain and improve information platforms such as CommunityNet Aotearoa and the provision of our Community Advisory Service. This Service, offered by staff in 16 locations around the country, builds on the local knowledge and networks of our experienced advisors and assists communities to develop their own capabilities.

Looking out three years we will:

- » examine aspects of the Community Advisory Service (specifically, professional development of staff, information capture, and reporting on contribution to outcomes) to ensure that communities are served by skilled community advisors able to enhance community capability
- » continue to enhance our knowledge and advice on community development by ensuring that it appropriately includes whānau, hapū and iwi perspectives
- » build leadership and intercultural awareness within ethnic communities so as to contribute to their cohesion and resilience, by creating and developing bridges across communities
- » identify issues and analyse trends likely to impact on communities in 5, 10, and 20 years to better understand their future needs and how the government might respond to these changes.

Providing communities with access to resources

The Department is able to provide effective administration and implementation of grant funds. The schemes we administer deliver different levels of funding into a range of communities. Examples include the Community Partnership Fund, Lottery Grants funding, the Community Organisation Grants Scheme (COGS), and a number of Crown-funded schemes and trusts. We also seek to ensure that the proceeds of gambling are applied appropriately for the benefit of the community, while looking to reduce gambling-related harm and criminal activity.

Looking out three years we will:

- » support the Lottery Grants Board to develop and implement an outcome focus for its grant funding through the Lottery Grants Board Outcomes Framework Project
- » support the introduction of two new Lottery Grants Board funds. These are the: Community Research Fund, which will assist community groups to better understand the needs of their communities; and the Significant Projects Fund, which will provide funding for large-scale capital works building projects, of regional or national significance
- » continue to improve our administration of Crown-funded schemes, through implementing better funding practices and reviewing the alignment of the outcomes for selected Crown-funded grant schemes
- » examine opportunities to leverage off Community Partnership Fund initiatives so that communities continue their uptake of digital technologies to support their economic, environmental and social goals
- » monitor the outcomes achieved by the Gambling Act 2003 and look more broadly at the role and place of gambling activities in society. This will help ensure that gambling operates in a way that is acceptable in our communities. We will also provide advice to Government to ensure that policy settings under the Gambling Act maximise the benefit to communities, while minimising the negative impacts of gambling activity.

How will we demonstrate success in achieving this?

We will measure our success in terms of the impact of our key interventions.

Providing access to information and advice

The Department enables community groups and voluntary organisations to access advice and information through our websites, our community and ethnic advisors, and the work of other staff. This information must be useful and relevant to the groups concerned, and continue to be accessed by them.

Desired impact	Indicators of success
Effective information and advice is provided to community groups and voluntary organisations.	<p>Customer satisfaction with the Department's Community Advisory Service is not less than 90%.</p> <p>Satisfaction from users of the CommunityNet.Aotearoa website (measures to be developed).</p> <p>An annual 10% increase in the number of visits to the CommunityNet.Aotearoa website.</p>
CommunityNet.Aotearoa is cost effective.	The Department will provide communities with access to information in a cost-effective manner, as evidenced by the real cost per number of downloads/hits/page views on CommunityNet.Aotearoa.

Providing access to resources

Grant funding is an important way for the Government to invest in communities, and improve their ability to identify and work toward their own priorities. We are continually working to improve our administration and monitoring processes so that the Department can assist communities to better access a wide range of grant funding.

Desired impact	Indicators of success
Effective provision of access to grant funding.	<p>Customer and committee member satisfaction with the grant administration provided by the Department is not less than 90%.</p> <p>Evaluation of the now fully committed Significant Community-Based Project Fund will demonstrate achievement of the Fund's objectives. This fund was established in 2005 to distribute \$32 million to regional or national major community-based projects that could not otherwise get sufficient funding from existing sources to complete their capital works.</p> <p>We will review the application processes for funding community organisations through COGS and Lottery grants to promote best practice.</p>
Grants administration processes are cost effective.	We will measure grant administration real cost per Lottery Grant approved to ensure the administration process used by the Department is providing communities with access to resources in a cost-effective manner.

Communities are supported by fair and responsive local government and other local groups and organisations

What are we seeking to achieve?

Communities are supported by local government and a range of other groups and organisations. The key areas where we are seeking to make a difference are:

- » **Communities supported by effective local government that is responsive to their needs** – Local government supports local communities by providing them with essential infrastructure facilities and services, and a range of community facilities and activities. Councils also carry out a range of regulatory functions. Effective local government provides communities with a greater say about their resources, and the decisions that affect their local wellbeing now, and in the future.
- » **Community organisations working with communities** – Communities also benefit from cooperation and partnership with a range of community groups and organisations, which play an important role in supporting community wellbeing. These organisations need to have the appropriate skills and capacity to be able to work effectively for their communities, and to be responsive to them.

The ability of councils and organisations to work with communities makes a positive contribution to all the Government's themes. Local government makes a major contribution to economic transformation through the provision of infrastructure to support continued economic growth and development. Councils and other organisations also contribute significantly to all the other themes by helping local communities to define and work towards their desired goals.

Local government in New Zealand is based on a legislative and regulatory framework that provides overall guidance while allowing for local solutions to local problems. The Department administers the overarching legislation and works to ensure that the system of local government is providing for the wellbeing of communities. We need to understand and be able to respond to a range of financial and non-financial issues facing local government now, and into the future.

The Department works effectively at the interface between local and central government. Through the work of our relationship managers we are able to develop local and central government relationships and opportunities for central government engagement in community outcomes. We are also able to assist local and central government to identify and address a range of issues facing local communities, many of which require a collaborative approach.

The Department is also actively involved in looking at some specific issues facing local government such as the governance of Auckland and public safety around dogs. We also undertake a range of other activities associated with local government such as the administration of the Rates Rebate Scheme.

Auckland governance

In July 2007, Cabinet agreed to support a governance model for the Auckland region developed from a proposal submitted by the eight local authorities of that region. The model includes the creation of a Regional Sustainable Development Forum (RSDF), with responsibility for developing a single integrated "One Plan" for the Auckland region. The RSDF is a standing committee of the regional council, with membership from all eight councils, and participation from key government agencies and Māori.

Auckland aspires to be a world-class city and the Government has recognised that good city governance is a key to achieving this goal. The Government will therefore actively contribute to the development of the One Plan. The Auckland process represents the first attempt to achieve strategic alignment across multiple local authorities and central government agencies to deliver efficiency and savings in governance, service delivery, and infrastructural investment. It presents an opportunity to get agreed, joined up, and (ultimately) integrated planning and priorities.

Our work in support of Auckland governance contributes directly to the Government's goal of developing Auckland as an internationally competitive city. The development of Auckland is critical because of the region's contribution to the whole country's economic, social, cultural and environmental life. One of seven key drivers in creating a

successful, world-class city is its strategic decision-taking capacity: world class cities have effective processes of strategy development and implementation, networks and relationships between key players, and the ability to sustain motivation and commitment in the long term.

The Department also supports a range of other community-related organisations. We do this through managing the process of ministerial appointments to a range of Crown entities, statutory boards and trusts as well as working with the Charities Commission. We also have a significant amount of expertise and involvement in the ongoing development of the non-governmental organisation (NGO) sector. The activities of these organisations contribute to the Government's theme of families – young and old.

As part of providing networked, accessible State services, the Department also offers a range of information on local councils and has recently updated its directory of local and central government information and contacts.

What will we do to achieve this?

Auckland governance

The Department is directly supporting the development of Auckland governance through its role in coordinating central government's input to the One Plan, a single agreed vision and plan for Auckland that aims to achieve world-class status. We are part of the Combined Chief Executives Steering Group for the One Plan. We are also a member of the Government's Urban and Economic Development Office (GUEDO), where we play a leadership role in managing and working with the network of central government and local stakeholders, to provide an informed Auckland perspective on the development of central government policy for Auckland.

Looking out three years we will:

- » work with Auckland local government, and coordinate central government input into the development and implementation of the One Plan to strengthen Auckland regional governance. The One Plan is being developed by a Regional Sustainable Development Forum (comprising elected members from each of Auckland's eight councils, senior officials from this Department and other key government agencies, and Māori representatives). A draft of the first One Plan will be developed by May 2008. It will set out a single, strategic framework that identifies regional priorities and immediate actions for the next five years. The Department's coordination and leadership role will continue in 2008/09, in respect of the finalisation of the first One Plan and negotiations around its

implementation. The role will continue to evolve with the scope and ambition of the One Plan process, as relationships in Auckland develop.

- » provide administrative support for the Royal Commission on Auckland Governance due to report back in December 2008
- » lead the policy response to address the issues raised in the report by the Royal Commission on Auckland Governance, including any specific issues for Māori.

Leading local/central government interface

The Department plays a key coordinating role by bringing together local government and central government through administering the Central-Local Government Forum, Central Government Interagency Group and other national and regional groups of central and local government officials. We support central government's engagement with local government at a regional level on key urban and regional issues, and encourage information-sharing on initiatives such as sustainability.

We will also continue to work at the interface between local and central government to promote an integrated approach to community outcomes, and support local government election processes and representation to ensure these achieve fair and effective representation of communities of interest.

Looking out three years we will:

- » lead the on-going whole-of-government response to the findings of the Independent Inquiry into Local Authority Rating (Rating Inquiry). This work will include considering the issues specific for Māori
- » lead the Government's response to the Local Government Commission's review of the Local Government Act and Local Electoral Act.

Understanding the system of local government

The Department is responsible for legislation governing the system of local government. We are also responsible for supporting the enactment of local acts and regulatory provisions. To support this role we have been collecting data to build a knowledge base of financial and non-financial information about local government in New Zealand.

Looking out three years we will:

- » work to identify and respond to issues facing local government in the future. This includes consideration of the financial sustainability and future funding of local government activities and services as a way to assist

both local and central government to plan for, and respond to, future challenges

- » evaluate aspects of the local government legislation, as part of a long-term programme to ensure the legislative framework is operating as intended, and achieving the results expected for local government and communities that will include issues specific for Māori which will continue to 2013
- » continue to develop a comprehensive information and research base about local government and to disseminate good practice as appropriate.

Supporting local government activity

We will continue to support local government in undertaking their functions. Looking out three years we will:

- » administer and promote the Rates Rebate Scheme, which provides a subsidy to low-income homeowners on the cost of their rates. The Scheme was enhanced with effect from 1 July 2006, with the maximum rebate and income thresholds increased. As a result, rates rebate claims have been substantially increasing.
- » support smaller councils, such as the Chatham Islands Council, that may require assistance
- » undertake work to improve public safety around dogs
- » work with local government to improve settlement outcomes for migrants and refugees and encourage local government to offer the Language Line service to members of ethnic communities accessing local government services, so that non-English speakers can access more services and participate more fully in society
- » ensure that Class 4 gambling is not licensed unless it is subject to local authority consent and promote use of an electronic monitoring system (EMS) to support local authorities' gambling policy development.

Implementing the Charities Act

We will continue to undertake appointments processes and monitor the implementation of the Charities Act 2005 and the establishment of the Register of Charities. This will help to ensure that the Charities Commission is able to complete the inaugural registration process for charities effectively and efficiently.

Looking out three years the Department will focus on supporting the charitable sector by reviewing the Charities Act following implementation.

How will we demonstrate success in achieving this?

Understanding the system of local government

As administrator of local government legislation, the Department needs to be aware of the impact this has on councils, communities and stakeholders. The Department has therefore commenced an evaluation of local government legislation based on the published *Strategy to Evaluate Local Government Legislation (2005)*. We have formulated a work programme that will enable us to outline the impacts of these major legislative changes on the sector and on communities. Work on this key project will continue, in consultation with the sector, until 2013.

Administering the Rates Rebate Scheme

The Rates Rebate Scheme administered by the Department was enhanced by increasing the threshold for rebate entitlement and the amount of subsidy available to low-income homeowners on the cost of their rates from 1 July 2006. We will assess our effectiveness in supporting this by measuring the uptake of eligible applicants over time. Before the changes were made, 4,200 households received a rates rebate. This increased to more than 111,000 households in the 2006/07 rating year, or 46% of potentially eligible households.

Communities recognise and enjoy the economic, social and cultural benefits of diversity

What are we seeking to achieve?

New Zealand is becoming an increasingly diverse nation, a trend that is only likely to continue into the future. We think of diversity in the broader sense, which includes consideration of the needs of people in a wide range of situations. Diversity in this context includes considering ethnicity, age, disability, sexuality and location as a basis for looking at the issues and priorities for people across the country.

We want to make sure New Zealand benefits, and is seen to benefit, from the increasing diversity of our population. For this to happen we need to ensure that people from different backgrounds and situations, including those from ethnic communities and new migrants, feel valued by the wider community.

