Tō Tātou Whainga

Ko tā te Tari Taiwhenua he whakarato me te hono i ngā iwi, ngā hapori me te kāwanatanga ki te hanga motu haumaru, tōnui, whai mana hoki.

Our Purpose

The Department of Internal Affairs serves and connects people, communities and government to build a safe, prosperous and respected nation.

Mātāpono

<table>
<thead>
<tr>
<th>Kotahitanga</th>
<th>We make it easy, we make it work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manaakitanga</td>
<td>• Customer centred</td>
</tr>
<tr>
<td>Whanaungatanga</td>
<td>• Make things even better</td>
</tr>
<tr>
<td>He Tāngata</td>
<td></td>
</tr>
</tbody>
</table>

Our principles and behaviours

We’re stronger together

• Work as a team
• Value each other

We take pride in what we do

• Make a positive difference
• Strive for excellence

Presented to the House of Representatives pursuant to Section 39 of the Public Finance Act 1989

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The wellbeing of New Zealanders is at the centre of the work of the Government.

Ensuring that services and functions continue to enhance wellbeing over time requires anticipating how the environment we operate in may change, and positions ourselves to best meet the opportunities and challenges that arise.

Building digital public services is at the forefront of our thinking so Government is as joined-up, and people centric as it can be. The Department of Internal Affairs has made great progress in making its services easier to use and more accessible and in supporting other government agencies in realising their digital ambitions. Meeting the challenges of regulation in the digital world and addressing barriers to digital inclusion will be a focus of attention in coming years.

Ensuring that Government acts as a cohesive system is important and the Department will play an important role in system leadership for both central and local government. More effectively linking central and local government to address national objectives in areas such as community resilience and infrastructure is an important part of the Department’s work.

The Department’s many and varied services will continue to provide value, including support for the Executive, registration of life events, community advice and development, public recordkeeping, library services, preserving and making accessible our documentary heritage, administration of grants, and enforcement and compliance across several regulatory regimes, including digital safety, gambling, financial transactions and charities.

I believe that we are well placed to make good progress towards further developing services and activities to maximise their benefit to people, communities and the Government.

I look forward to continuing to work closely with the Department as it delivers its roles and functions for the people and Government of New Zealand.

Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by the Department of Internal Affairs is consistent with the policies and performance expectations of the Government.

Hon. Tracey Martin
Minister of Internal Affairs
October 2019
Tirohanga Whānui mai i te Pou Whakahaere – Overview from the Chief Executive

Kia tuia te rangi ki te whenua, te whenua ki te rangi
Mā te mahi tahi e rangoahia ai te whanaungatanga
Mā te whanaungatanga e tō mai i te manaakitanga
Nā te manaakitanga ka pupū ake te kaitiakitanga
Māna e rarau ake, kātahi ka puta te kotahitanga
Tau, tau, tau ana e!

I am pleased to present the Te Tari Taiwhenua Department of Internal Affairs Strategic Intentions for 2019–2023. This document outlines our priority areas for the next four years, as we aim to serve and connect people, communities and government to build a safe, prosperous and respected nation.

The Department of Internal Affairs has an incredibly varied remit with many responsibilities and functions – for example, our world-leading online passports service, protecting the nation’s precious taonga, maintenance of the charities register, administration of births, deaths and marriages, censorship compliance and gambling regulation are just part of what we do. As we look to 2023, we are focusing our efforts towards progressing four broad outcomes for the benefit and wellbeing of all people.

People can easily access the services and information they need
We provide important services to New Zealanders throughout their lives, and we are making our services easier to access and use. We are continually working to integrate services across multiple agencies, designed around the needs of our customers – not us as a Department. Utilising our system leadership roles, the Government Chief Digital Officer and the Government Chief Privacy Officer, we drive digital transformation across the public sector, and make sure the digital world is a safe environment for New Zealanders to participate in.

Iwi, hapū and communities across New Zealand are safe, resilient and thriving
Communities are the cornerstone of our society and their wellbeing is vital in making New Zealand a great place to live, work and play. We regulate, to keep New Zealanders and their communities safe from harm. This will include establishing a new water regulator and strengthening our work in minimising the distribution of objectionable material. Our Office of Ethnic Communities strives to ensure diversity is celebrated, respected and embraced in New Zealand. We will also continue to support communities to lead their development and achieve their aspirations, through initiatives such as the Community-led Development Programme.

People’s sense of belonging and collective memory builds an inclusive New Zealand
Through Archives New Zealand and the National Library of New Zealand, we are the privileged guardians of our nation’s most precious taonga, including Te Tiriti o Waitangi. Protecting New Zealand’s heritage for now and for future generations continues to be a strong focus for us. We are investing in significant new storage infrastructure, more effective ways to manage electronic records and improvement of online access to our collections.

As Crown partners to the Treaty of Waitangi, as well as guardians of the physical Treaty document, we will work to strengthen Māori/Crown relationships by engaging effectively with Māori and contributing to Maihi Karauna, the Crown’s strategy for Māori language revitalisation.
New Zealand is a well-functioning democracy, across central and local government

We strive to support effective partnerships between central and local government, addressing regional and Government objectives and to enable the system to work cohesively. We do this by taking a collaborative approach to community resilience, supporting the urban growth agenda, and local government financing and funding. We also support members of the Executive to ensure they can carry out their duties effectively. Our outcomes are aligned with the Government’s priorities and will guide the direction of our work over the coming years. We have many areas in which we can focus our efforts, but will also need to adapt our ways of working to deliver our many diverse functions effectively for both New Zealanders and the wider public service.

Within our Department, he tāngata, our people are the heart of our organisation and we will continue to make sure our Department is a place where everyone feels safe, healthy and respected. Celebrating our people, supporting their development and fostering a culture rich in wellbeing, inclusion and diversity will continue to be a priority for us – because we know our people are at their best when they can bring their whole selves to work.

Our outcomes are aligned with the Government’s priorities and will guide the direction of our work over the coming years. I look forward to seeing our progress in achieving our outcomes over the next four years, and I know our people will work with a spirit of service and a commitment to making New Zealand better for New Zealanders.

Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information on strategic intentions contained in the Statement of Intent for the Department of Internal Affairs. This information has been prepared in accordance with Sections 39 and 40 of the Public Finance Act 1989.

Heoi anō, kāre e tō roahia te kōrero, ko ngā mihi kua mihia, kua tautokotia, kua ea! Ko tō tātau mahi ināianeī he whakatutuki i runga i te tika me te pono.

