

Statement of Intent
tauāki whakamaunga atu
2010–13

THE DEPARTMENT OF INTERNAL AFFAIRS



Te Tari Taiwhenua

VISION

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

PURPOSE

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

AREAS OF FOCUS

We support **people** so they can:

- » contribute to the success and resilience of their communities; and
- » enjoy the benefits of living and participating in a prosperous and inclusive New Zealand

AREAS OF FOCUS

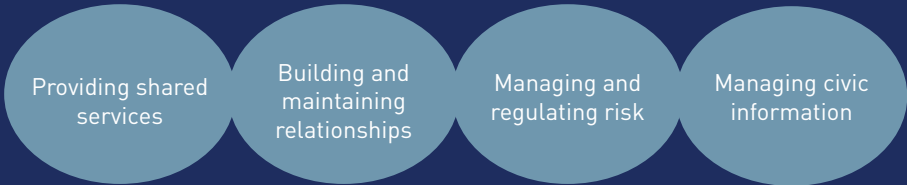
We support the **State sector** to:

- » deliver services that foster a prosperous and inclusive New Zealand; and
- » ensure New Zealand's government is trusted and respected

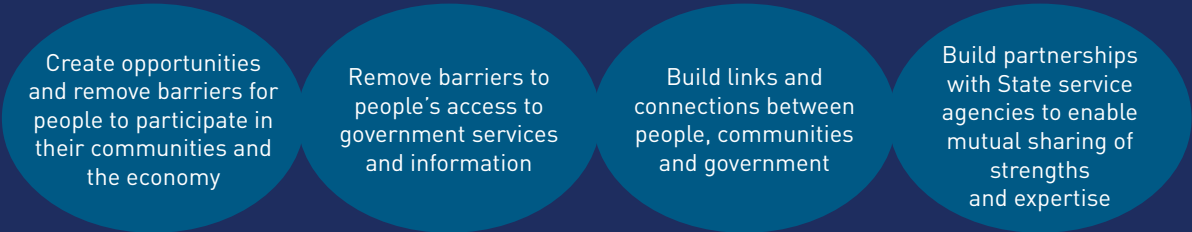
OUTCOMES



COMBINED AREAS OF STRENGTH



MAXIMISING OUR STRENGTHS



Capability

STRATEGIC APPROACH



TE TARI TAIWHENUA
Department of Internal Affairs

statement of intent

tauāki whakamaunga atu

2010-13

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The cover art for this Statement of Intent is designed to show there is continuity in many of the functions and services we provide, even though the ways in which we deliver them can change over time. It represents the Department's role in providing a continuous link between the past, present and future.

In addition, the Department has for many years used the symbol of woven flax to show the way in which it connects people, communities and government, and to represent the interweaving of the Department's different functions and services. This is still valid but does not fully communicate the strength resulting from the combining of so many strands in one Department. Thinking about this produces the image of steel cable, with multiple strands creating something able to support very large structures. This representation is complete as the steel strands transform into fibre optic cable. The bundling of these strands creates strength through access to information and its recombination in new forms.

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FOREWORD: MINISTER OF INTERNAL AFFAIRS

This Government is focused on growing the New Zealand economy. Our goal is to lift the long-term performance of the economy to make New Zealand a more prosperous country capable of providing well-paid jobs and a better standard of living for us all, and to provide the world-class public services needed to give opportunity and security to everyone who makes New Zealand their home.

As the Government continues to drive better performance across the public sector, and continues to move resources from the back office to improve front-line services, the Department of Internal Affairs will have a key role to play.

The Department has always made a direct contribution to improving the quality of life in New Zealand by supporting engagement between people, communities and government. With the transfer of Government Technology Services to the Department in 2009, and an increased mandate to provide shared services and leadership to the wider State sector, the Department can also make a significant indirect contribution by working with other State sector agencies to support them to provide better public services.

On that basis, I have asked the Department to build its capability to allow it to be the preferred home for selected government functions that require high quality service delivery to people, communities and government. The first step in this process will be managing the integration of the National Library of New Zealand and Archives New Zealand into Internal Affairs.

This is no small task given the current operating environment and significant fiscal constraints, but I have every confidence the Department will meet my expectations, and those of its other Ministers. It is a department with significant breadth and depth of experience and skills that come from a long

history of managing diverse functions within one organisation. This experience has also given it an ability to respond constructively to change.