New Zealand's changing ethnic makeup is an example of our increasing diversity. According to the 2006 Census of Population and Dwellings, there are now almost 200 different ethnicities in New Zealand, and approximately 12% of the population identifies with ethnic groups/populations from Asia, Africa, continental Europe, the Middle East, and central and South America. This proportion is forecast to increase to approximately 18% by 2021. Some of these ethnic communities are long-standing; others are of more recent origin.

Likewise we can see from the most recent census data that 70% of our population lives in the 16 main urban areas. There are also trends observed in the distribution of older people in rural areas, and in the significant numbers of younger people in some communities. All the various issues related to diversity will need to be recognised and understood by government agencies and the wider community.

The Department has a key role in working with ethnic and diverse communities through the Office of Ethnic Affairs and through our local government, community advisory, and funding roles.

The increasing diversity of people and communities in New Zealand presents tremendous opportunities. Countries with strong, cohesive, multicultural communities are often more productive, innovative and dynamic than other

societies. These qualities attract talented and skilled people from around the world.

People across our diverse communities all have a range of skills, ideas and ways of thinking about issues that can benefit the nation as a whole. For example, increasing our understanding of ethnic communities can enrich New Zealand's way of life, and increase our appreciation of other countries and cultures. The skills, contacts and networks of ethnic people can help New Zealand to develop new markets and opportunities overseas.

Greater diversity also presents some challenges. With our ageing population, it is important that we are able to cater for the needs and priorities of older people. Similarly, in areas where populations are growing rapidly, there may be need for a different approach and recognition of the needs of young people.

It is also important to make sure people from diverse backgrounds are not confined, or feel disadvantaged or isolated from wider society. We have seen situations overseas where civil unrest and risks to security have occurred because migrant communities, or particular sections within those communities, have been, or felt, alienated from the wider society.

As a Department we contribute to a range of Government strategies that seek to ensure that people in a range of groups benefit from reducing inequalities. These strategies include Pacific peoples, positive ageing, ethnic responsiveness and the *New Zealand Disability Strategy*.

For New Zealand to fully reap the benefits of an increasingly diverse and multicultural society, we need to encourage everyone to contribute to the development of our country. Only by exploring our different perspectives and developing a deeper understanding of our similarities and differences can we more fully tap into the benefits of diversity. Achieving this will contribute to all of the Government themes, in particular the national identity sub-themes of building a cohesive society and reinforcing community.

What will we do to achieve this?

The Department will continue to provide a range of services and activities that support diverse communities. Through the Office of Ethnic Affairs, in particular, we will provide information and advice about and for ethnic communities and help to enhance integration by working with host communities to help them accept and include ethnic people. Through our community development and funding advisors and community policy work, we will help communities understand and benefit from the range of diversity present.

During the next three years we will continue to target our interventions in three key areas: awareness (visibility), interaction (intercultural awareness and inter/intra-community dialogue) and institutional responsiveness (policy, advisory services, Language Line).

Supporting diversity across the community

We will continue to contribute to a range of Government strategies that seek to ensure that people in a range of groups benefit from reducing inequalities. These strategies include *Effectiveness for Māori*, *Pacific Strategy*, *Positive Ageing Strategy*, *Ethnic Responsiveness*, the *New Zealand Disability Strategy*, and the *New Zealand Action Plan for Human Rights*. This helps to ensure people from diverse backgrounds feel valued and do not feel disadvantaged or isolated from wider society.

Looking out three years we will:

- » facilitate resources into communities through funds designed to support particular sectors such as the Marae Heritage Fund.
- » analyse the impact of diversity on communities and assess how this might influence the Departmental provision of services in the future
- » continue the delivery of advice to communities about recognising and supporting diversity
- » assist development through the provision of grant funding to communities
- » build capacity with specific communities through strategies to assist people from a range of backgrounds to participate in society, contribute to economic development, and interact with the wider community
- » continue to develop and implement an Effectiveness for Māori Strategy across the Department. This includes progressing initiatives to provide guidelines for the Civil Defence and Emergency Management (CDEM) sector to help improve marae-based emergency management and the Office of Ethnic Affairs to facilitate more effective relationships between ethnic communities and Māori. Next year the Department will review the *Effectiveness for Māori Strategic Plan* for the period 2009–2012
- » extend Pacific awareness training for funding committees and staff.

Building capacity with ethnic communities

We will continue to provide policy advice on diversity, including that associated with ethnic communities to Ministers and other agencies, and promote the development of evidence-based policies for the ethnic sector and the use of evidence to understand the broader impact of diversity on New Zealand communities.

Looking out three years we will extend the range of capacity-building services to ethnic communities in the Bay of Plenty, the lower North Island and Nelson/Marlborough. This will assist in enabling ethnic people to participate effectively in New Zealand society and interact with host communities.

Improving State sector responsiveness to ethnic diversity

Through the Office of Ethnic Affairs we provide leadership across the State sector to improve responsiveness to ethnic diversity. This includes providing guidance to government agencies on utilising an Ethnic Perspectives in Policy framework and in developing Ethnic Responsiveness Plans. In the medium term, we will seek Cabinet approval for, and implement, a revised Ethnic Perspectives in Policy framework.

We will continue to work with the Department of the Prime Minister and Cabinet, the Ministry of Foreign Affairs and Trade, the Ministry of Social Development and other agencies on policy issues with an international dimension (for example, the Alliance of Civilisations work, and the UK/ New Zealand policy dialogue). Similarly, we will work with the Ministry of Economic Development, the Ministry of Foreign Affairs and Trade, and the Department of Labour, on ways of tapping the expertise and contacts of ethnic communities (such as the Chinese community) in relation to key strategic areas, like economic development and trade relations.

In collaboration with the Ministry of Social Development, we will lead the Connecting Diverse Communities project. As part of this work, we will publish feedback from the Connecting Diverse Communities national public engagement process (completed in 2007), a survey of key stakeholders including local government, non-government organisations and Crown entities, and continue to develop the work programme. We will also take part in the implementation of the New Zealand Settlement Strategy and the Settlement National Action Plan being led by the Department of Labour.

We will continue to deliver intercultural awareness and communications training to government agencies, and training on diversity to grant distribution committee members, to assist in improving State sector responsiveness to ethnic diversity.

Raising intercultural awareness

In response to significant demand for the Intercultural Awareness and Communication (IAC) programme, the Office of Ethnic Affairs has formed a dedicated intercultural advisory team to provide specialist services to government, community and businesses and to promote intercultural effectiveness as a core business skill. A pool of private intercultural providers has been selected to deliver the IAC training programme in these sectors.

Intercultural Advisors will work with agencies on specific intercultural projects relating to managing change and highlighting the benefits of diversity, thereby contributing to the Developmental Goals for the State Services, the Connecting Diverse Communities project and the Alliance of Civilisations initiative.

The intercultural advisory team will also facilitate a series of “Authentic Dialogue” sessions to promote intercultural dialogue on key issues and challenges relating to ethnic and cultural diversity.

How will we demonstrate success in achieving this?

At an outcome level, we can assess our contribution through information from surveys such as the *Quality of Life Survey*. For example, the 2006 Survey indicated that more than half of the residents of New Zealand’s largest cities and districts feel positive about the impact of increasing lifestyle and cultural diversity on their city.

Our understanding of the effectiveness of our work to support diversity will be enhanced by:

- » development of an in-depth evaluation process for Intercultural Awareness and Communication training
- » impact and qualitative evaluations
- » development of a mechanism to measure the effectiveness of government agencies in responding to ethnic communities.

We will measure our success in terms of the impact of our key interventions.

Building capacity within ethnic communities

Desired impact	Indicators of success
Increased capacity within ethnic communities.	Increased Office of Ethnic Affairs presence (e.g. community forums/meetings) with ethnic communities in targeted areas, in particular the lower North Island, Bay of Plenty and Nelson/Marlborough. Customer satisfaction with Ethnic Affairs’ advisory services is no less than 85%.

State sector responsiveness to ethnic diversity

The Department will work to ensure that the State sector is responsive to the needs of ethnic communities.

Desired impact	Indicators of success
The State sector is responsive to the needs of ethnic communities.	An increase in the number of central government agencies using the revised <i>Ethnic Perspectives in Policy</i> framework as part of their policy development process. An increase in the extent to which other government agencies seek the expert advice, assistance and participation of the Office of Ethnic Affairs. An increase in the extent of Office of Ethnic Affairs participation in strategic whole-of-government and cross-agency projects. Increased uptake of Intercultural Awareness and Communication training by agencies. Increased adoption of workplace diversity plans by agencies that have undertaken our Intercultural Awareness and Communication training.

Cost-effectiveness

We can achieve greater efficiency and cost-effectiveness through holding combined forums for ethnic organisations and local and central government, dealing with a range of issues related to ethnic communities.

THE COMMUNITY'S INTEREST

Outcome	<h2 style="color: #0070c0;">Safer communities</h2> <p>Communities are more resilient to hazards and their risks</p>
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Our Intermediate Outcomes	The overall risk from hazardous events has been reduced to a level acceptable to the community	Individuals and communities are resilient and self-reliant through being well informed about hazards, their consequences and how best to manage and prepare for them	Civil Defence and Emergency Management (CDEM) stakeholders are prepared for emergencies and can respond effectively	Communities can recover faster from emergencies, minimising negative long-term impacts
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THE DEPARTMENT'S ROLE

Our Contribution	Maintaining a supportive CDEM and fire policy and legislative environment	Strengthening CDEM planning across the "4Rs" (risk reduction, readiness, response, recovery) to foster increased community resilience	Building a culture of community safety and self-reliance, through participation in CDEM	Raising the public's awareness and understanding of the risks associated with New Zealand's hazards	Building the capacity and commitment of CDEM stakeholders
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Our Outputs and Activities	Policy advice	Building and maintaining readiness for national emergencies	Monitoring of emergency events and preparedness	Research, information and education	Sector support and sector professional development	Coordination of central government response and recovery support
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Our Output Expenses	Vote Emergency Management Policy Advice	Vote Internal Affairs Policy Advice	Vote Emergency Management Management of National Emergency Readiness, Response and Recovery	Vote Emergency Management Support Services, Information and Education
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PARTNERSHIPS

We Work With	Central government services Emergency services Crown research institutes	Local government Regional agencies	Lifeline utilities Community groups Welfare agencies Non-governmental organisations	International agencies United Nations International CDEM sector
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Safer Communities

Communities are more resilient to hazards and their risks

What are we seeking to achieve?

A fundamental responsibility of the Government is to protect the people of New Zealand. This is particularly so where people are at risk from a broad range of natural and man-made hazards. The Department has a leadership role in developing structures and processes to support individuals and communities in reducing risk, and preparing and managing the response and recovery from civil defence emergencies.

The key achievements we are seeking in this outcome area are:

- » the overall risk from hazardous events has been reduced to a level acceptable to the community
- » individuals and communities are resilient and self-reliant through being well informed about hazards, their consequences and how best to manage and prepare for them
- » civil defence and emergency management (CDEM) stakeholders are prepared for emergencies and can respond effectively
- » communities can recover quickly from emergencies, minimising negative long-term impacts.

The Department's work on CDEM and fire policy makes an important contribution to the Government's key theme of families – young and old, by ensuring the appropriate support is in place so families can be secure in their communities.

The CDEM Act 2002 moved the focus to the management of all hazards and all risks through an all-of-community effort. Considerable responsibilities were devolved with the establishment of 16 CDEM groups to manage risk and response at the regional level and the responsibility placed on the territorial authorities to manage risk at the local level. The Act also specified greater responsibility for government departments, lifeline utilities, and emergency services.

New Zealanders have been, and will continue to be, at risk from a broad range of natural and man-made hazards. The *National Hazardscape Report* published by the Department of the Prime Minister and Cabinet in 2007 identified 17 key hazards affecting New Zealand. These hazards pose different types and levels of risk for communities in New Zealand. The philosophy guiding the management of these hazards and risks has moved towards greater authority and responsibilities being given to individual agencies at the regional and local level, and a more comprehensive approach to CDEM.

Under the CDEM Act, the Government's National CDEM Strategy 2007 details how we will achieve the CDEM vision

"Resilient New Zealand: Communities understanding and managing their hazards". The National CDEM Strategy provides overarching direction for CDEM in New Zealand and shows how the nation will progress toward creating resilient communities by implementing the following four goals:

- » increasing community awareness, understanding, preparedness and participation in civil defence and emergency management
- » reducing risks from hazards to New Zealand
- » enhancing New Zealand's capability to manage civil defence emergencies
- » enhancing New Zealand's capability to recover from civil defence emergencies.

What will we do to achieve this?