Paul James
Chief Executive
October 2019
Te Āhuatanga me te Hōkai o ngā Mahi – 
Nature and Scope of Functions

Tō Tātou Whainga
Ko tā te Tari Taiwhenua he whakarato me te hono i ngā iwi, ngā hapori me te kāwanatanga ki te hanga motu haumaru, tōnui, whai mana hoki.

Our Purpose
The Department of Internal Affairs serves and connects people, communities and government to build a safe, prosperous and respected nation.

Our purpose remains consistent, even as the functions and services we perform evolve and develop to meet the changing needs and expectations of people and the Government. We aim to make New Zealand a better place to live and to enhance the lives of New Zealanders. We work with people, communities, and other parts of government – both central and local, to build a safe, prosperous and respected nation.

Our Ministerial Portfolios
We are responsible to eight Ministers, administering seven Portfolios within the single Vote Internal Affairs. The Minister of Internal Affairs is the Vote Minister and the Responsible Minister overseeing the Government’s ownership interests in the Department. Portfolios and Responsible Ministers are:

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Minister</th>
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<tbody>
<tr>
<td>Internal Affairs</td>
<td>Hon. Tracey Martin</td>
</tr>
<tr>
<td>Community and Voluntary Sector</td>
<td>Hon. Poto Williams</td>
</tr>
<tr>
<td>Ethnic Communities</td>
<td>Hon. Jenny Salesa</td>
</tr>
<tr>
<td>Government Digital Services</td>
<td>Hon. Kris Faafoi</td>
</tr>
<tr>
<td>Local Government</td>
<td>Hon. Nanaia Mahuta</td>
</tr>
<tr>
<td>Ministerial Services</td>
<td>Hon. Chris Hipkins</td>
</tr>
<tr>
<td>Racing</td>
<td>Rt. Hon. Winston Peters</td>
</tr>
<tr>
<td>Treaty of Waitangi Negotiations</td>
<td>Hon. Andrew Little</td>
</tr>
</tbody>
</table>

We also support the Associate Minister of Finance, Hon. Dr David Clark to fulfill his responsibilities in the appointment of community trusts.
Ā Mātou Kawenga me ā Mātou Mahi – Our roles and functions

The Department operates under a single Vote of $450 million (operating expenditure) to support activities under the seven Portfolios.

We have a broad range of responsibilities and functions that span information and communication technologies (ICT) investment, information management, working with communities, ensuring effective regulatory frameworks are in place, supporting the Executive and local government and delivering a range of services to support and foster New Zealand’s cultural identity.

Our system leadership roles include the Government Chief Digital Officer (GCDO) and the Government Chief Privacy Officer (GCPO) to lead the digital transformation of government across the State Sector. In this respect, we support our State sector colleagues to transform their services through better investment in ICT and to maintain the privacy of New Zealanders’ government-held information.

We also play a system leadership role with respect to local government. We are responsible for linking central and local government more effectively to achieve improved outcomes for citizens and communities.

The Department is responsible for the National Library of New Zealand and Archives New Zealand. These institutions play an important role in preserving New Zealand’s documentary heritage and ensuring a full and accurate public record is created and maintained.

We are also responsible for the Office of Ethnic Communities, which supports the many diverse ethnic communities that make New Zealand their home and the benefits that diversity brings to New Zealand society.

Our specific functions include:

- Managing and protecting the integrity of national identity information, including life events such as births, deaths, marriages, citizenship and issuing passports
- Regulating activities in several sectors including: gambling, censorship, government recordkeeping, charities, unsolicited electronic messages, anti-money laundering, private security personnel and private investigators
- Providing policy advice to government on local government, ethnic communities, community and voluntary sector, fire and emergency services, identity, information and communications technology, information management, digital safety, gambling and racing
- Building, preserving and making accessible New Zealand’s information, documentary heritage and public records
- Providing information, resources and advice to communities to support their aspirations
- Administering grant funding schemes and promoting trust and confidence in the charitable sector
- Supporting the effective operation of government and the Executive
- Coordinating and managing official guests of government visits to New Zealand
- Supporting public and government inquiries and reviews
• Administering a range of statutory functions for the Minister of Local Government, including for Lake Taupō and offshore islands

• Leadership in the direction and operational approach for digital across the core public service.

We administer 80 pieces of legislation or regulation.¹

We monitor the performance of two Crown entities (Fire and Emergency New Zealand and the Office of Film and Literature Classification) and manage the appointment process for members of a range of trusts, committees and boards.

¹ The legislation administered by the Department can be found at the Department’s website at https://www.dia.govt.nz/About-Internal-Affairs---Our-portfolios---Legislation
Ngā Whakaarotau Kāwanatanga – Government priorities

Tā mātou ki te tautoko i ngā whakaarotau a te Kāwanatanga – How we support the Government’s priorities

As part of the New Zealand public service, the Department contributes towards Government’s outcomes and objectives. This means we focus our efforts to support the Government to achieve its priorities.

The Government’s priorities fall under three broad themes and we support aspects of all three.

*An economy that is growing and working for all of us*
- Support thriving, sustainable regions
- Govern responsibly

*Improving the wellbeing of New Zealanders and their families*
- Ensure that everyone who is able to is earning, learning, caring or volunteering
- Support healthier, safer and more connected communities
- Make New Zealand the best place in the world to be a child

*Making New Zealand proud*
- Deliver open, transformative and compassionate Government
- Build closer partnerships with Māori
- Value who we are as a country
- Create an international reputation we can be proud of
Living Standards Framework

The Government has put wellbeing at the centre of its decision making and has adopted the Living Standards Framework to examine and analyse the factors that affect wellbeing. This is an analytical tool to help assess the potential for policies and programmes to increase wellbeing.

In the Living Standards framework there are four capitals presented. To generate the most wellbeing each capital needs to be strong and they need to work well together.

The Four Capitals (natural, human social, and financial and physical) are the assets that generate wellbeing now and into the future

Looking after intergenerational wellbeing means maintaining, nourishing and growing the capitals.

Our contribution is strongest in Social and Human Capital, with a contributing impact on the development of Natural Capital and Financial and Physical Capital.

There are 12 wellbeing domains in the Living Standards Framework. Our work has the most impact on the following five wellbeing domains:

- Civic engagement and governance
- Safety and security
- Social connections
- Knowledge and skills
- Cultural identity.
What this means for the Department

We need to ensure that the outcomes we seek to achieve are consistent with and contribute to the Government’s priorities and the Living Standards Framework. Our work aligns well across all the Government’s priorities and our outcomes are therefore broad.