Never has there been a better environment in which the Department can realise its vision – to be a recognised leader in public service, known for innovation, essential to New Zealand, and trusted to deliver.

I am satisfied that the information on future operating intentions provided by my department in this Statement of Intent and the *Information Supporting the Estimates* is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Nathan Guy

Responsible Minister for the Department of Internal Affairs
22 April 2010



OVERVIEW FROM THE CHIEF EXECUTIVE

The Department of Internal Affairs is a strong organisation with a proud history and an exciting future.

It is the oldest government department and has been part of the fabric of New Zealand since the signing of the Treaty of Waitangi. Virtually all existing government departments can trace their origins to the activities once undertaken within this department.

This gives us a strong sense of stability, but also an ability to be flexible in the face of change due to the range of functions we have managed over the past 170 years.

And there has been significant change in recent times, due to the local recession and global economic crisis, the incoming Government's priorities, and the increased role of the Department as a provider of shared services to other government departments. The Government has been explicit about the fact that there is more change ahead as it continues to drive savings in the public sector, demand stronger performance from government agencies, and lift the quality of public services.

The reality of operating in this changing environment is that, while we expect our functions to substantially remain the same, the nature and extent of the services we provide may have to change. Put another way – if we are to deliver the same, or more, services with less, we need to do things differently. We also need to efficiently use the capability we have, build capability to achieve our Ministers' priorities, and maximise the impact of our unique strengths.

This Statement of Intent has been developed when we are in a time of transition, and next year's Statement of Intent will see further changes. This is evolution, not revolution, but the changes will be significant and will signal a new phase in the life of the Department. The most notable change of course will be the integration of the National Library of New Zealand and Archives New Zealand into Internal Affairs.

The Department is honouring its history of being responsive to its changing operating environment while at the same time continuing to ensure it achieves its core function – connecting the people and communities of New Zealand with their government – whether that is central, regional or local government.

The 'evolution' process has been reflected in this year's Statement of Intent by way of an amended purpose statement, new strategic areas of focus and a new outcome. The Statement of Intent more fully captures the contribution we make to the success and resilience of New Zealand communities, and to the whole of government through our increased responsibilities in supporting other State sector agencies. It also sets out the approach we will take to maximise the impact of our unique strengths to add greatest value to the Government's areas of priority.

We have a lot to do, particularly as we work with staff and stakeholders of the National Library and Archives New Zealand to determine how to get the best from the strengths of each organisation in order to deliver better public services. I have confidence in our ability to meet the challenges ahead, and I look forward to leading the Department through this continued period of change.

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Department of Internal Affairs. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Brendan Boyle
Chief Executive
22 April 2010



Shirley Smith
Chief Financial Officer
Counter-signed
22 April 2010

NATURE AND SCOPE OF OUR FUNCTIONS

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

We are responsible to six Ministers administering six Votes across seven ministerial portfolios. Our portfolios include Internal Affairs, Ministerial Services, Ethnic Affairs, Civil Defence, Racing, Local Government, and the Community and Voluntary Sector.

The Minister of Internal Affairs oversees the Government's ownership interests in the Department which encompass its strategy, capability, integrity and financial performance.

We:

- » **provide direct services to people, communities and government**, including passports, birth, death, marriage and civil union registration, grants, community development, civic information, civil defence education, and online services for government
- » **provide policy advice to government**. We are key advisors on local government, ethnic affairs, community development, civil defence emergency management, fire, identity, technology, gambling and racing

- » **regulate people's activity, encourage compliance and enforce the law** where required under laws we administer

- » **monitor performance** of three Crown entities and administer appointments to 42 trusts, committees and boards

- » **employ 1,500 staff in 21 cities and towns**. Most Department staff work from Wellington. Sites outside Wellington are used primarily for the delivery of services to the community, and range in size from substantial facilities in Auckland and Christchurch to smaller offices in places such as Kaitaia and Invercargill. There are also offices in Sydney and London.

The linkages between the outcomes the Department contributes towards and the Government objectives, key policy drivers, and appropriations are provided in the following table. For more information about the Department's organisational structure and business groups, visit the website www.dia.govt.nz.