To support the goals of the National CDEM Strategy over the next three years, the Department is focusing on the following five key strategic initiatives:

Reviewing the CDEM framework

The Department is undertaking a comprehensive review of the implementation of the framework, which was established by the CDEM Act 2002. In general terms, the components of the framework are the Act, the Strategy, the National Plan and Guide to the Plan, local CDEM plans and director's guidelines. The review will draw upon information from the entire CDEM sector, including government, local government, lifeline utilities and voluntary agencies, as required, and will incorporate lessons learned from both CDEM exercises and real CDEM events. The review has been designed to assist in identifying what changes need to occur in order for us to be assured that New Zealand is well prepared for CDEM events and becoming resilient.

Enhancing CDEM stakeholders' capability

Building and maintaining CDEM stakeholders' capability will remain a key focus for the Department's CDEM effort. The Department will assist agencies in taking a comprehensive "all hazards, all risks"-based approach to their CDEM activity. National exercise programme events, such as the recent Auckland Volcanic Exercise, will be a major focus as they enable us to determine readiness for emergency events and areas for improvement. Implementation of a monitoring and evaluation programme for the CDEM sector will further help identify areas that need to be strengthened. We will also strengthen international CDEM relationships to enhance the CDEM sector and our ability to manage civil defence emergencies.

Increasing awareness and understanding of, and commitment to, civil defence and emergency management

The Department will continue the public education campaign, centred on the *Get Ready, Get Thru* advertising campaign and the *What's The Plan, Stan?* teaching resource for schools. Ongoing research into the effectiveness of these efforts and resulting changes in the level of readiness by individuals will be used to inform the second stage of the campaign, commencing in 2009/10.

Developing CDEM initiatives for hazard risk reduction

The Department will continue to assist hazard risk reduction by identifying and assessing risks of national significance, promoting and advocating hazard and risk reduction at the national, regional and local level, providing technical advice, and supporting research efforts. A major effort will be to improve arrangements for managing the risk from tsunami.

Building MCDEM capability

The final priority for the Department in ensuring safer communities from hazards and their risks will be the strengthening of the Ministry of Civil Defence and Emergency Management's (MCDEM's) capability and capacity, particularly for the management of civil defence emergencies of national significance. Improvements to MCDEM will focus on professional development for staff, business continuity planning, information management systems, and performance measurement.

How will we demonstrate success in achieving this?

Reducing the overall risk of hazards

The long-term measure of success in communities becoming more resilient towards hazards is the reduction of the degree of risk posed by emergency events. Alongside our partners in the CDEM sector, the Department participates in the ongoing investigation and deepening of understanding of the level of risk posed by hazards to New Zealand.

Such high-level measures, however, need to be complemented with specific measures on the success achieved by the Department in achieving the intermediate outcomes.

Raising public awareness

The Department supports increased public awareness of hazards, their consequences, and how best to manage and prepare for them through its public education campaign.

Desired impact	Indicators of success
Greater preparedness at home and at work.	National advertising campaigns support increasing public understanding of hazards leading to greater preparedness for disasters. The level of public awareness of television campaigns will be greater than 80%, as measured by an annual survey which forms part of the Public Education Programme.

Surveys undertaken by the Department indicate the effectiveness of the national advertising campaign. Results show increasing levels of public understanding and preparedness:

	April/May 2006	April/May 2007
Understanding of effects of disasters	77%	81%
Preparedness at home	21%	24%
Preparedness at home and work	7%	8%

CDEM sector capability

The Department supports the development of CDEM sector capability on an ongoing basis through the provision of advice, assistance and information.

Desired impact	Indicators of success
A supported CDEM Sector.	Satisfaction by CDEM Groups with the service provided by departmental regional emergency management advisors is not less than 80%. Satisfaction by attendees of departmental-delivered education or training interventions is not less than 95%.

In the longer term, the Department is developing a monitoring and evaluation programme that will provide assurance that the CDEM sector is complying with its obligations, achieving its objectives, and making progress towards the goals of the National CDEM Strategy and the purposes of the CDEM Act. The programme will adopt a three-tier approach of measuring compliance, performance and outcomes.

- “Compliance” includes the monitoring of compliance with the requirements of the legislation and strategic documents in the framework, and evaluating the quality of that compliance.
- “Performance” assesses the capacity and capability of CDEM stakeholders (including MCDEM) and the effectiveness of CDEM policies and programmes.
- “Outcomes” evaluate the progress towards high-level goals of the National CDEM Strategy and the purpose of the CDEM Act.

Over the next three years, the monitoring and evaluation programme will be developed and then rolled out. In consultation with the CDEM sector, the Department is now developing a set of performance measures to provide a yardstick for the compliance and performance of key agencies. Once the monitoring and evaluation programme is in place, the information collected will provide a measure to assess if “CDEM stakeholders are prepared for emergencies and can respond effectively”. It will also provide a set of indicators on the development of resilience across the CDEM sector, which will indicate the impact of the Department’s contributions. The Department will report to Cabinet in 2010/11 on the implementation of the monitoring and evaluation framework.

Building MCDEM capability

In addition to the data collected through the monitoring and evaluation programme, external audits provide a measure of the Department’s capability to respond to a national scale emergency. Previous investigations of national CDEM capability in the “Review of the February 2004 Flood Event” (the Reid Report) and the State Services Commission Review of CDEM operations during the February 2004 floods identified areas for improvement, which have been systematically addressed. A review of the capability of the Department by the State Services Commission is scheduled for 2008/09. We will use the review to help identify areas for further development.

Cost-effectiveness

Comparison of the cost of interventions with the degree of risk reduced before emergency events provides a high-level means to determine cost-effectiveness. Such an approach enables the comparison of the cost-effectiveness of diverse contributions. An example of the value of this approach is the recent allocation of greater resources by the Department towards strengthening New Zealand’s readiness for the risk of tsunami. That reflected a realisation that the level of tsunami threat to New Zealand was at least comparable with other significant hazards but had not received the level of attention to match those hazards. Furthermore, research pointed towards the potential to reduce a significant degree of risk through adequate planning, warning, alerts systems and public education.

Feedback from surveys indicates a high level of public awareness of the television campaigns, suggesting that these are an effective method of public education. The annual surveys also provide a means to assess the degree to which this awareness has translated into the desired result “greater preparedness at home and at work”. The findings of these surveys will assist in the reshaping of the programme and thereby heighten cost-effectiveness.

As the monitoring and evaluation programme is developed, assessment of the cost-effectiveness of the Department’s contributions will be assisted by better information on the level of readiness across the CDEM sector, the effectiveness of CDEM policies, and the progress towards the attainment of the high-level goals of the National CDEM Strategy and the purpose of the CDEM Act.

THE COMMUNITY'S INTEREST

Outcome	<h2 style="color: #0070c0;">Safer communities</h2> <p>Gambling is safe, fair, legal and honest</p>
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Our Intermediate Outcomes	The benefits of gambling outweigh the costs	Communities are engaged, empowered and informed in relation to gambling	Gambling is operated with integrity	Gambling-related harm is prevented and minimised	Gambling-related crime is prevented and minimised
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THE DEPARTMENT'S ROLE

Our Contribution	Providing strategic leadership and advice in relation to the role of gambling in New Zealand society	Ensuring a supportive gambling legislative and regulatory environment	Engaging and informing the gambling sector, the community and local and central government agencies on gambling issues	Encouraging and enforcing compliance with gambling legislation
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Our Outputs and Activities	Gambling policy advice	Advice to Government on legislation and subordinate regulations	Advice, education and information to stakeholders	Gambling licensing	Audits, investigations and monitoring of gambling	Enforcement of gambling laws and regulations
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Our Output Expenses	Vote Internal Affairs Policy Advice	Vote Racing Policy Advice	Vote Internal Affairs Regulatory Services
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PARTNERSHIPS

We Work With	New Zealand Police Combined Law Agency Group Ministry of Health Ministry of Justice Other interested agencies	Gambling Commission New Zealand Lotteries Commission New Zealand Racing Board Local government Electronic monitoring system operator	Casino operators Gaming machine operators Other gambling operators Gambling equipment manufacturers	Problem gambling service providers International gambling regulators Community organisations
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Safer Communities

Gambling is safe, fair, legal and honest

What are we seeking to achieve?

Ensuring that gambling is safe, fair, legal and honest, through effective regulation and enforcement, contributes directly to a safer community and the Government's theme of families – young and old.

Gambling is a major economic activity in New Zealand. After a decade of rapid growth, New Zealanders' total expenditure on major forms of gambling has remained relatively steady at around \$2 billion per annum since 2004.

Gambling can be a harmless entertainment activity from which people derive personal enjoyment and which provides other positive social effects. However, gambling also has adverse effects on many individuals, their families and their communities. The community has an interest in ensuring that the benefits of gambling outweigh its negative social and economic impacts.

The proceeds from non-commercial gambling provide significant funding for a wide variety of community purposes. If well directed, these funds can enhance empowerment, participation and the quality of life across all types of communities. "Commercial" gambling can also be seen to provide general economic benefits such as employment.

The potential for gambling-related crime, and the sophisticated nature of some gambling products, means that consumers and the wider community are subject to significant risk unless there is effective regulation and enforcement.

Gambling operators should be responsible. This means being aware of the social impact of gambling and taking steps to enhance the safety of their operations. The Department has a role in advising and educating operators to achieve voluntary compliance and high standards of practice.

There is increasing emphasis on local communities, as well as gambling operators, becoming involved and engaged in gambling issues. The theme of resourcing and engaging communities in this area also has strong links to the Department's outcome *Strong, sustainable communities/hapū/iwi*. This in turn links to all the Government's priority areas. There are many forms of involvement for local communities including:

- » the provision of problem gambling treatment and support services
- » public consultation on territorial local authority policies that control the establishment or growth of gambling venues

- » funding providers engaging with communities on how gambling funds should be distributed for community purposes
- » involving community stakeholders in initiatives to prevent gambling-related crime.

The Department advises the Government on gambling policy and administers the Gambling Act 2003 and the Racing Act 2003. We also audit, investigate and enforce compliance of gambling activities with the Gambling Act.

As the Gambling Act has been in place for several years, the Department has shifted its focus from implementing the legislation to thinking more broadly about the role of gambling in New Zealand society. The Department will continue to take a lead role in shaping the future of gambling to ensure that it operates in a way that is acceptable to all in our communities.

The outcome framework has been revised since our last Statement of Intent to reflect our leadership across government on the role of gambling in the community. There are now better linkages to another major outcome area for the Department, *Strong, sustainable communities/hapū/iwi*.

The five intermediate outcomes we are seeking to achieve in this outcome area are:

- » The benefits of gambling outweigh the costs.
- » Communities are engaged, empowered and informed in relation to gambling.
- » Gambling is operated with integrity.
- » Gambling-related harm is prevented and minimised.
- » Gambling-related crime is prevented and minimised.

What will we do to achieve this?

Increasing our understanding of the role of gambling in New Zealand society

We will continue to develop the outcomes framework for gambling, with a specific focus on:

- » maintaining and/or specifying objectives, information and processes required to measure progress and actions required to achieve outcomes
- » ensuring that we are well positioned to advise government on big picture and detailed issues relating to the operation and role of gambling in New Zealand.

We will maintain a strategic overview of how the policy settings and legislation are operating.

Supporting legislative change

We will continue to support the progress of the Gambling Amendment Bill (No 2), which makes a number of changes aimed at optimising the effectiveness of the Gambling Act, and implement changes to policies and processes arising from the passage of the Bill.

The impact of the Gambling Act will be monitored on an ongoing basis and any further amendments will be included in subsequent legislative change.

Working with others

We will continue to:

- » build networks within local communities, taking a collaborative approach to addressing gambling-related issues at a local level. This will involve establishing cooperative relationships between gambling operators, community groups, problem gambling service providers, local government, and other government agencies.
- » educate and inform the gambling sector in order to increase voluntary compliance, integrity and good practice in gambling operations
- » work in partnership with the Ministry of Health to monitor and address public health issues related to gambling, and with other government agencies, nationally and internationally, to detect and investigate crime associated with gambling and address other legislative and social issues such as community funding and gambling-related debt.

Reducing crime and criminality

Until recently our activity related to crime consisted almost exclusively of detection and investigation of alleged crimes. While investigation continues to be an important output for us, it has little or no impact on the root causes of crime associated with gambling.

In 2007 we adopted a broader strategic focus aimed at the prevention or reduction of crime and criminality associated with gambling venues. This crime prevention strategy includes not only crime directly related to gambling, but ancillary crimes such as drug dealing which are facilitated at gambling venues, and other potentially criminal or undesirable activities such as “fringe” money lending to gamblers. The work demands a collaborative, intelligence-led approach involving gambling operators, the New Zealand Police, and a variety of government and community organisations. While casinos were the original focus of this work, over the next two years it will expand to address crime and criminality occurring in other gambling venues.