Our Context

There are many things that affect the environment we operate in and the expectations we face. Our operating context has an impact on what we need to do to continue to develop and evolve the services and functions we provide. Changes to our context can happen quickly and we must try to anticipate as much as possible to ensure we are well-placed to change and adjust how we operate in response.

We must partner with Māori…

The Government takes a partnership approach with Māori to nurture and maintain the strong relationships between Māori and the Crown. Policies and services will reflect an understanding of Te Ao Māori and the role of Māori in decision-making to ensure they are effective and will deliver for New Zealanders. Fulfilling Treaty settlement obligations as agreed with Iwi is a clear expectation for all government departments, including the Department of Internal Affairs – Te Tari Taiwhenua.

…and support an inclusive New Zealand…

While New Zealand overall has relatively high levels of civic engagement and social inclusion this is not evenly spread throughout the population. There are barriers to inclusion and participation that disproportionately affect some parts of the population more than others. This has a significant impact on wellbeing, including employment, housing, education, healthcare, travel and recreation. New Zealand’s ethnic diversity continues to grow, with resulting challenges to how government must operate to enhance inclusivity.

…making our services available to everyone…

Expectations on all government agencies are that services are widely accessible and are not delivered in isolation. The public expects government agencies to work co-operatively and in a co-ordinated fashion to deliver joined-up services where it makes sense to do so. Which agency delivers a service matters less than how well it is delivered. Responding to this expectation requires actively seeking out opportunities to improve customer experience and reduce complexities in people’s engagement with government.

…responding to a changing technological landscape…

The changing technological landscape presents a range of operational, system and policy challenges. Greater standardisation and inter-operability in information and communication technologies, cloud computing, artificial intelligence and machine learning present opportunities for government agencies. These opportunities have to be balanced with addressing issues of variable digital inclusion, protection of people’s privacy and minimising the risks of harm from unlawful behaviour online.

…helping to keep New Zealanders safe…

We are responsible for censorship enforcement and support the Office of Film and Literature Classification. The growth in and danger posed by violent extremist content online presents a unique regulatory challenge. This is highlighted by the uploading and sharing of objectionable content from the 15 March 2019 terror attacks in Christchurch but is not limited to this material.

There are other challenges posed by criminal or problematic online behaviour, including scams, fraud, identity theft, spam, money laundering, unauthorised release of sensitive information and intimate recordings, harassment and bullying. Digital safety encompasses the protection from, and minimisation of, all these aspects of behaviour.
The regulatory structures and settings that currently exist are not always applicable or appropriate for the online domain. There is a need to continually monitor and update regulatory functions to ensure they are fit for purpose in the future. Regulating activities that cross borders complicates questions of jurisdiction and regulating actors who are not easily identifiable to any jurisdiction. International co-operation and co-ordination by regulators in the online domain are important.

...embracing our diversity as a country...

New Zealand is diverse and is forecast to continue to become more diverse. This means the needs and expectations of different communities will become more complex. Responding appropriately to the diversity of needs from within communities will be challenging in the future and there is a risk that some communities do not get the support they need to thrive and prosper.

...and playing our part so future New Zealanders can thrive.

Climate change presents many challenges to how people live their lives both now and in the future. Increasing incidences of extreme weather events and issues such as coastal erosion and flooding will affect many people over time. This is already evident with some areas of housing becoming hard to insure, risks to people’s safety and the viability of current land and water use over time. Many of these issues particularly affect local government but require a response that is consistent nationally.
Te Pou Tarāwaho Hua – Outcomes Framework

What we seek to achieve and why

We are working towards four outcomes to achieve our common purpose. These outcomes support and overlap each other. Contributing to the achievement of the outcomes are 16 contributing outcomes that represent more specifically the impact of our major functions.

We are considering developing a fifth outcome that outlines our commitment to Māori-Crown relationships. This will be considered for future versions of the Strategic Intentions, when further work has been done on the contributing outcomes and sources for indicators to measure whether the outcome is being achieved.

We use indicators to demonstrate the impact of the work we do to benefit New Zealand and those who live here. While the Department is only one of many organisations that affect whether the indicators may move, we use them as the best means available for demonstrating if outcomes are being achieved or not at the macro level.

The Department of Internal Affairs serves and connects people, communities and government to build a safe, prosperous and respected nation.

Outcome 1
People can easily access the services and information they need

Intermediate Outcomes
• Barriers to digital inclusion are reduced
• People’s access to government is enhanced
• People’s identity can be easily and securely verified
• Taonga tuku iho rights are protected

Outcome 2
Iwi, hapū and communities across New Zealand are safe, resilient and thriving

Intermediate Outcomes
• Regulated activities minimise harm and maximise benefits to people and communities
• Māori are supported to realise their aspirations
• Communities are supported to develop and prosper

Outcome 3
People’s sense of belonging and collective memory builds an inclusive New Zealand

Intermediate Outcomes
• Collective memory is enhanced by New Zealand’s documentary heritage
• A culture of reading enhances literacy and knowledge
• New Zealand’s national and cultural identity is fostered and respected
• Trusted citizenship and identity documents contribute to a sense of belonging
• Taonga tuku iho is preserved and valued

Outcome 4
New Zealand is a well-functioning democracy across central and local government

Intermediate Outcomes
• Executive Government functions well through support, services and advice
• Engagement between Māori and local government is strengthened
• Government transparency is upheld
• Local government works collectively to address national objectives
Outcome 1: People can easily access the services and information they need

**Intermediate Outcomes**

- Barriers to digital inclusion are reduced
- People’s access to government is enhanced
- People’s identity can be easily and securely verified
- Taonga tuku iho rights are protected

**Why is this important?**

People’s ability to participate in society – through jobs, education, community work, recreation – is made easier when their identity can be easily and reliably verified, and when barriers to participation are eliminated or eased. People’s ability to access services and information affects their lives and ability to control their destiny.

We work across government to find opportunities to make government services and information more easily accessible to those who need them. Our own services seek to help people engage with the world around them.

**How do we know we have made a difference?**

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Source</th>
</tr>
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<tbody>
<tr>
<td>The percentage of people whose expectations are met when transacting online with the public services increases</td>
<td>Kiwis Count Met expectations by channel</td>
</tr>
<tr>
<td>Ease of getting passport services is maintained or increases</td>
<td>DIA Customer Experience Survey</td>
</tr>
<tr>
<td>Ease of getting BDM services is maintained or increases</td>
<td>DIA Customer Experience Survey</td>
</tr>
<tr>
<td>Ease of getting citizenship services is maintained or increases</td>
<td>DIA Customer Experience Survey</td>
</tr>
<tr>
<td>People’s trust and confidence in digital identity is improved</td>
<td>DIA Customer Experience Survey</td>
</tr>
</tbody>
</table>

We aim to increase the proportion of people who can transact with government online. This indicates how accessible services are and is a proxy indicator for digital inclusion. If more people are transacting with government online, the number of people who find barriers to digital inclusion too hard to overcome should reduce.