Government objectives and policy drivers	Outcomes	Intermediate outcomes	Votes	Departmental Output Appropriations
<ul style="list-style-type: none"> » Economic growth » Reduce New Zealand's vulnerability » Better public services » Better regulation » Investment in infrastructure 	Strong, sustainable communities/hapū/iwi	<ul style="list-style-type: none"> » 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 organisations 	Community and Voluntary Sector	<ul style="list-style-type: none"> » Community and voluntary sector services
			Local Government	<ul style="list-style-type: none"> » Services for local government
			Internal Affairs	<ul style="list-style-type: none"> » Policy and advisory services » Contestable services » Services for ethnic affairs
			Racing	<ul style="list-style-type: none"> » Policy advice
<ul style="list-style-type: none"> » Economic growth » Reduce New Zealand's vulnerability » Better public services » Better regulation 	Safer communities	<ul style="list-style-type: none"> » Communities are engaged » Communities are protected » Communities are resilient 	Internal Affairs	<ul style="list-style-type: none"> » Anti-Money Laundering and Countering Financing of Terrorism » Policy and advisory services » Regulatory services
			Emergency Management	<ul style="list-style-type: none"> » Emergency management services
			Racing	<ul style="list-style-type: none"> » Policy advice
<ul style="list-style-type: none"> » Economic growth » Better public services 	New Zealand's approach to identity is trusted and well led	<ul style="list-style-type: none"> » Good governance of identity for New Zealand » Accessible identity services enable efficient connections between people and the State sector » Identity information is secure and protects people from fraud 	Internal Affairs	<ul style="list-style-type: none"> » Policy and advisory services » Identity services
<ul style="list-style-type: none"> » Economic growth » Better public services » Better regulation 	Improved State sector performance and better service experience	<ul style="list-style-type: none"> » Efficient, effective and coordinated government » Trusted and accessible State sector services » Efficient and effective State sector service delivery 	Internal Affairs	<ul style="list-style-type: none"> » Government technology services » Policy and advisory services » Regulatory services » Services for ethnic affairs
			Ministerial Services	<ul style="list-style-type: none"> » Support services to Members of the Executive » VIP transport » Visits and official events coordination
			Emergency Management	<ul style="list-style-type: none"> » Emergency management services
			Community and Voluntary Sector	<ul style="list-style-type: none"> » Community and voluntary sector services
			Local Government	<ul style="list-style-type: none"> » Services for local government

STRATEGIC DIRECTION

Context

As outlined in the Chief Executive's overview, this document has been prepared when the Department is in a time of transition. It is the first Statement of Intent developed with the current Minister of Internal Affairs, and it is the last that will be developed before the Department has an expanded focus with the integration of three agencies – the Department of Internal Affairs, the National Library and Archives New Zealand.

In light of this, and in response to the expectations of Government that we continue to deliver more and better services with the same or fewer resources, the Department will be reviewing both the nature of the services it provides and the ways in which it provides them. This will be reflected in the Department's 2011–14 Statement of Intent, along with an entirely new outcomes framework.

In terms of this year's Statement of Intent, we have outlined the Department's unique profile and strengths, and the approach we will take over the next three years to achieve maximum impact, build capability and continue to deliver our core services to achieve positive outcomes for New Zealand.

Our Ministers' priorities

The Government objectives are to grow the economy, create sustainable new jobs and better equip New Zealanders to deal with the economic challenges they face.

The diverse functions of the Department mean that we work in areas that are relevant to these objectives and a number of the Government's policy drivers, in particular better public services and better regulation.

The priorities of all our Ministers have been considered when determining our activities and the services we will provide. The areas of emphasis identified by those priorities have also been reflected in the Department's amended purpose statement and are central to the areas of focus that describe how we will achieve that purpose. The activities required to meet the Ministers' priorities are also recorded in the Department's revised outcomes framework set out in this Statement of Intent.

The Minister of Internal Affairs has emphasised a key ownership priority affecting the Department as a whole. This priority is to build the capability of the Department to allow it to be the preferred home for selected government functions that require high quality service delivery to people, communities and government. This will contribute to improving the performance of the wider public sector.

In achieving this priority, we will build on our existing mandate for a range of initiatives, including:

- » **Common information and communications technologies (ICT) capability**, such as our work on improving ICT supplier relationships across government to increase innovation and reduce costs, increasing the use of the internet to deliver information and services, reducing the costs of communications across government, improving security of government information, improving people's access to government information, improving service delivery through the development and promulgation of standards and technology for interoperability of government systems, and increasing the standardisation of delivery of ICT services to improve collaboration and reduce costs
- » **Delivering shared services**. Developing shared service capability to deliver cost-effective ICT services to other agencies
- » **Ensuring the integrity of identity information**, for example by providing leadership in identity information management across government by developing the *igovt* Identity Verification Service – a component of the Identity Common Capability Programme – and seeking passage of legislation to make an identity Data Validation Service available to the private sector
- » **Building capability in operational regulatory and compliance functions within organisations** by developing nationally recognised qualifications and training for compliance staff in State sector and local government agencies, and guidance material to support a more efficient and effective whole-of-government approach to compliance functions.