Information and monitoring strategy

We already have a variety of information sources that provide important data to help us measure outcomes – for example:

- » **Participation in and Attitudes to Gambling Survey** – This five-yearly survey provides a wealth of information on the general public’s perception of gambling and gambling policy.
- » **Licensing and audits of gambling activities** provide information on compliance with the Gambling Act, helping us to assess the impact and effectiveness of the legislation.
- » **Electronic monitoring of gaming machines** provides information on the growth or decline of gambling and the technical and financial integrity of gambling operations. By providing information on the amount of money flowing through machines, it can also assist in assessing the social impact of gambling in specific locations.

A priority for the next three years is investing in measuring progress at the outcomes level. The redevelopment of our outcomes framework has identified a number of important information gaps without which achievement of outcomes cannot be comprehensively measured. We will initiate a variety of activities aimed at gathering baseline information at a national and local (e.g. territorial authority) level and/or developing frameworks which can be used to classify and analyse information and make sure it is valuable to government, the community and the gambling sector. They include:

- » enhancing our audit models to gather not only information on compliance with the minimum requirements of the Act, but also qualitative information on good practice and operator responsibility. This will enable us to identify and encourage practice that exceeds the minimum requirements of the Act. This might include, for example, gaming machine operators exceeding the statutory minimum return to the community, or casino and gambling venue operators providing host responsibility programmes that exceed the legislative requirements.
- » exploring (with other agencies such as the Ministry of Justice) the feasibility of developing a framework for describing and measuring gambling-related crime and criminality
- » analysis of information available to the public about gambling, both from the Department and from other sources, to assess whether information is readily accessible, accurate, complete and up to date

- » assessing the use and sustainability of gaming machine funding. We gather information on the use of gambling profits for community purposes, and are currently engaged in a project aimed at enhancing that process. It is also important for policy development purposes to gather information on whether (and how) this funding contributes to the strength of communities in the long term.
- » the proposed implementation of a more integrated gambling IT platform (IGP), to complement the newly implemented electronic monitoring network, with the objective of improving the efficiency and effectiveness of licensing activities, reducing costs for the gambling sector, and supporting enhanced information-gathering, analysis and reporting. Decisions on the proposal are expected in 2008/09.

How will we demonstrate success in achieving this?

We will continue to monitor expenditure on major forms of gambling as an indicator of growth. The Electronic Monitoring System will be used to assess the level of control over the growth of non-casino gaming machines.

We will continue to monitor gaming machine operator returns to the community.

Desired impact	Indicators of success
Controlled growth in number of non-casino gaming machines.	Overall gaming machine numbers will fall, or any increase in numbers will be controlled.

Desired impact	Indicators of success
Returns to the community from non-casino gambling operations meet legislative requirements.	Machine operators' gross proceeds are distributed, as required under the Gambling Act 2003.

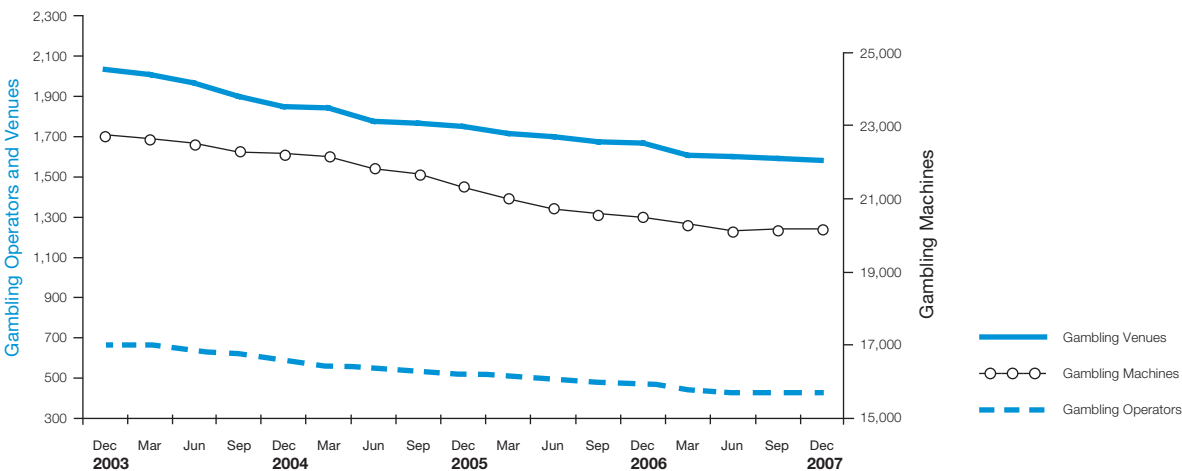
We will measure our success in terms of the impact of our key interventions.

Working with others

We support improved community engagement in and understanding of gambling issues; and empowered cooperative community action on gambling-related issues. We do this by establishing cooperative relationships between gambling operators, community groups, problem gambling service providers, local government and other government agencies.

Desired impact	Indicators of success
Improved community engagement in, and understanding of, gambling issues.	From 2008/09 our stakeholder survey will be revised to benchmark the level of community involvement in gambling-related issues. Ongoing surveys will continue to assess the level of community involvement.

Number of Gambling Operators, Gambling Venues and Gambling Machines



An educated and informed public

We educate and inform the public, so that people will have full and accurate knowledge about gambling in New Zealand in order to be able to influence decisions on the growth of gambling in their communities.

Desired impact	Indicators of success
Educated and informed public.	Information available to the public about gambling, both from the Department and from other sources (e.g. problem gambling service providers, gambling operators and the media), will be readily accessible, accurate, complete and up to date. We will undertake periodic analysis of public information and measure the Department's website statistics to determine the level of demand for/use of information produced by the Department.

Voluntary compliance underpinned by effective enforcement

We support increased voluntary compliance and evidence of good practice in the gambling sector by educating and informing operators on how to comply.

Desired impact	Indicators of success
Increased voluntary compliance. Good practice in the gambling sector.	Our audits of gambling activities will measure: » the overall level of compliance with the Gambling Act » the extent of operator practice in excess of the legislative minimum.
Effective enforcement of gambling regulations.	Prosecutions taken by the Department will be successful, with no more than 5% of prosecution cases dismissed where a prima facie case is not established.

Reducing crime and criminality

We contribute to the reduction of crime and criminality in gambling venues through a cooperative, intelligence-led and targeted approach.

Desired impact	Indicators of success
Reduced crime and criminality in gambling venues.	Our audits of gambling activities assess the extent and effectiveness of procedures adopted by gambling operators to identify and eliminate criminal behaviour. We will gather information on the extent and seriousness of gambling-related crime as part of our investigations and intelligence activities. We will work towards ensuring that other enforcement agencies can provide statistics on gambling-related crime.

Cost-effectiveness

The main compliance costs of the Gambling Act regime are borne not by the general public but by the providers and users of potentially harmful activity, to offset and reduce the costs of harm to society as a whole (e.g. the impact on the criminal justice and health systems).

The majority of our services under this outcome are funded from licence fees. The Department maintains memorandum accounts to ensure transparency in fee-setting and provide for stability in fee levels over the medium term. Fees reviews are undertaken periodically (most recently in 2007/08) and ensure external scrutiny of any proposed changes.

We will use the results of the five-yearly *Participation in and Attitudes to Gambling Survey* to refine our choice of interventions. This survey provides information on the general public's perception of gambling and gambling policy.

We will invest in enhanced capability to achieve long-term gains in effectiveness, for example integrating casino and non-casino compliance work to take advantage of commonalities and shared expertise.

Our strong emphasis on encouraging voluntary compliance, underpinned by effective enforcement, will achieve the desired outcomes in a cost-effective manner.

THE COMMUNITY'S INTEREST

Outcome	<h2 style="margin: 0;">Safer communities</h2> <p style="margin: 0;">Harm from restricted and objectionable material has been minimised</p>
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Our Intermediate Outcomes	Vulnerable persons are protected from restricted and objectionable material	Communities are informed and aware of censorship law and the risks of restricted/objectionable material	The publications industry behaves responsibly and with integrity	Opportunities for crime are limited
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THE DEPARTMENT'S ROLE

Our Contribution	Ensuring a supportive censorship legislative and regulatory environment	Proactive shaping of community opinion on censorship	Encouraging voluntary compliance	Encouraging national and international inter-agency cooperation on censorship enforcement	Monitoring and enforcement of the legislative framework
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Our Outputs and Activities	Censorship policy advice and research	Censorship advice, education and information	Censorship media strategy and communications	Facilitating the operation of the publications and classifications regime	Inspections, investigations and monitoring of censorship compliance	Enforcement of censorship regulations and prosecution of censorship offenders
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Our Output Expenses	Vote Internal Affairs Policy Advice	Vote Internal Affairs Regulatory Services
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PARTNERSHIPS

We Work With	Ministry of Justice Ministry of Women's Affairs Ministry of Education New Zealand Police New Zealand Customs Service Department of Corrections Crown Law and Crown Solicitors Ministry of Economic Development	Office of Film and Literature Classification Film and Video Labelling Body Film and Literature Board of Review Commissioner for Children	Publishers Distributors Internet safety groups Film societies Community groups Internet service providers	Overseas authorities Interpol Overseas non-governmental organisations
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Safer Communities

Harm from restricted and objectionable material has been minimised

What are we seeking to achieve?

Four intermediate outcomes reflect the principal areas of focus for the Department in relation to our censorship outcome, *Safer Communities – Harm from restricted and objectionable material has been prevented and minimised*.

- » **Vulnerable persons are protected from restricted and objectionable material.** Legislative and regulatory agencies take action, and support community organisations, to inform and protect people who may be vulnerable to restricted and objectionable publications.
- » **Communities are informed and aware of censorship law and the risks of restricted and objectionable material.** The public understands what is meant by restricted and objectionable material, and why it is important for vulnerable persons to be protected.
- » **The publications industry behaves responsibly and with integrity.** The industry understands and complies with the legislative requirements.
- » **Opportunities for crime are limited.** Persons who produce, trade or possess objectionable material are identified and prosecuted, and businesses that are potential channels for the trade of objectionable material are aware of this potential and voluntarily act to prevent it.

The *Safer Communities* outcome contributes to the Government's theme of families – young and old. Ensuring that harm from restricted and objectionable material has been minimised, through effective regulation and enforcement, contributes directly to a safer community.

Censorship regulation has to balance the need to preserve freedom of speech and expression against minimising harm to the community from restricted and objectionable material.

The Films, Videos, and Publications Classification Act 1993 (the Act) defines an objectionable publication as one that “describes, depicts, expresses, or otherwise deals with matters such as sex, horror, crime, cruelty, or violence in such a manner that the availability of the publication is likely to be injurious to the public good”. Objectionable material is intrinsically harmful both because of the likely effects of viewing such material, and because the material may be derived from situations in which harm is intended or actually caused to the subject, e.g. images of child sexual abuse. Restricted material is likely to be harmful to specific audiences, particularly young people.

The Department contributes to safer communities through the work we do in enforcing the Act. We carry out investigations and prosecutions involving the making, distribution and possession of objectionable material. In addition, we ensure that the legitimate publication industry complies with the Office of Film and Literature Classification's (OFLC's) classification decisions. We provide administrative support to the Film and Literature Board of Review and monitor the performance of the OFLC on behalf of the Minister of Internal Affairs. We also provide policy advice to the Minister on censorship issues and work closely with the Ministry of Justice, which administers the Act.

Our interventions focus on:

- » investigating, detecting and preventing trade in objectionable material
- » helping the New Zealand public understand what is meant by “objectionable material” and why it is important to protect people (especially young people) from objectionable and restricted material. This enables us to achieve a significant level of voluntary compliance, supported by targeted investigation and enforcement activity.

What will we do to achieve this?

Research and profiling

Research into Internet traders of objectionable material helps increase our knowledge and understanding of these types of offenders and their associated behaviour. Consequently, we are able to refine our intervention activities and contribute to better-informed policy advice. Recent research shows a distinct movement of New Zealand offenders away from Internet relay chat to peer-to-peer applications. As a result of this research we have developed, in-house, a software programme that is used on peer-to-peer networks to assist in the detection of offenders distributing the material.

Harnessing technology

The Department's technology strategy is intended to mitigate the effects of Internet offending. We will continue to invest in resources to ensure inspectors receive up-to-date training and have access to the latest software. We expect to take a leadership role in training and developing partner agencies in relation to forensic computer analysis. The technology strategy has included development of in-house techniques and software including:

- » techniques for searching computer files
- » software that assists in the detection of offenders operating on the Internet

- » promoting the use of this software to enforcement agencies internationally.

We are also working with international enforcement agencies, New Zealand stakeholders and local Internet service providers (ISPs) to prevent people being exposed to material from known child abuse websites, and ensure that we are able to access ISP data when investigating alleged offences.