The Department has progressed work to build evidence around digital inclusion. This includes the development of a Blueprint and outcomes framework. There are measures associated with the framework, but there have not yet been data sources identified. We aim to make a plan to source data before the end of this year.

The ease with which people use our key services, such as applying for passports and registering life events, eg, births and deaths, is also a useful indicator of whether we are making a difference to how easily people can access our services and the value that people ascribe to them.
Outcome 2: Iwi, hapū and communities across New Zealand are safe, resilient and thriving

Intermediate Outcomes

- Regulated activities minimise harm and maximise benefits to people and communities
- Māori are supported to realise their aspirations
- Communities are supported to develop and prosper

Why is this important?

Communities are important to people’s wellbeing. People have the best opportunity to thrive and prosper when the communities they live in are safe and resilient. While risk and harm cannot be eliminated completely, they can be reduced, and communities can be supported to manage risks and challenges. Equally important is the ability of communities to form and realise their own aspirations.

The aspirations of iwi, hapū and Māori are important for social wellbeing and the Crown has a responsibility to support those aspirations as a partner in the Treaty of Waitangi.

Resilient infrastructure is important to communities and their long-term wellbeing. Addressing the planning for and funding of infrastructure ensures communities have the facilities that make our regions thrive and prosper. Our work in this area contributes to the overall work programme of a group of Ministers on resilience.

How do we know we have made a difference?

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public perception of crime is reducing</td>
<td>Ministry of Justice Perceptions of Crime Survey</td>
</tr>
<tr>
<td>The rate of volunteers and donation is maintained or increases</td>
<td>Statistics NZ General Social Survey</td>
</tr>
<tr>
<td>Overall life satisfaction is maintained or increases</td>
<td>Statistics NZ General Social Survey</td>
</tr>
<tr>
<td>Experience of discrimination decreases</td>
<td>Statistics NZ General Social Survey</td>
</tr>
<tr>
<td>People’s sense of purpose is maintained or increased</td>
<td>Statistics NZ General Social Survey</td>
</tr>
</tbody>
</table>

Our regulatory work aims to maximise benefits and minimise harm including using enforcement and compliance activities to identify and prevent crime and criminality. The perception of crime is therefore a useful indicator to help determine whether our efforts are effective, even though our work is only a modest contributor. We will explore other sources of data to find more specific indicators for our regulatory work.
Our regulatory efforts also maximise benefits to communities of regulated activities by improving trust and confidence that these activities are well-regulated and effective. For example, the rate of donations and volunteering indicates the level of people's engagement with community and charitable activities. If this rate is high, then it signifies trust and confidence in the charitable sector and in community organisations.

People’s overall life satisfaction is an important gauge of wellbeing both for individuals and communities. While many factors influence life satisfaction, if communities are thriving, it is likely that this indicator will be high.

People’s experience of discrimination is a harm we aim to minimise. If people experience discrimination, their ability to participate in society and the economy is damaged and this has a negative impact on wellbeing. The extent to which people report experience of discrimination is an important indicator of how inclusive New Zealand is.

### Outcome 3: People’s sense of belonging and collective memory builds an inclusive New Zealand

**Intermediate Outcomes**

- Collective memory is enhanced by New Zealand’s documentary heritage
- A culture of reading enhances literacy and knowledge
- New Zealand’s national and cultural identity is fostered and respected
- Trusted citizenship and identity documents contribute to a sense of belonging
- Taonga tuku iho is preserved and valued

**Why is this important?**

Many factors influence people’s sense of belonging and connection. A strong sense of belonging is important for New Zealand to be a welcoming and inclusive place for everyone here. When people lack a sense of belonging and feel excluded there are high social costs, not just for individuals but for communities and society as a whole.

A collective memory contributes to a sense of belonging through knowledge and understanding of our history and culture. A vibrant cultural and national identity also helps to give a collective sense of belonging. People benefit through the social capital that documentary heritage, symbols of national identity, national events and culture make tangible.
How do we know we have made a difference?

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>People’s sense of belonging to New Zealand increases</td>
<td>Statistics NZ General Social Survey</td>
</tr>
<tr>
<td>People spend more time reading</td>
<td>Time Use Survey</td>
</tr>
<tr>
<td>People’s participation in cultural activities increases</td>
<td>Statistics NZ General Social Survey</td>
</tr>
<tr>
<td>Satisfaction with citizenship services is maintained or increases</td>
<td>DIA Customer Experience Survey</td>
</tr>
</tbody>
</table>

People’s sense of belonging can be measured, and this is a useful indicator of this outcome. Applying for citizenship is often driven by a sense of belonging. Collective memory is harder to demonstrate through an indicator and there is a lack of robust indicators and sources of data for inclusion at this point.

People’s participation in cultural activities shows to an extent whether there is acceptance and inclusion of Te Ao Māori in the population and recognition of the distinctive aspects of our culture.

The amount of time people spend reading indicates the extent of a culture of reading in New Zealand, which helps to demonstrate the level of literacy. There are well documented social and economic benefits to reading, including improved functional literacy leading to better employment and social participation.

Outcome 4: New Zealand is a well-functioning democracy, across central and local government

**Intermediate Outcomes**

- Executive government functions well through support, services and advice
- Engagement between Māori and local government is strengthened
- Government transparency is upheld
- Local government works collectively to address national objectives

**Why is this important?**

Both central and local government have big impacts on the lives of people living in New Zealand. The smooth functioning of New Zealand’s democratic institutions is important to the accountability and transparency that give people trust and confidence in democracy. The mechanisms and support needed to make government functional contribute to people’s willingness and ability to participate in democracy.

Addressing complex issues requires co-operation and co-ordination across the whole system of government. When this system is supported and facilitated, it is better able to tackle issues and pursue national objectives.
How do we know we have made a difference?