Increasing public awareness

As part of our role we are able to highlight the impact censorship offending has on the community. We will continue to:

- » inform the public about Internet and censorship offending through proactive media releases relating to court cases and national and international investigations
- » update the Department of Internal Affairs' website in relation to censorship issues, and provide leaflets and other information resources freely to the public
- » work with the Ministry of Education and "Netsafe" in raising awareness of Internet safety, and supply schools with Internet safety resources.

Working with others

We continue to work with other enforcement agencies in New Zealand and internationally to target potential offenders and develop new forensic and computer technologies. We expect to take a leadership role in the training and development of our partners in relation to forensic computer analysis and the coordination of intelligence.

Software aimed at detecting offenders on peer-to-peer networks is being further developed and customised for individual enforcement agencies overseas, providing a valuable contribution to the work of the international enforcement community. We are using Interpol International France as the coordinating and distribution centre.

How will we demonstrate success in achieving this?

We will measure our success in terms of the impact of our key interventions.

Increasing public awareness

We educate and inform the public, so that New Zealanders have full and accurate knowledge about censorship law and the risks of unrestricted and objectionable material, and how they can protect vulnerable people.

Desired impact	Indicators of success
Educated and informed public.	We will measure the Department's website statistics to determine level of demand for/use of information produced by the Department.

Encouraging voluntary compliance

We seek to increase compliance with the Act, and decrease the risk of young people being exposed to restricted material. We do this by educating and informing the publications sector.

Desired impact	Indicators of success
Increased voluntary compliance.	Increased level of voluntary compliance with censorship laws, as monitored by the number of breaches occurring. Our strategic goal is to maintain the number of instances of non-compliance with censorship laws to within 15% of all inspections.

Monitoring and enforcement

Each year, the Department responds to over 700 censorship complaints and/or undertakes proactive investigations of publications, videos and films and material on the Internet.

Desired impact	Indicators of success
Effective monitoring and enforcement.	Prosecutions taken by the Department will be successful, with no more than 5% of prosecution cases dismissed where a prima facie case is not established.

Cost-effectiveness

The continuing improvements in the level of compliance within the publications industry suggest that our current intervention mix of education and persuasion is appropriate, and we will continue to build on this regulatory approach over the short to medium term.

Our research shows that the Internet continues to be used as the primary vehicle for censorship offending. As a result, the Department invests up to 80% of its resources in the detection of offenders online. In the short term we will focus on persons trading and downloading files from peer-to-peer applications.

The development of the new detection software for peer-to-peer networks is proving cost-effective in a number of ways:

- » We have been able to use the specialist skills of our in-house inspectors in writing specific code for this product. This utilised the training they had received for the future benefit of those to follow.
- » The software provides a means to target offenders more effectively. This means resources can bring offenders, especially prolific offenders, to prosecution more quickly as the offending is more readily detected.

We will also play our part in supplying intelligence on offending internationally and taking action on New Zealand offenders identified via international operations.

THE COMMUNITY'S INTEREST

Outcome	New Zealand's approach to identity is trusted and well led
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Our Intermediate Outcomes	Good governance of identity for all New Zealanders	Reliable and accessible identity services enable transactions between individuals and government agencies	Identity management is secure and protects New Zealanders from fraud
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THE DEPARTMENT'S ROLE

Our Contribution	Maintaining a supportive legislative and regulatory environment for identity management	Providing leadership in identity management across government	Providing accurate registration and recording of identity information	Providing accessible identity services	Providing timely, reliable identity services	Providing high-integrity processes, systems and people	Producing secure and reliable identity products that meet international standards	Research findings contribute to mapping and understanding of issues in New Zealand identity fraud to aid prevention and detection
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Our Outputs and Activities	Identity policy advice	Stewardship of identity including Evidence of Identity standard	Provision of authorised access to identity information	Birth, death, marriage and civil union registration and services	Citizenship services	Passport services	Collaboration with New Zealand and international agencies	Audit, risk management and investigations
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Our Output Expenses	Vote Internal Affairs Policy Advice	Vote Internal Affairs Identity Services
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PARTNERSHIPS

We Work With	Department of the Prime Minister and Cabinet Ministry of Justice Ministry of Foreign Affairs and Trade Ministry of Social Development Ministry of Education Department of Labour Inland Revenue Department State Services Commission New Zealand Police New Zealand Security Intelligence Service Office of the Privacy Commissioner Statistics New Zealand	Ministry of Health New Zealand Customs Service Combined Law Agency Group Officials Committee for Domestic and External Security Coordination Citizens Advice Bureaux Local authorities	Overseas jurisdictions International Civil Aviation Organisation Border control agencies	Immigration consultants Health providers Funeral directors Travel industry Marriage and civil union celebrants
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New Zealand's approach to identity is trusted and well led

What are we seeking to achieve?

This outcome has been amended from *Trusted Records of New Zealand Identity* to better reflect the Department's role as the "kaitiaki" of New Zealanders' core identity information – government's representative as an enduring, neutral and trusted custodian of identity data – and its role in ensuring New Zealand's approach to identity is trusted and well led.

Our contribution falls into three key areas reflected in the intermediate outcomes, as follows:

- » good governance of identity for all New Zealanders
- » reliable and accessible identity services enable transactions between individuals and government agencies
- » identity management is secure and protects New Zealanders from fraud.

The Department is responsible for administering the Citizenship Act 1977, which sets out who is entitled to New Zealand Citizenship at birth and the requirements that must be met by applicants for the grant of citizenship. Our activities in this area assist the settlement of migrants and the development of social cohesion, and in this way contribute not only to this outcome but also to *Strong, sustainable communities/hapū/iwi*. More generally, there is also a contribution to the *Safer Communities* outcome, since the integrity of our people, data, systems and services, together with our work on identity management across government, helps to protect New Zealanders against identity fraud and threats to their privacy.

This outcome contributes significantly to the themes of economic transformation, families-young and old, and national identity, which are priorities for the Government.

National identity

Our births, deaths, marriages, civil union, citizenship, and passports processes and documents contribute to the personal identity of individual New Zealanders and are the foundation of our national identity. It could be argued that a sense of national identity is the effect of a strong sense of shared citizenship. National identity is also bolstered by the benefits accruing from our passports, which are world-class travel documents, and from the availability of our valuable historical records.

Families – young and old

Secure records of core identity information protect New Zealand families from identity fraud and crimes enabled by such fraud, as well as providing the necessary data to enable other government agencies to verify entitlements to payments and family benefits. We provide identity documents, data matching and verification services that facilitate enrolments in schools and age group interest groups that help bind communities and family together. Citizenship strengthens families and wider communities recently settled in New Zealand. Development of online identity record services will facilitate research into family histories by family members and genealogists.

Economic transformation

Secure and protected records of identity and identity documents provide the confidence for New Zealanders and the commercial sector to conduct business openly and freely. The Department's leadership contribution to identity management across the State sector allows government agencies to more easily transact with customers while minimising identity fraud. Birth, death, marriage, civil union and citizenship information provides important input to official statistics and to social services planning and research that will underpin national economic goals for the future. Our approach to management of identity records has helped build a very positive international reputation for the New Zealand passport, which allows New Zealanders to trade and travel overseas with a maximum of ease.

Alignment with State Sector Development Goals

The Department manages a secure data repository environment containing identity records that are legally sharable with other government agencies to help carry out core functions. This infrastructure provides an important element of a networked State service that assists in the delivery of services for New Zealanders. We are also developing an Identity Verification Service (IVS) that will enable individuals to verify their identity for many government transactions (whether for their own personal use or on behalf of an organisation). This service will avoid the costs and inconvenience of repeatedly verifying a person's identity in-person with multiple agencies and hence provide value-for-money for individuals, agencies and the Crown.

Further, the Department provides leadership in identity management across the public service, in collaboration with partner agencies, and is leading or jointly leading a number of initiatives underway to facilitate a coordinated

State services response to identity issues. Accessible State services are also enhanced through committed customer services that are performance focused and constantly exposed to customer scrutiny via customer service counters in four centres in New Zealand, two overseas regional offices in Sydney and London, and a national contact centre. We monitor the accessibility of our customer services via a six-monthly customer service survey.

Finally, this outcome is wholly reliant on the New Zealand public's willingness to provide their identity information. This depends, in turn, on the integrity of our staff, data and systems, and contributes to the Development Goal of trusted State services.

What will we do to achieve this?

In terms of day-to-day services to the public, during 2008/09 we expect to:

- » issue over 410,000 New Zealand passports and travel documents
- » register over 104,000 births, deaths, marriages and civil unions
- » issue over 200,000 birth, death, marriage and civil union certificates and printouts
- » recommend over 11,000 applications for grant of citizenship to the Minister of Internal Affairs.

We will also continue to provide identity management leadership and advice, and contribute to all-of-government initiatives.

Looking out three years, we will:

- » continue the Passport System Redevelopment Programme to replace ageing technology and implement a new passport system to handle the increase in application volumes that will result from the move to a five-year passport. This will maintain the reputation of the New Zealand passport as a world-class document of identity and ensure the continued facilitation of cross-border travel and overseas trade relations. In 2008/09 we will focus on implementing the newly designed passport book and personalisation technology, commence building the new passport system and complete the redesign of the organisation structure and business processes for passport issuance.

- » implement an Identity Verification Service (IVS) so people can use the Internet as a more convenient way to verify their identity to government agencies online, and in real time, to a high level of confidence. This will enable New Zealanders to conduct business with government agencies more easily and in a more cost-effective and timely fashion. We are currently in the pre-implementation development phase of the project, including development of the IVS Limited Service. This includes planning for organisational structure and IT infrastructure to support full implementation of the IVS and preparation of any associated legislative requirements. The full IVS should be developed and implemented in 2010/11.
- » promote, pilot and implement the Evidence of Identity (EOI) Standard across government, including provision of advisory services and guidance material. This will include a good-practice guide for initial establishment of an individual's identity by agencies and to ensure consistent and appropriate use of identity documents. It will also better protect agencies and government service customers against potential identity fraud. Currently, we are monitoring and advising other government agencies in our role as steward of the EOI and piloting the Standard with selected agencies. In 2008/09 we will review the pilots and revise the EOI Standard in light of any lessons learned from the pilots. We will also progress the EOI Standard to the next level of the e-Government Interoperability Framework (e-GIF) to become a "Recommended" standard.
- » continue moderating historic death data against birth records. This project flags a relevant birth record in a way that makes it clear whether the individual named in the record is deceased or not. This will reduce the opportunity for identity fraud through the use of birth certificates relating to deceased persons. Currently, we are finalising implementation of electronic work processes for matching deaths with births. In 2008/09 we will improve the flow of information for data moderation so as to focus on higher-value investigation activity.
- » develop birth, death and marriage online registration services. This will improve efficiency and access for registration of key identity information. Currently, we are implementing Birth Notices Online, with planned gradual uptake by hospitals and midwives as they upgrade their IT systems. During 2008/09 we plan to develop and launch a Marriages/Civil Unions Online application service and undertake full implementation of this with the Ministry of Justice (Courts) and local authorities.

How will we demonstrate success in achieving this?

The adoption by government agencies of good-practice guides for government services where there are identity-related risks shows the impact of the Department's leadership of identity management across government. This is already happening; for example the Inland Revenue Department (IRD) recently became the first agency to formally pilot the Evidence of Identity (EOI) Standard to public roll-out stage. As a result, people can now apply for an IRD number at AA centres and PostShops around the country. Our goal is that eventually all government agencies relying on identity management procedures will use common nationally understood and recognised processes.

The EOI Standard is only the first of a range of cross-government identity management initiatives to be led or implemented by the Department that will establish more consistent identity standards and management processes. An example of how the success and impact of such initiatives will be demonstrated includes, looking ahead to the medium term, the successful implementation of the proposed Identity Verification Service (IVS.) This will be able to be measured by the number of people who use the Internet as a convenient way to verify their identity online when they are seeking services from a government agency.

Our ongoing activities to uphold the integrity of the New Zealand passport will be successful if passport fraud is reduced and high levels of confidence in the passport are maintained. Overseas jurisdictions acknowledge the excellent quality of our work through the visa waiver status of our passport, with New Zealanders currently enjoying visa waiver access to over 50 countries worldwide. Of particular note is the US Visa Waiver Programme. New Zealand is one of only 29 countries in the world that have this status,

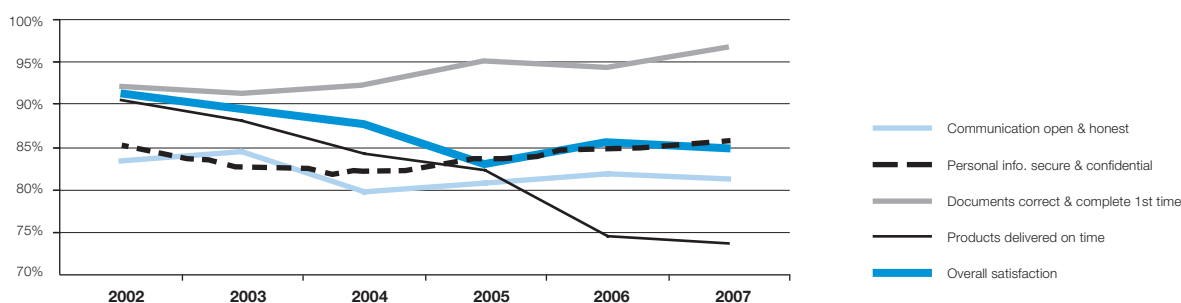
and membership of the programme provides New Zealand business people and tourists with the ability to travel to or through the US and remain there for three months without the need to apply for a visa.

In terms of the day-to-day services we provide to the public, we monitor a range of quantity, quality and timeliness performance standards for our citizenship, passport, birth, death, marriage and civil union activities. We combine this operational measurement with customer perceptions obtained via surveys, to monitor our overall success and identify areas for improvement. Satisfaction levels are measured through a twice-yearly customer service survey (we will also explore the efficacy of conducting surveys of government agency satisfaction). The key performance indicators from these surveys are aligned with key aspects of what we are trying to achieve in support of our outcomes, such as:

- » overall satisfaction
- » personal information is secure/confidential
- » documents are accurate
- » products are delivered on time
- » understanding and completing forms
- » finding information about services
- » enquiry response time
- » helpfulness of explanations
- » communication is open/honest.

We also ask customers to rate the dependability of our services and whether they believe we are doing a good job of preventing identity fraud. Past surveys have consistently indicated that we provide an outstanding service and that people trust our work.

KPI Percentages per year



Source:
November 2007
Customer Service Survey

Note: Annual results are an average of two surveys carried out in June and November each year. The decrease in overall satisfaction in 2005 was largely a result of the increase in passport fees, which was necessary to improve the security of the New Zealand passport. The decline in "Products delivered on time" results from a new question introduced in 2006, which gave respondents the option to note 'No date promised'. Around 15% of respondents choose this option.

Cost effectiveness

Initiatives such as EOI and IVS provide for greater consistency across government services and reduce the duplication of identity management services, therefore increasing cost-effectiveness for government over time.

The cost of maintaining our membership of the US Visa Waiver Programme also acts as an example of cost-effectiveness for the New Zealand public.

Were we not a participant in the Visa Waiver Programme, New Zealanders wishing to travel to the US would be obliged to make an appointment for a personal interview at the US Consulate-General in Auckland and pay a visa fee of \$140. Many people would also have to pay travel costs to reach Auckland.

Given that New Zealand passport holders made a total of 238,215 visits in 2006³ alone, membership of the US Visa Waiver Programme has meant that many New Zealanders have been saved money and inconvenience.

The US is our second largest trading partner and many New Zealanders visit the US for business. Membership of the Programme allows unfettered business travel and therefore contributes economic benefit to the country at little or no cost.

The majority of our services under this outcome are funded from fees charged to members of the public using our services. The Department maintains memorandum accounts to ensure transparency in fee-setting and provide for stability in fee levels over the medium term. Fees reviews are undertaken periodically and ensure external scrutiny of any proposed changes.

³ Department of Homeland Security, *Yearbook of Immigration Statistics 2006*. Refers to number of "arrival events", as opposed to unique individuals.

Outcome	<h2>Executive Government is well supported</h2>
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Our Intermediate Outcomes	The range of services and processes needed to be effective is available to the Executive, both inside and outside Parliament	Guest-of-Government visits help build international relations	Ceremonial events help celebrate and develop understanding of New Zealand culture and heritage
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Our Contribution	Providing neutral advice and impartial secretariat services	Providing the administrative infrastructure for members of the Executive and their staff	Providing support for Executive Government transition	Integrating services with those provided by other agencies involved in the parliamentary complex	Providing safety and security for members of the Executive and their staff	Organising guest-of-Government visits and ceremonial events
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Our Outputs and Activities	Support services, office facilities and residential accommodation	Integrated services with other agencies	Safe, reliable and trusted transport services	Planning and delivery of guest-of-Government visits and ceremonial events
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Our Output Expenses	Vote Ministerial Services Support Services to Members of the Executive	Vote Ministerial Services VIP Transport	Vote Ministerial Services Visits and Official Events Coordination
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We Work With	The Executive Branch of Government Government's coalition partners Parliamentary Service Office of the Clerk Department of the Prime Minister and Cabinet	Ministry of Foreign Affairs and Trade Ministry for Culture and Heritage Veterans' Affairs New Zealand	Guests of Government Diplomatic representatives
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Executive Government is well supported

What are we seeking to achieve?

“Good government” depends on the effective functioning of Executive Government processes.

Over the medium term, our intermediate outcomes are ensuring that:

- » the range of services and processes needed to be effective is available to the Executive, both inside and outside Parliament
- » guest-of-Government visits help build international relations
- » ceremonial events help celebrate and develop an understanding of New Zealand culture and heritage.

Providing Executive Government with the environment, support and advice to carry out its duties is an important objective for the Department. We also support the Executive by arranging official visits to New Zealand by representatives of foreign governments, and managing ceremonial and commemorative events for government.

Through these three intermediate outcomes, our work also contributes to shared outcomes with the Department of the Prime Minister and Cabinet, the Ministry of Foreign Affairs and Trade, the Ministry for Culture and Heritage, and the Parliamentary Service, as shown in the table below.

Our work also contributes to two key government themes. Economic transformation is supported by providing the Executive with opportunities to showcase New Zealand to visiting dignitaries. National identity is supported by ensuring events that commemorate important aspects of our history and culture reflect the values and traditions New Zealanders prize.

The Development Goals for the State Services, updated by the State Services Commission in 2007, provide guidance on how we do our work. We will continue our focus on delivering coordinated, accessible services across the parliamentary campus to strengthen the management of information and communications between and within the various agencies of government, and with constituencies and the public. Our focus includes an awareness of heightened security and business continuity concerns as well as greater emphasis on environmental sustainability and energy efficiency.

The Department will need to adapt to meet these challenges. This will require aligning ministerial office human resources and IT systems and processes with those of the other agencies represented on the parliamentary campus. In the longer term, we need to consider the introduction of systems more aligned across the wider public service.

We need to be aware of the unique position of the Executive and its expectation that we will be exemplar adopters of

Our intermediate outcomes support the work of many other agencies			
The range of services and processes needed to be effective is available to the Executive, both inside and outside Parliament		Guest-of-Government visits help build international relations	Ceremonial events help celebrate and develop an understanding of New Zealand culture and heritage
links to Department of the Prime Minister and Cabinet outcome Executive government is well conducted and continues in accordance with accepted conventions and practices	links to Parliamentary Services outcome Members have confidence that they will be provided with the advice and support required to achieve their roles as legislators and representatives	links to Ministry of Foreign Affairs and Trade outcome New Zealand’s international connections support transformation of the New Zealand economy and sustainable economic growth through increased trade and through improved flows of investment, skills and technology	links to Ministry for Culture and Heritage outcome The diversity, visibility and accessibility of our culture, and participation in cultural experiences, are enhanced

government policy. The Prime Minister's *Statement to Parliament* on 12 February 2008 emphasised the need for the public sector to lead by example on sustainability. The adoption of energy-efficiency standards for the VIP transport fleet is one example of an initiative taken in this area.

What will we do to achieve this?

We will continue to provide support services including staffing, transportation, housing and logistical support, to enable the Executive to work effectively. This will include managing any change in the Executive following the 2008 General Election.

Key initiatives in the medium term are:

- » improvements in the delivery of information and communications technology services to members of the Executive by closer alignment of technology and service delivery with the Parliamentary Service and other agencies on the parliamentary campus. Important first steps will be the replacement of existing technology used by members of the Executive and their staff with the products used by other agencies on the parliamentary campus. We will also progress the joint delivery of ICT services with the Parliamentary Service.
- » modernisation of the VIP transport fleet including the introduction of more environmentally friendly vehicles and continuing to implement a whole-of-life costing model. This offers the prospect of significant cost-savings over the life of the fleet, as well as significant environmental benefits due to reduced emissions while ensuring that the vehicles meet the needs of our clients. In 2007 we entered into an arrangement with BMW for the supply of low-emission vehicles that will replace our existing vehicles as they reach the end of their economic life. This will continue in the medium to longer term as vehicles are due for replacement. We will also be looking to implement fuel-efficiency measures.
- » enhancing the systems and processes for handling information for ministerial offices to ensure compliance with the Public Records Act as well as offering enhanced security of information. It will also result in more robust information handling processes across the Executive.

- » continuing to enhance collaboration with other agencies in the organisation of visits and ceremonial programmes, to ensure they meet Government objectives, for example utilising a protocol with the Ministry of Foreign Affairs and Trade in order to strengthen the linkages between visit programmes that we design and the objectives of each visit identified by the Ministry.

How will we demonstrate success in achieving this?

In many cases, determining the effectiveness of our services is difficult because of their unique features. This means that benchmarks are not readily available. For example, while VIP transport has many of the elements of a taxi service, the privacy and safety requirements are different. These features are unique to our services. Similarly, the need for confidentiality, security and a detailed knowledge of protocols marks out the work of the visits and ceremonial office (VCO) from what might otherwise be seen as an event management service.

Therefore, our emphasis is on measuring the way in which we deliver the services. We do this in two main ways. Firstly, we seek opportunities for greater efficiencies by collaborating with other agencies on the parliamentary campus and will participate in contracts with them where we can identify advantages in doing so. Secondly, we ensure that each service is delivered in the best way, either using in-house resources or outsourcing or sometimes a combination.

There are a range of measures we will use to demonstrate our success in delivering services and processes to the Executive, both inside and outside Parliament.

Desired impact	Indicators of success
Executive Government is well supported.	<p>Customer satisfaction with services provided by the Department, measured by existing surveys, is no less than 90%.</p> <p>Quality and cost expectations are met in the delivery of IT services (measures under development).</p> <p>We will benchmark the cost of property maintenance and upgrades, in addition to using historical information, to assess real and reasonable costs for property maintenance.</p>

In the medium term, we will develop indicators to assess the impact of our activities in the following areas:

- » Ministers have access to high-quality staff at all times.
- » All members of the Executive feel assured of administrative or IT support or a reliable transport service.
- » Members of the Executive are able to interact seamlessly with other elements of the parliamentary complex.
- » Executive Government transition is completed within previously agreed timeframes to a high level of satisfaction.
- » No member of the Executive suffers a safety or security incident due to lapses in our performance.

In our support of guest-of-Government visits and ceremonial events, we will continue to survey our clients to assess the quality of services provided. However, we will also be attempting to measure the overall impact of these activities, for example by use of a protocol with the Ministry of Foreign Affairs and Trade which will strengthen the linkages between visit programmes (that we design) and the objectives of each visit identified by the Ministry. We will then be able to evaluate the success of events in meeting their original objectives.

We are continuing to improve on our satisfaction surveys, with an independent review with VCO clients and stakeholders. This review will be useful in a number of ways.

- » It will tell us what they consider makes up good service.
- » We will be able to identify gaps in the current service.
- » We will have better information about relevant metrics.

We will use the VCO survey as a pilot and use a similar process with other areas of our business, adapted to the particular circumstances as necessary.

In the area of the VIP transport services, we will continue to survey customers (in 2006/07, 100% rated these services as satisfactory or better) and monitor complaint levels (in 2006/07, just 0.05 complaints were received for every 1,500 chauffeur-driven vehicle hires undertaken.) We will expand our range of measures to include driver safety and VIP transport fleet sustainability (e.g. fuel consumption; level of CO2 emissions.)

Cost-effectiveness

The cost-effectiveness of the VIP transport fleet will be assessed via a whole-of-life cost model, which includes everything we will spend to run the cars while we own them. This includes what we pay for the vehicles, the fuel to run them, servicing, registration, tyres and warrants of fitness. The price we receive when the cars are sold is subtracted from the total spent to give us the whole-of-life cost.

part three »

managing the department

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Managing in a Changeable Operating Environment

As a multi-purpose Department, the timely recognition and effective management of any potential risks that might arise from either the external or internal operating environments is critical in order for the Department to successfully deliver on its broad-ranging set of outputs, work programmes and outcomes.

Risk arises from uncertainty. Risk is the potential for an event to occur that could have an impact on the objectives of the Department and, as a result, on the outcomes expected to be achieved for its stakeholders.

The Department views and considers “risk” at a strategic level; at a project/programme/portfolio level; and at a business operations level.