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>The level of institutional trust is maintained or increased</td>
<td>Institutional Trust: Parliament Statistics NZ General Social Survey</td>
</tr>
<tr>
<td>Perceptions of government effectiveness are maintained or increased</td>
<td>University of Oxford International Civil Service Effectiveness Index</td>
</tr>
<tr>
<td>Perceptions of corruption are maintained or decreased</td>
<td>Transparency International Corruptions Perceptions Index</td>
</tr>
<tr>
<td>Satisfaction with local governance is maintained or increased</td>
<td>Kiwis Count sector score – Local Government</td>
</tr>
<tr>
<td>Perceptions of Open Government are maintained or increased</td>
<td>Open Data Barometer Report</td>
</tr>
</tbody>
</table>

Perceptions of open government, government effectiveness and corruption are indicators of how transparent government is and how smoothly it is viewed as functioning on behalf of the population.

People’s satisfaction with local government reflects the value people perceive from the system. While this satisfaction will be influenced by people’s direct interaction with local authorities, it is still useful when considering the system of local government as a key part of New Zealand’s democracy.
Tā mātou kōkiri i te panonitanga hei whakatutuki i ō mātou whāinga – How we will drive change to deliver our goals

Over the coming years, the Department will be tackling a wide range of issues. It is important for us to understand the impact of our services and functions, so we can improve them, and so they make the best contribution to improving wellbeing in society. Our services and functions need to continue to be delivered consistently and reliably so people can trust what we provide on a day-to-day basis.

People can easily access the services and information they need

At the system level…
We are developing a Digital Public Service Strategy to provide an overarching strategy for how government approaches digital engagement and the development of digital services to enhance wellbeing. Accelerating government digital transformation will help people access personalised services when and where they need them, engage in decisions about issues they care about, and trust in an open, transparent and inclusive government.

In supporting the Chief Executive’s role as Government Chief Digital Officer, we help other agencies to work together to enhance the digital delivery of services. There is a need to balance being innovative and responsive to people’s needs and expectations with protecting privacy and maintaining trust and confidence in the integrity of information. The Government Chief Privacy Officer works to advise government agencies on building privacy into how the public sector works and delivers for people and communities.

We need to make sure everyone shares the benefits of digital transformation and has access to services and information delivered digitally. The Digital Inclusion Blueprint sets out what digital inclusion means, highlights the barriers and identifies groups most at risk of exclusion. The coming years will be focused on building on the foundations already set and developing new approaches to facilitate inclusion and measure progress.

What this means for people…
Ensuring New Zealanders can operate safely in a digital world, with regard for one another’s views and human dignity, is important to achieving a digitally inclusive society. We will work across agencies and with other countries on approaches to human rights in the digital environment and we will continue to work on directly addressing issues affecting digital safety.

Te Ara Manaaki is our programme to accelerate digital transformation in the life events and identity sphere to increase digital uptake, improve the customer experience and reduce cost. Ultimately, it puts people at the centre of our services by allowing them to access what they need, when they need it, without having to come into a government office or call a contact centre to carry out their transactions. This programme is delivering benefits through better integration of technology and information. It pulls together a more joined-up and consolidated picture of our customers and their
information. People can now order life event certificates online, saving them time and cost. Over the coming years we plan for Te Ara Manaaki to provide enhancements such as real-time sharing of information with other agencies (in compliance with information-sharing agreements) and continued protection of New Zealanders’ life events and identity information.

Our work on digital identity will enable the development of new approaches to digital identity and produce an identity trust framework by October 2020. We will continue to provide the RealMe digital identity verification service while the identity trust framework is developed and options for continued provision of reliable, authentic identity verification to enable digital and online service delivery across government are considered.

We plan to build on the progress and momentum established through earlier work to enable easy to use, joined-up services based on key life events (Smartstart for the birth of a child and Te Hokinga ā Wairua for end of life services). Working with other agencies to provide services designed around the needs of people is an important part of our vision for access to government services and information. Underpinned by common ways of operating to support portability across life events, joined-up services spanning across agencies puts people and their needs at the centre of service design rather than the agencies delivering the services.

The National Library’s Services to Schools facilitates children’s access to information in both hard-copy form and digitally. These services link to our approach to building a community of readers.

**Iwi, hapū and communities across New Zealand are safe, resilient and thriving**

**At the system level…**

Our various regulatory activities must continue to evolve to meet new challenges. An example is our response to the 15 March 2019 terror attacks in Christchurch, when footage of the attacks was uploaded and widely shared online. These attacks highlighted the dangers of content that encourages violent extremism, especially online. Countering violent extremism online is an area of increased attention and effort, without any diminishing of focus on the vital work to prevent the spread of child sexual exploitation content. We play an important role alongside international partners and other agencies in bringing to justice perpetrators of abuse and in minimising exposure to harm.

We also face challenges in the digital environment with the application of our regulatory regimes. An ongoing policy and operational challenge is to ensure regulatory systems and processes are suitable for activities that are increasingly delivered in an online and digital environment, including gambling and media content.

Our work to protect the trust in New Zealand’s financial system and maintain and enhance New Zealand’s international reputation, as one of three Anti-Money Laundering and Countering the Financing of Terrorism Act 2009 regulators, will continue. This includes supporting businesses to protect themselves from these illegal activities.

**What this means for people…**

The Office of Ethnic Communities is adopting a refreshed strategy to meet the challenges of the needs of the increasingly diverse population in New Zealand. This strategy targets four outcome areas.

*Wellbeing is improved through inclusion*

*Ethnic communities have a voice and feel connected to, and valued by, Government*

*Government policies and service delivery meet the needs of ethnically diverse communities and ensure equity of opportunity and outcomes*

*Broader New Zealand feels enriched by diversity and ethnically diverse communities are valued as part of our national identity*

There will be a focus on education, employment and youth, including contributions to the key Government work programmes. This includes a whole-of-government Employment Strategy and Action Plan for refugees, migrants and ethnic communities, education system transformation and a Child and Youth Wellbeing Strategy-Action Plan: Children live free from racism and discrimination.
Keeping our communities safe…

Building an effective, affordable, resilient and sustainable Three Waters (drinking, storm and waste water) system will make a significant contribution to intergenerational wellbeing. We are responsible for establishing a new dedicated water regulator for the Three Waters system, following a cross-agency review over 2017-2019 (subject to Cabinet decisions). The regulatory regime will encompass the extension of regulatory coverage, stronger risk management obligations on water suppliers and local authorities, strengthened compliance, monitoring and enforcement including a requirement for water and storm water operators to report annually on a set of environmental performance measures, and national guidelines for good practices in the design and management of water and storm water networks.