The Department operates a set of risk management practices and methodologies that are applied across the department, within a number of management and planning processes. These risk management processes are designed to provide the managers and senior management with a sufficiently comprehensive, timely identification and evaluation of any relevant and significant risk to the objectives and outcomes of the Department.

The strategic planning processes require each business area to undertake current sector, stakeholder and operating environmental context scanning. From these, an understanding of the external risk context is derived, for each business area, and for the Department as a whole.

Current opportunities are determined and strategic initiative and key business programmes of work are developed.

A further strategic risk evaluation can then be applied, via the integration of Departmental planning information and milestones. Analysis of critical business resource and financial management requirements, dependencies and assumptions enables the Department to identify, early on, any potential risk in its current capability and capacity to deliver. Specific mitigations can then be developed to manage any uncertainty.

The Executive Leadership Team has scheduled four strategic planning sessions across the year to review and refresh the past assumptions and evaluations of the external operating context and associated risks. In this way, the Department aims to continually re-evaluate the potential for any adverse external event to impact on the Department’s strategic priorities and objectives.

All key projects and programmes of work that underpin the Department’s strategic initiatives are monitored through a number of standardised and formalised reporting and tracking processes. Potential risks relating to the non-delivery of a project or programme, arising from scope, quality, timeliness, cost or benefit realisation uncertainties, are continually tracked by tools that require progress against expected or forecast positions to be detailed. Any project or programme shown to be at risk is escalated to more detailed scrutiny and deliberation. Mitigation and management of any potential adverse impacts are made in real time, and are themselves tracked and monitored.

Alongside its set of key strategic initiatives and programmes, the Department must also deliver its business-as-usual set of services and outputs, across a number of Votes.

As with the key strategic and business projects, these departmental outputs and Statement of Service Performance measures are tracked through standard and formal reporting requirements. All business groups must provide current progress against expected targets and milestones at monthly intervals. Any at-risk target or project requires an explanation and corrective strategy to be identified for review by the Executive Leadership Team.

For any organisation, there is the potential for uncertainty and therefore risk to arise from within any of its operations and business processes. Business groups are required to give consideration to the potential for any risk to arise from the following generic sources: Governance processes, General Management, Finance, Property, Contract Management, Human Resources, Technology, Service Delivery processes; as well as from the current external environment. Risks arising from these areas have the potential to adversely impact on a business group capability or capacity to deliver on its work programmes.

Business groups maintain risk registers, which must be reviewed and reassessed regularly by senior management. Risks that have a significant potential impact are reported to the executive management, who can provide a departmental perspective and consideration as to the adequacy of current risk mitigation and management strategies.

The Department has established the IT Governance Committee, the Project Office and the Audit Advisory Committee, to augment and support the governance activities of the Department’s Executive Leadership Team. These forums are positioned within the management and reporting structures so that key performance and risk information is continually and effectively monitored. The forums provide the Chief Executive with a second level of consideration and evaluation as to the appropriateness and effectiveness of risk mitigation decisions and actions.

The following table summarises key risks for the Department.

Key Risks for the Department	Mitigation
Strategic leadership opportunities for the Department are not recognised or maximised.	<ul style="list-style-type: none"> » Advancing leadership areas for the Department (pages 8–9) » Planning for new areas of responsibility (page 7) » Executive leadership and developing integrated planning (page 14)
Competing priorities within agencies can create risks to progressing cross-government initiatives.	<ul style="list-style-type: none"> » Ongoing relationship management with key agencies we work with (pages 15, 29, 33, 38, 42, 47) » Early engagement and formal arrangements such as memorandums of understandings
Accessibility and responsiveness of services to the public is not maintained.	<ul style="list-style-type: none"> » Improving ICT infrastructure and capability (page 56) » Improving business processes and service delivery, for example: <ul style="list-style-type: none"> • Responsiveness to diversity (pages 26–28) • Support for the Digital Strategy (page 20) • Learning from customer and stakeholder surveys
Security and integrity of people, systems and/or information is compromised.	<ul style="list-style-type: none"> » Maintaining and applying codes of conduct » Maintaining and enhancing departmental security and HR policies and practices » Improving business processes, for example: <ul style="list-style-type: none"> • Identity Verification Services (page 44) • Passport System Upgrade (page 44) • electronic monitoring of gaming machines (page 35)
Technology infrastructure and capability is unable to support ongoing organisational and business IT systems and services.	<ul style="list-style-type: none"> » Enhancing ICT capability (page 56) » I&T Governance Committee, Programme and Project Office functions and supporting services
Expectation for improved financial forecasting and asset management are not met.	<ul style="list-style-type: none"> » Developing integrated planning (page 14) » Implementing our property strategy (page 56) » Improving capital planning (page 57)
Unable to recruit, retain and develop the staff necessary to deliver agreed outputs.	<ul style="list-style-type: none"> » Implementing the People Strategy (page 54)

Assessing Organisational Health and Capability

We aim to be a high-performing, trusted organisation working as one to maximise our outcome contribution for citizens, communities and government. We will develop our capability accordingly.

Continuous capability development is a basic responsibility for any department. The Development Goals for the State Services, updated by the State Services Commission (SSC) in November 2007, aim to create a world-class professional State service for New Zealand. They emphasise a culture of continuous learning, with organisations using technology to deliver coordinated, accessible and networked services for New Zealanders and value for money.

The Department has been pursuing a strategy of “one organisation”, where the whole is more than the sum of the parts. During 2006/07, the Executive Leadership Team has worked to define more clearly what “one organisation” means in practice. This involved reviewing the key drivers for departmental change and developing a high-level pathway to 2010, with some initial priorities. The Vision for 2010 is outlined on page 7 and reinforces the key messages in the Development Goals.

The strategic direction developed by the Department’s senior managers recognises that we can provide much more effective service if we operate as one organisation rather than as a collection of independent functions. By operating as one organisation we can make more efficient use of our resources, take actions based on a broader and richer understanding of stakeholders’ interests, and deliver services designed around stakeholder needs, not functions and portfolios. Much of our existing capability development is directed towards achieving our aspiration to be one organisation, trusted and respected by stakeholders for high performance.

The priority areas for change include strengthening our shared vision and values and building a shared culture. We also have a focus on establishing a strong, well-functioning and cohesive centre for the Department. Part of this involves strengthening our information and technology (ICT) capability across the Department and providing more integrated corporate and financial services. As outlined below, a number of initiatives are underway to address these issues.

Managing organisational change

The Department continues to take on new areas of responsibility as required by government. In March 2008, following a Cabinet decision, the State Services Commission announced that the all-of-government ICT operations, currently based with the Commission, will move to the Department of Internal Affairs. The new group will involve more than a 100 people who manage all-of-government 24/7 services. The timing of the move will be agreed with the Chief Executive of the Department of Internal Affairs to ensure that the service delivery function is ready to move and the Department is ready to host it.

Planning work has commenced to look at how the new group will fit into the Department and a change management process will be put in place to ensure a smooth transition.

The Department has commenced a number of organisational change initiatives during 2007/08 which will require ongoing implementation.

- » The Department is in the process of centralising our ICT services to achieve full and comprehensive centralised management and oversight of the information and technology group. This change has involved approximately 120 staff and contract staff.
- » Local Government Services is being moved from our Regulation and Compliance Branch to the Local Government and Community Branch, to provide better alignment and integration with the wider outcomes of the Department.

Developing our people

Our People Strategy, which was revised in August 2006, will enable us to recruit, retain and develop the people we need to deliver on our outcomes and strategic objectives through to 2010 and beyond. It will also help us contribute to the Development Goals for the State Services (an employer of choice with excellent state servants).

The four areas of focus are:

- » building a “one organisation” culture
- » developing leaders
- » building our people capability
- » creating a high-performing, inclusive work environment.

Building a “one organisation” culture

In March 2007 we undertook a staff engagement survey and have used this information to better understand the levels of engagement of the Department’s staff. We have also identified areas for improvement and developed business unit improvement plans for implementation. The Department undertook a staff engagement survey in March 2007 using the unlimited/JRA “Best Places to Work” survey and this will be repeated in 2008/09. Staff engagement is a key measure for the organisation.

We expect our managers to be actively promoting our workplace principles and building understanding and commitment within their teams for a “one organisation” culture and the outcomes the Department is seeking to achieve. Staff are reminded of the workplace principles and the “one organisation” message through induction, through planning and reporting documents and through communication of achievements across the Department.

Workplace principles

We value people

We act with integrity

We provide outstanding service

Developing leaders

To provide outstanding service and policy advice we need leaders who are capable managers and strategic thinkers, able to inspire their people to achieve desired outcomes. The Department will continue to invest time and resources to develop a pool of people with the leadership/management competencies required now and in the future.

We have created a management and leadership development framework to better target development initiatives for managers and prospective managers. The framework has four levels: aspiring, new, existing and senior managers. During 2007/08 we have continued to develop training for senior and aspiring managers and will continue implementing this in 2008/09.

A regular Managers’ Forum has recently been instituted which will be held immediately following the Executive Leadership Team (ELT) Quarterly Strategic Management meetings. The ELT quarterly meetings focus on renewing the Department’s strategic direction and monitoring organisational performance, and the Managers’ Forum is an opportunity for senior managers to gain a better understanding of the Department’s purpose and direction and build senior manager capability.

Building our people capability

With increasing competition for a limited pool of experienced, skilled people, we need to build the capability of our staff to successfully deliver our services and policy advice. We must ensure we have a diverse range of people with the competencies to successfully undertake their current roles, and prepare them for future roles within the Department and the wider State services. The Department has an established competency framework that is used during recruitment, for performance agreements, performance management, and as a basis for development. Key measures we monitor are turnover and average length of service.

We carried out some high-level workforce planning in 2006/07, and are in the process of implementing a revised workforce-planning framework that will enable us to better forecast capability and capacity requirements in both the medium and long term. This data will inform the Department’s recruitment and training and development plans.

The Department has begun work on developing a mature employment strategy. This strategy looks at ways to better retain and attract skilled, mature workers.

We are continuing to provide learning and development opportunities for our staff and to pursue a Department-wide training and development strategy.

Creating a high-performing, inclusive work environment

Our aim is to provide a work environment that attracts the capability needed, that supports people to contribute their best, and that recognises and makes best use of a diverse range of skills, knowledge and talents. Achieving this means focusing not just on leaders and staff individually but also on the broader work environment.

A Department-wide targeted employee wellbeing programme has been sourced and launched, providing for comprehensive employee medical testing and advice. The Department continues to provide a number of programmes that are valued by staff, such as the school holiday programme and Employee Assistance Programme. We also continue to work with managers and staff to improve understanding of State sector standards of integrity and conduct and the Department’s Code of Conduct.

As part of being a good employer we continue to promote diversity and equal employment opportunities (EEO). Our Diversity/EEO Plan to 2010 aims to increase and support a diverse workforce so that we can meet the needs of the people we serve. Since May 2006 we have also been providing training in intercultural awareness to support our

work with ethnic communities. We will be reviewing our EEO targets, to be consistent with the outcome of a review being undertaken by the SSC. In the meantime we monitor EEO numbers for staff and senior management. We continue to support five EEO network groups.

The Department of Internal Affairs' *Effectiveness for Māori Strategy 2006–09* identifies, as a priority, building our staff capability in te reo, tikanga and Treaty of Waitangi, as they are relevant to job requirements. During 2007/08 we have commenced implementing refresher training courses across the Department to help staff keep their skills up to date and will continue to do so in 2008/09. In the medium term, we will evaluate Te Whakamotuhaketanga Hapū, a programme designed to improve the awareness and skills of departmental staff working with hapū and iwi.

The Department continues to invest in health and safety, and a key measure of our success was achieving tertiary status in ACC's Workplace Safety Management Practices Programme in 2007. Maintaining this is part of being a good employer, but also brings cost savings for the Department through lower ACC premiums.

Enhancing our information and communications technology capability

Information and communications technology (ICT) is integral to the Department's strategic capability and operations. We are in the process of implementing a programme of initiatives identified in the Information Systems Strategic Plan to support the Department's "one organisation" ideal, and take advantage of technology-based opportunities to improve business performance and services to stakeholders. The programme of work involves upgrading core ICT systems to improve:

- » resilience and reliability of technology
- » disaster recovery capability, removing reliance on legacy technologies and replacing out-of-life equipment
- » staff productivity, through enhancement of applications and systems.

We are also continuing to build the corporate Information and Technology Group capability to support the new systems. This includes implementing a centralised model for the management of ICT. It is intended that achieving full centralisation will reduce fragmentation, make better use of resources, improve skill levels and overall critical mass and help create a stronger and more resilient Department. A key

performance measure is business group satisfaction with service delivery.

Centralising ICT resources also provides an opportunity to rationalise and consolidate the Department's infrastructure into a consistent model. A strategy and architecture team has been established and will develop a plan to reduce underlying complexity.