Leading system reforms…

We will continue to focus on implementing reforms in the racing industry. A transitional agency has been established to implement current reforms. The governance arrangements for racing industry entities following the transition period, when responsibility for racing will be transferred to the three racing codes (horse racing, trotting and greyhound racing), will be developed. Options for creating new wagering products will also be developed, which will balance harm minimisation from problem gambling with increasing revenue for the racing industry. Regulations for offshore betting charges are also in development.

A review into the funding of Fire and Emergency New Zealand is taking place. We will support and facilitate this review, which will look to recommend a funding model that is stable, universal, equitable, predictable and flexible. This is important to achieve a sustainably resourced fire and emergency services system to protect people and communities.

A well-governed, transparent and thriving charitable sector contributes to community wellbeing. Work is under way to modernise the Charities Act 2005. Our regulatory approach aims to be modern, responsive and proportionate to the risk being managed for the sector. Improvements to the processes and systems that are used for charities regulation should also serve the needs of registered charities and the public as well as facilitating transparency and accountability.

Supporting communities to thrive…

Encouraging and supporting volunteering is a priority. Volunteering benefits communities and individuals though both the valuable work that volunteers do for others and by providing a sense of purpose and connection for those doing voluntary work. Volunteering is also a useful pathway into employment. Support for volunteering, community organisations and social enterprise through advice, partnering and funding will be a focus for us.

Community-led development is central to empowerment and enabling communities and hapū to realise their own aspirations. We work alongside communities and hapū to assist them to develop, plan for and achieve their goals and initiatives. Working alongside communities is based upon a genuine partnership approach and can involve tangata whenua, local authorities, funders, businesses and local organisations to support locally led initiatives. Continued enhancement of the Community-led Development Programme will allow more partnerships to be formed and to increase the reach and coverage of the assistance we provide.

Working with Local Government on Community Wellbeing…

Building on the reinstatement of wellbeing in the statutory purpose of the Local Government Act, we are considering the future of local governance in New Zealand to deliver intergenerational wellbeing, strengthen local democracy, and instil greater trust and confidence in local government. We are working with local government practitioners to develop options around:

- More inclusive and effective community participation and partnership with Māori
- More specific prioritisation and use of wellbeing data in local authority plans
- Greater collaboration and alignment between local and central government in public service provision

This is intended to broaden and accelerate the uptake of outstanding council practice and deepen the relationship between central and local government in the provision of public services.
People’s sense of belonging and collective memory builds an inclusive New Zealand

At the strategic level…
Archives New Zealand and the National Library of New Zealand both have well-developed delivery strategies (Archives 2057 and Turning Knowledge into Value – National Library Strategic Directions to 2030) that set out the strategic challenges for these vital institutions in coming years.

Archives New Zealand’s strategic response is centred around the concepts of upholding transparency, taking archives to the people and building systems together. Key components of implementing Archives 2057 in coming years are the transformation of services to increasingly digital modes of delivery, the re-vitalisation of programmes for the audit and monitoring of public recordkeeping and working with public offices to build systems that will provide an ongoing electronic record of government.

The National Library’s strategic response is centred on the concepts of taonga, knowledge and reading. The National Library Strategic Directions has a central aspiration to grow a nation of readers. Research tells us that people reading for pleasure has proven benefits for both individual and collective wellbeing, including comprehensive literacy, increased social and cultural capital, educational success and economic opportunity. The Community of Readers initiative is the first of the programmes to realise this aspiration.

Preserving our collective memory…
A major priority for us for the next four years is Preserving the Nation’s Memory, which will (subject to Budget funding) develop a new Wellington building for Archives New Zealand to ensure the archives are preserved and made accessible in purpose-built, specialised facilities that will ensure the best standards of care. This is essential because the current Archives New Zealand building in Wellington is at full capacity and transfers of public archives cannot currently take place. The Preserving the Nation’s Memory programme will ensure that both Archives New Zealand and the National Library have adequate storage capacity for the next 30 years through the new Wellington Archives building. The new building will connect to the National Library to create a national documentary heritage hub. A new shared regional storage facility for holdings and collections that do not need to be located in Wellington is also planned over the next four years. The programme will also replace technology near the end of its working life that is essential to the management of the Archives New Zealand holdings.

Protecting Māori taonga…
Maihi Karauna is the Crown’s strategy for Māori language revitalisation. As the holders of a wealth of historic te reo resources, we will support this strategy. The development of Māori metadata, exploration and development of machine learning for automatic transcription of te reo content, and discovery and accessibility of te reo content over multiple channels will be pursued.

We will be contributing to the whole-of-government response to the Wai 262 report Ko Aotearoa Tēnēi: A report into claims concerning New Zealand law and policy affecting Māori culture and identity. The response is based around three broad kete of issues and the Department plays a significant role in Kete 1: Taonga works me te Mātauranga Māori. We hold extensive collections of taonga, especially at the National Library of New Zealand and Archives New Zealand for which the Department has a stewardship responsibility. We also need to ensure that the Government Digital Strategy encompasses Te Ao Māori principles and concepts so that digital government is inclusive for Māori.

Protecting authors’ rights…
Also planned is a review of the Public Lending Right for New Zealand Authors scheme that compensates authors for copies of their books held in libraries. The review will examine options for ways to recognise authors and the coverage of the scheme, including the treatment of electronic publications. The scheme is important for the sustainability of and recognition for New Zealand writing and authors.
New Zealand is a well-functioning democracy, across central and local government

At the system level…
Our Central-Local Government Partnerships function aims to achieve a collaborative system-wide, public service approach in which central and local government work together for the benefit of people, communities, business and the environment. Our work aims to not only meets local priorities but also contributes collectively to national objectives. Key focuses of attention include:

Local Government Funding and Financing
Urban Growth Agenda
Māori/Crown/Local Government Relationships
Community resilience

Supporting a well-functioning democracy…
The regulatory framework for local government elections will be examined to modernise the voting process. An enduring framework is needed for local government elections. The local government election process needs to keep pace with improvements in the Parliamentary election’s framework.

We administer and support government and public inquiries and reviews. The current Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions is the largest Royal Commission undertaken to date. Ensuring this and other inquiries established in the coming years are well supported remains a priority.

We provide a broad range of administrative and support services to Ministers to ensure the executive government can function efficiently, effectively and transparently. Over the next several years we intend to further modernise and diversify the Crown fleet to improve its flexibility for users, while progressing towards the Government’s goal of an emission-free government vehicle fleet by 2025/2026. As the employer of most staff working in Minister’s offices, we will deliver the first phase of a multi-year programme of work designed to address issues raised in the Francis Review report, working with partners to create a parliamentary workplace where people feel respected, supported, empowered and safe. We are committed to supporting the development of a shared culture, created with our people and others working on the parliamentary precinct, where improvements made are enduring.