The aim is to move progressively to a consistent architecture in which the technology, information and process management principles allow fast reaction to business change requirements, without imposing maintenance overheads that reduce resources available for delivery. This approach will better enable us to use technology to transform the provision of services for New Zealanders.

Establishment of enterprise architecture and consolidation of ICT resources into a single group will enable the Department's Executive Leadership Team to take a broad view of requirements across the organisation, with a more accurate assessment of resources and the potential impacts of change. Enterprise Architecture is closely aligned with Asset Management, as it informs decisions for investment, allowing the Department to get best return from its ICT assets.

During 2008/09 we expect to implement a standard suite of management tools. In the medium term, as resources permit, we expect to implement an enhanced document management system, centralised time recording and redevelopment of websites and intranet.

The Department will remain focused on delivering core services and this will need to be balanced with business-driven need for change and the associated considerations regarding available resources and the ability of the organisation as a whole to manage change.

Implementing our property strategy

We are implementing a medium-term property strategy that supports our vision of "one organisation" and will provide us with accommodation options to meet our current and anticipated business needs. This will improve the efficiency and effectiveness of our property portfolio and make sure it is meeting the changing needs of the organisation. The agreed strategy gives consideration to "Green Building" issues, in line with the Government's focus on sustainability.

Sustainability

The Department is fully committed to the Govt³ sustainability initiatives. Our *Sustainability Action Plan* identifies a number of practical steps that will:

- » enhance the Department's sustainable procurement practices
- » move the Department towards carbon neutrality
- » minimise waste.

A "Green Taskforce" consisting of representatives of each business area has been established to act as champions of the Plan, enhancing it over time through the implementation of practical measures and fostering a culture of sustainable business practice. The following chart outlines our areas of focus and key measures.

Government Directive	Our Focus	Measures
Enhanced sustainable Government procurement	Sustainable procurement office consumables and equipment	Contract Management System incorporates compliance reporting at vendor level Print Supply Tenders incorporate sustainable print measures Sustainability Tender Clause incorporated in all goods and services tenders Procurement practices aligned with Ministry of Economic Development Standards and Guidelines for Core Public Service departments
Towards a carbon neutral public service	Sustainable buildings Vehicles and travel Greenhouse gas emission reduction	Building leases and works meet Government direction and Ministry for the Environment commissioning guidelines Work Place Travel Plan implemented by 2010
Waste minimisation and management	Recycling and waste minimisation	Waste Minimisation Plan implemented by 2009

Financial Management

Overview

The Department projects departmental expenditure will rise from \$214.711 million in 2008/09 to \$226.329 million in 2011/12. Revenue is from both Crown funding and Third Party funded fees and services. Revenue from third parties is forecast to increase from 56% to 63% of total revenue.

Non-Departmental expenditure managed by the Department is between \$129.492 million and \$139.988 million, including two multi-year appropriations which expire in 2008/09. These appropriations mainly fund grants schemes and expenses for past and present Executive Council and Ministers.

The Department operates memorandum accounts⁴ to assist in managing fees for the larger third party-funded activities, in particular where these fees are established through regulations. Other fees are charged for services that are not regulated through specific statute. The majority of fees are generated for passport production with a significant increase in the volumes predicted over the next five years as a result of the duration of passports being reduced from 10 years to five years.

The Department has the following memorandum accounts:

- » identity service products, principally passports, citizenship, birth, death and relationship certifications and other products
- » administration of non-casino gaming
- » *New Zealand Gazette*
- » use of facilities and access to Lake Taupo by boat users.

Capital Management

The average capital expenditure over the past three years has been approximately \$8.8 million and this is expected to increase over the next five years. The ability of the Department to implement the capital plan is dependent upon the availability of adequate project management and technical capability.

The Department is implementing significant infrastructural asset projects over the next five years including the replacement of the passports processing and recording system, an Emergency Management Information System

⁴ Memorandum accounts are notional accounts to record the accumulated actual surpluses and deficits of particular activities with the objective of breaking even over the medium to long term.

and an upgrade of the Department's infrastructural IT assets. In line with the Government's sustainability goals the VIP fleet of vehicles will be replaced and building upgrades are scheduled in line with the Department's property strategy.

Overall the Department is aiming at maintaining the capital asset base in order to meet the outcomes of delivering quality services and advice to stakeholders. Forecast capital expenditure for the Department of Internal Affairs over the period 2008 to 2013 is shown in the table below.

Departmental Capital Intentions (\$ million)					
Category	2008/09	2009/10	2010/11	2011/12	2012/13
Property, plant and equipment	9.823	2.189	2.320	0.650	0.400
Intangibles	17.402	9.307	6.470	8.795	10.000
Other	0.000	1.390	2.219	2.746	0.440
Total	\$27.225	\$12.886	\$11.009	\$12.191	\$10.840

Seventy per cent of the capital plan over the five years is for intangible assets, which are mainly IT systems. The major reinvestments are:

- » investment in operational systems \$51.974 million
- » vehicle replacement, \$8.210 million
- » building upgrades, \$3.168 million.

The following measures are used by the Department to monitor its financial management.

Operating Expenditure	
Expenditure variance (excluding demand-driven third party expenditure) is:	within 5% of budget
Working Capital	
Liquid Ratio	1.00:1
Current Ratio	1.20:1
Average Debtors Outstanding	10 days
Average Creditors Outstanding	40 days
Working Capital	
Occupancy Rate (m ² per FTE)	18m ²
Investment in assets is:	equal to or greater than depreciation over a five-year period

Legislation We Administer

As at 31 March 2008, the following is a list of legislation we administer, classified by Vote.

Internal Affairs

Births, Deaths, and Marriages Registration Act 1995

Births, Deaths, and Marriages Registration (Fees) Regulations 1995

Births, Deaths, and Marriages Registration (Prescribed Information and Forms) Regulations 1995

Boxing and Wrestling Act 1981

Citizenship Act 1977

Citizenship Regulations 2002

Citizenship (Western Samoa) Act 1982

Civil Union (Prescribed Information, Fees, and Forms) Regulations 2005*

Commissions of Inquiry Act 1908

Commonwealth Games Symbol Protection Act 1974

Fire Safety and Evacuation of Buildings Regulations 2006

Fire Service Act 1975

Fire Service Levy Order 1993

Fire Service Regulations 2003

Forest and Rural Fires Act 1977

Forest and Rural Fires Regulations 2005

Gambling Act 2003

Gambling (Class 4 Banking) Regulations 2006

Gambling (Class 4 Net Proceeds) Regulations 2004

Gambling (Fees) Regulations 2007

Gambling (Forms) Regulations 2004

Gambling (Harm Prevention and Minimisation) Regulations 2004

Gambling (Infringement Notices) Regulations 2004

Gambling (Licensed Promoters) Regulations 2005

Gambling (Problem Gambling Levy) Regulations 2007

Gambling (Prohibited Property) Regulations 2005

Human Assisted Reproductive Technology (Fees) Regulations 2005*

Marriage (Fees) Regulations 1995*

Marriage (Forms) Regulations 1995*

New Zealand Daylight Time Order 2007

New Zealand Fire Brigades Long Service and Good Conduct Medal (1981) (Royal Warrant)

Official Appointments and Documents Act 1919

Passport (Fees) Regulations 1996

Passports Act 1992

Queen's Fire Service Medal Regulations 1955 (Royal Warrant)

Royal Titles Act 1974

Rural Fire Fighting Fund Regulations 1992

Seal of New Zealand Act 1977

Seal of New Zealand Proclamation 1977

Time Act 1974

Emergency Management

Civil Defence Emergency Management Act 2002

Civil Defence Emergency Management Regulations 2003

National Civil Defence Emergency Management Plan Order 2005

Local Government

Bylaws Act 1910

Bylaws Regulations 1968

Chatham Islands Council Act 1995

Counties Insurance Empowering Act 1941

Dog Control Act 1996

Dog Control (Microchip Transponder) Regulations 2005

Dog Control (National Dog Control Information Database Levy) Order 2006

Dog Control (Prescribed Forms) Regulations 1996

Impounding Act 1955

Impounding Regulations 1981

Lake Taupo (Crown Facilities, Permits and Fees) Regulations 2004

Land Drainage Act 1908

Libraries and Mechanics' Institutes Act 1908

Litter Act 1979

Local Authorities (Members' Interests) Act 1968

Local Authority Reorganisation (Property Transfers) Act 1990

Local Electoral Act 2001

Local Electoral Regulations 2001

Local Government Act 1974

Local Government Act 2002

Local Government (Infringement Fees for Offences: Navigation Safety Bylaws) Regulations (Various) 2002–2007

Local Government Official Information and Meetings Act 1987

Local Government (Rating) Act 2002

Local Government (Watercare Services Limited) Order 2007

Local Legislation Acts 1926–1992

Municipal Insurance Act 1960

Public Authorities (Party Wall) Empowering Act 1919

Public Bodies Contracts Act 1959

Public Bodies Leases Act 1969

Rangitaiki Land Drainage Act 1956

Rates Rebate Act 1973

Rates Rebates Order 2006

Rating (Fees) Regulations 1997

River Boards Act 1908

Waimakariri-Ashley Water Supply Act 1961

Community and Voluntary Sector

Charities Act 2005

Charities (Fees, Forms, and Other Matters) Regulations 2006

Community Trusts Act 1999

Community Trusts (Fees) Regulations 2000

Trustee Banks Restructuring Act Repeal Act 1999

Winston Churchill Memorial Trust Act 1965

Racing

Racing Act 2003

Racing (Harm Prevention and Minimisation) Regulations 2004

Ministerial Services

Executive Travel, Accommodation, Attendance, and Communications Services Determination 2003**

* Regulations made under legislation administered by the Ministry of Justice.

** Regulations made under legislation administered by the Department of the Prime Minister and Cabinet.

Contact Information

The Department maintains and administers the following websites:

Departmental Websites	Website:	Providing Information on:
	www.dia.govt.nz	Department of Internal Affairs information and services
	This website includes direct URLs to the following sections:	
	www.bdm.govt.nz	Births, Deaths and Marriages information
	www.censorship.dia.govt.nz	Censorship information
	www.citizenship.govt.nz	Citizenship information
	www.community.dia.govt.nz	Community Development information
	www.dia.govt.nz/apostille	Apostille Certification information
	www.dia.govt.nz/authentication	Document Authentication information
	www.ems.govt.nz	Information about the Electronic Monitoring System for gaming machine societies
	www.gambling.govt.nz	Gambling information
	www.gazette.govt.nz	<i>New Zealand Gazette</i> information
	www.passports.govt.nz	Passports information
	www.ratesrebates.govt.nz	Information about the Rates Rebate Scheme
	www.translate.govt.nz	Translation Service information
	www.ethnicaffairs.govt.nz	Office of Ethnic Affairs information and services
	This website includes a direct URL to the following section:	
	www.languageline.govt.nz	Information about Language Line – an interpreting service
	www.beehive.govt.nz	Official website of the Government of New Zealand
	www.cdgo.govt.nz	Grants Online website – for online Community Organisation Grants scheme and Lottery Grants applications
	www.civildefence.govt.nz	Ministry of Civil Defence and Emergency Management information and services
	www.identityservices.govt.nz	Identity services online transactions (currently death registrations and certificates only)
	www.localcouncils.govt.nz	Information about what councils do, to encourage public participation in local council processes
	www.localcentral.govt.nz	Directory of central government agencies, to help local authorities make contact for community outcomes processes

Public Information

www.community.net.nz	CommunityNet Aotearoa – an Internet resource to support communities
www.dogsafety.co.nz	Public safety information about dogs
www.getthru.govt.nz	<i>Get Ready, Get Thru</i> – civil defence public information website
www.stv.govt.nz	Single transferable voting information website
www.whatstheplanstan.govt.nz	Civil defence public information for young people

Independent Agency Websites

www.cadetreview.govt.nz	Ministerial Review into Allegations of Abuse at the Regular Force Cadet School
www.cipc.govt.nz	Commission of Inquiry into Police Conduct
www.confidentialforum.govt.nz	Confidential Forum for Former In-Patients of Psychiatric Hospitals
www.gamblingcom.govt.nz	New Zealand Gambling Commission
www.lgc.govt.nz	Local Government Commission
www.ratesinquiry.govt.nz	Local Government Rates Inquiry
www.royalcommission.govt.nz	Royal Commission on Auckland Governance
www.usar.govt.nz	Urban Search and Rescue information for emergency sector groups
www.vietnamvetSWG.govt.nz	Joint Working Group on Concerns of Viet Nam Veterans

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For more information on the work of the
Department of Internal Affairs please visit our
website www.dia.govt.nz

THE DEPARTMENT OF INTERNAL AFFAIRS



Te Tari Taiwhenua