Supporting the smooth transfer of Government following an election is a core function for us. Over the next year we will complete a programme of work to ensure we are well prepared to support the incoming Executive to be operational and to deliver their portfolio responsibilities as quickly as possible following the 2020 General Election.

Supporting across government agencies…
With the Chief Executive as the Government Chief Digital Officer, we will continue to work across government to develop system-wide approaches to how technology can make government more effective and efficient, better able to deliver to people and communities and able to access the best technology at the best cost.

Marketplace, the digital market that simplifies and makes government procurement easier, will continue to be developed. As an online model Marketplace automates many aspects of traditional procurement processes. This innovative application reduces the time, cost and complexity that comes with government procurement. It currently focuses on public cloud software-as-a-service applications. Expanding Marketplace to include other all-of-government services is planned, including its use by other agencies, sectors and industries.
Ngā hoa rangapū – Partners

We have all-of-government roles which means we work with a vast number of other agencies, both in central and local government.

People can easily access the services and information they need
We are responsible for reliable, authentic identity information and keeping this information accurate, secure and available in a lawful manner. We work with a variety of other agencies that have appropriate and controlled access to identity information to support the delivery of their services and functions. This includes sharing information in a controlled manner with other government agencies. Working with agencies to improve access to services and information across government through common operating approaches is also a feature of our work.

The National Library of New Zealand partners with public libraries across New Zealand for shared services and bibliographic information for the benefit of communities. Digital New Zealand (as National Library of New Zealand service) has partnerships with over 200 organisations to make more accessible our unique documentary heritage.

Iwi, hapū and communities across New Zealand are safe, resilient and thriving
We work closely with other agencies in their regulatory and enforcement roles, including the New Zealand Police, New Zealand Customs Service, international law enforcement agencies and other regulators. The co-operation, information sharing and joint operations in areas such as the investigation and prosecution of child sexual exploitation, money laundering and illegal gambling result in perpetrators being brought before the courts and in some cases serious crimes being prevented or disrupted. This includes participation in the Violent Crimes Against Children International Task Force.

We also work with a broad range of stakeholders involved in regulated systems including regulated parties as well as other individuals and organisations that contribute to effective regulatory outcomes.

The partnership between the Lottery Grants Board (administered by the Department) and Te Puni Kōkiri is aimed at supporting the cultural and physical revitalisation of marae. Further partnerships across the funding sector are being explored.

We work alongside iwi, hapū and community groups through our partnership approach to community development. The Office of Ethnic Communities works with groups representing many different ethnic groups to assist and support them.

People’s sense of belonging and collective memory builds an inclusive New Zealand
We work with Ngā Taonga Sound and Vision and the Ministry of Culture and Heritage on the safe, secure storage of documentary heritage, including the provision of specialist storage repositories and equipment. This includes providing space for Ngā Taonga Sound and Vision to operate from in the National Library building.

With the closure of the Wellington Public Library, the National Library building in Wellington is being used to temporarily provide some public library services that would otherwise not be available. The He Matapihi Molesworth Library will provide a diverse collection of resources from the Wellington Public Library over the next few years.

As the Department responsible for co-ordinating arrangements for official visitors to New Zealand who are accorded Guest of Government or Guest of Parliament status, we work closely with the Ministry of Foreign Affairs and Trade, and the Office of the Clerk of the House of Representatives. We also work closely with a variety of other agencies and groups, including the Prime Minister’s Office, the Ministry of Culture and Heritage, and the Department of the Prime Minister and Cabinet on arrangements for national commemorative events, and visits by members of the Royal Family. There will also be the 2021 Asia Pacific Economic Co-operation meeting in New Zealand, which will involve visits by Guests of Government from 21 countries.
New Zealand is a well-functioning democracy, across central and local government

The Government Chief Digital Officer established the Digital Government Partnership, alongside the Government Chief Data Steward (the Government Statistician) to bring agencies together to support the goal of a coherent, all-of-government digital system. The Partnership provides leadership across the public sector and brings together experts across four working groups to advance implementation of the Government ICT Strategy.

As the Crown agency primarily responsible for local government, we work closely with local authorities across New Zealand and the Local Government Commission.

We have a strong relationship with Inland Revenue, which processes the Department’s financial transactions. We also work closely with other agencies to ensure that our financial and corporate services meet expectations and comply with relevant legislation. This includes the central agencies such as the Treasury, the State Services Commission and the Department of Prime Minister and Cabinet, and oversight agencies such as Audit New Zealand and the Office of the Auditor-General.

Crown entities

We monitor two Crown entities and are responsible for managing the Government’s relationship with them.

The Office of Film and Literature Classification is an independent Crown entity under the Crown Entities Act 2004. This means it performs its functions at “arm’s length” from the Government. The office has two primary functions:

- To classify publications such as films, books or computer files which may need to be restricted or banned
- To provide information about classification decisions and about the classification system as a whole

Fire and Emergency New Zealand (FENZ) is a Crown agent under the Crown Entities Act 2004. This means it is required to follow government policies. It is responsible for the delivery of both rural and urban fire and emergency services throughout New Zealand. FENZ is responsible for over 14,000 staff and is therefore one of the largest organisations in the State sector.
He wāhi rawe ki te mahi, ā, he whakahaere e eke ana ki te taumata teitei – A high-performing organisation and a great place to work

We continue to build on the strong organisational capabilities which support us to deliver results for New Zealanders and make the Department a great place to work.

New Zealand’s population is changing and the people we serve are becoming increasingly diverse. Building a diverse workforce that reflects the communities we serve and puts our customers at the centre, supports us to fulfil our “spirit of service” and make New Zealand better for New Zealanders.

Our leadership and governance

The Department’s Executive Leadership Team (ELT) includes our Chief Executive, seven Deputy Chief Executives, and the Director of the Office of the Chief Executive. The ELT ensures we focus our efforts and resources in the right areas at the right time. It’s operating model supports it to undertake a strategic governance role. The structure of our governance model is outlined below.

The governance model focuses on organisational performance, management of risk and assurance and ensures the Department is positioned to deliver on its priorities and purpose. It ensures ELT has the capacity to strategically govern the Department and take a system leadership view. It allows our senior leaders (ELT and the Senior Leaders Cohort) to work effectively to support successful organisational leadership and performance across the Department. Good governance helps to build trust and confidence in public services.

We are working to equip our leaders for a changing environment. We need to ensure our leaders are empowered, enabled, supported and informed. We do this through our Senior Leaders Cohort, succession planning and talent management. We are committed to lifting leadership capability at all levels and know this requires investment in both time and resources to be successful.

Information, privacy and security

We need to raise staff awareness and ensure they understand their obligations in relation to information, privacy and security. As this is a changing environment, we need to ensure that this is embedded into our culture and how we do things at the Department. Ensuring that we value and understand the information we deal with and know where and when to seek and act on advice, is fundamental to our success.

Risk and assurance

We need to integrate and embed risk management explicitly across our organisation. Everyone can contribute directly to good risk management. As risk is best managed close to the source, everyone needs to be responsible for identifying, understanding and managing their business risks. Our risk management framework ensures that risk management is consistent, repeatable and in line with international standards.
Assurance is a key component of our effective governance. It provides evidence of how well business risks are being managed, opportunities are being taken and the business is performing. Good assurance supports governance bodies in their decision-making, helps identify key risks to delivery and enables early intervention before they start to impact on outcomes. Our Assurance Framework supports an integrated view of assurance across the Department.

We will be applying more consistent assurance, in terms of risk and value, to our priority projects and will embed this as part of our business practices so we are focused on the right things.

**Our capability**

We value the diversity, talent and integrity of our people. By reflecting the communities we serve, we can deliver great results for all New Zealanders. We want to make sure our Department is a great place to work. He Tāngata, our people, are key in delivering Tō Tātou Mahi- our Outcomes Framework.

**Spirit of Service**

Making New Zealand better for New Zealanders is a strong motivator for our people.

We recognise and celebrate the success of our people through our He Iti Kahurangi Awards. The award categories are modelled on our Spirit of Service, mātāpono and our principles and behaviours. We also recognise individuals and business groups who have demonstrated commitment and achievement in improving health, safety and wellbeing in our workplace, and people who have contributed to the Department through long service.

We are focused on growing strong, capable and confident leaders and identifying and designing development activities that support the skills needed to adapt to workforce changes over the next decade. We continue to run Te Hunga Kōhuri, our Core Leadership Programme, and are developing further leadership capability offerings.

All our people have talent and potential. We are committed to providing all our people with opportunities to build on their talents and grow their capabilities. We also have a targeted leadership programme, Te Kurutao for our Māori staff and we are soon to pilot a recently developed Pacific Leadership Programme for Pacific staff.

**Wellbeing, health and safety**

Wellbeing, health and safety are key areas of focus in how we work. Our Wellness roadmap guides our journey for “our place” to be a positive, healthy and caring place where our people feel supported and safe. We were recently awarded highly commended (a ‘silver’) by Diversity Works in the Work Life Balance section for development of our Wellbeing Hub and actively encourage our people to embed the five ways to wellbeing into their lives. The Wellbeing Hub covers Speaking Up, building an inclusive workplace, stress and trauma support, and mental health.

**Inclusion and diversity**

The Department of Internal Affairs - Te Tari Taiwhenua is diverse by default and aims to be inclusive by design. We encourage a positive workplace culture where we welcome diversity. Our Inclusion and Diversity working group is shaping up a specific work programme. We are working on closing our gender and ethnic pay gaps and making sure we have fit-for-purpose facilities, technology and resources to allow us to be more accessible and adaptable in how we work. We are also focusing on recruitment of a more diverse workforce, including inclusive leadership training, as well as understanding any barriers to progression for our own diverse workforce.

We encourage networks formed by our people and the following ones are active:

- Women’s network
- Taha Moana – connecting and supporting Pacific staff
- Tangata Whenua Rōpū - providing support and whakawhanaungatanga to Māori staff
- Authentic Self – LGBTQ+ network
Growing great talent for our future workforce

To deliver Tō Tātou Mahi it is crucial that we develop and support our greatest asset – Tō Tātou Tangata Our People. We attract diverse talent so that we can adapt to our changing environment and deliver effectively to the diverse communities we serve.

To support personal and professional development and to have the right capability we also need to invest in the infrastructure, systems and tools to support this.

Our investment and asset performance

Our assets support our ability to deliver successfully against our strategic intentions. To achieve the level of support required, we are developing a Long-Term Investment Plan 2019-2029. The plan sets out our commitment and direction for investment and asset management and defines the principles that underpin our investment and asset management practices.

It is important that our investment decisions are sustainable and well-managed. We do this by ensuring we understand the external environment and the drivers for change, including the challenges of increasing costs when delivering complex system-wide services, staff wellbeing, a diverse workforce and being a fit-for-purpose flexible organisation. Opportunities, and the risks that comes with them, can often require prioritisation and trade-offs, while continuing to maintain core services to New Zealanders.

Resources and ensuring value for money

We are improving our capability and will be updating our financial management information system. This forms part of our Long-Term Investment Plan 2019-2029. Our decisions always take into consideration the wellbeing, and health and safety of our people.

To maximise our coverage and impact we need the right information, technology and systems to enable our people to work in an integrated and flexible way. Technology plays an important role in connecting our people, enabling us to operate as one connected organisation across our 37 work locations. We also strive to have better outcomes for New Zealanders who use our services by making it easier for them to access and use them.

Our assets consist mainly of property, and information, communications and technology (ICT) assets. The asset performance measures for these are set out below as reported in the Department’s Annual Report and to the Treasury via the Investor Confidence Rating (ICR).
## Property asset management performance measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>The percentage of buildings that are not earthquake-prone (NBS of at least 34% or have a structural performance scoring of at least a seismic grade C)</td>
<td>Condition</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of owned buildings that have maintained their annual Building Warrant of Fitness where required</td>
<td>Condition</td>
<td>100%</td>
</tr>
<tr>
<td>Office space density</td>
<td>Functionality</td>
<td>12 - 16 sqm per person</td>
</tr>
<tr>
<td>Archive storage environments maintained to required standards 24/7: Humidity and Temperature</td>
<td>Functionality</td>
<td>&gt; 80%</td>
</tr>
</tbody>
</table>

## Information Communications Technology (ICT) asset performance measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average percentage of time our IT business services are available</td>
<td>Availability</td>
<td>98.5%</td>
</tr>
<tr>
<td>Percentage of incidents restored within SLA timeframes (all incidents P1-P4)</td>
<td>Condition</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of workstation devices in use</td>
<td>Utilisation</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of successful changes</td>
<td>Functionality</td>
<td>95%</td>
</tr>
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