Alignment between our portfolio areas, ministerial priorities, Government objectives and policy drivers is illustrated in the following table.

Portfolio	Ministerial priority	Government objective or policy driver
Internal Affairs	Build the capability of the Department to allow it to be the preferred home for selected government functions that require high quality service delivery to people, communities and government	Better public services
	Improve compliance with gambling laws and the integrity of funding practices	Better regulation
	Improve the efficiency and effectiveness of the fire sector	Better public services
Ministerial Services	Improve information and communications technologies services to Members of the Executive	Better public services
	Review the policies related to the ownership of ministerial accommodation	Better public services
	Ensure the success of the guest-of-government and State functions programme related to the Rugby World Cup 2011	Economic growth
Ethnic Affairs	Empower ethnic communities through increased government responsiveness	Better public services
	Maintain New Zealand's reputation as a successful model of social harmony through celebrating our multi-ethnic and multi-faith society	Economic growth Reduce New Zealand's vulnerability
	Maximise ethnic business people's transnational and cultural skills for domestic economic gains	Economic growth
Civil Defence	Undertake a nationwide assessment of current civil defence capability across all Civil Defence Emergency Management Groups	Reduce New Zealand's vulnerability Better public services
	Develop national guidance on Civil Defence Emergency Management logistics coordination and subsequent rollout across all Civil Defence Emergency Management Groups	Reduce New Zealand's vulnerability Better public services
	Enable the National Crisis Management Centre to operate during extended civil defence emergencies	Reduce New Zealand's vulnerability Better public services
Racing	Support the New Zealand Racing Board and key industry groups as they develop an efficient and cost-effective racing industry	Economic growth
	Support the New Zealand Racing Board as it finalises a strategic direction for racing	Economic growth
	Encourage the racing industry to support racing clubs' on-course infrastructure	Economic growth
Local Government	Implement Auckland Governance reforms	Economic growth Better public services
	Improve local government transparency, accountability and financial management	Economic growth Better public services
	Conduct a review of the local government structures outside of Auckland	Economic growth Better public services
	Conduct a first principles review of the Dog Control Act 1996	Better regulation
Community and Voluntary Sector	Review the Charities Act and Regulations, and monitor the Charities Commission's performance	Better regulation
	Build digital literacy and capability in order to connect communities	Investment in infrastructure
	Promote good practice regarding successful engagement between government and the community and voluntary sector	Better public services
	Support the development of Whānau Ora	Better public services

Changing our purpose statement

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

This is an amended purpose statement for the Department, intended to more clearly set out our overall purpose and function.

The purpose statement now uses the word 'people' rather than 'citizens' to better acknowledge that we provide services to all people – residents, citizens, those wanting to become citizens, immigrants, and visitors.

The statement now also reflects the extent to which our work contributes to the success of New Zealand's economy.

'Respected' nation acknowledges our activities that contribute to the ability of New Zealand to be part of the global community, such as enabling New Zealanders to travel abroad, as well as our contribution to ensuring New Zealand maintains its reputation as a corruption-free country, underpinned by respect for the rule of law.

These wording changes more fully capture the extent of the Department's work, but its core purpose remains as it has for 170 years – to serve and connect the people of New Zealand to their communities and their government.

Our areas of focus

We achieve our purpose by making both a direct and indirect contribution to supporting quality engagement between people, communities and government. We do this directly through the services and support we provide to people, and indirectly through the support we provide to the wider State sector. These two areas of focus are articulated for the first time in this Statement of Intent:

We support **people** so they can:

- » contribute to the success and resilience of their communities; and
- » enjoy the benefits of living and participating in a prosperous and inclusive New Zealand.

We support the **State sector** to:

- » deliver quality services that foster a prosperous and inclusive New Zealand; and
- » ensure New Zealand's government is trusted and respected.

These statements capture the totality of what we do and achieve, and the ways in which we effectively carry out our duties.

We have always made a direct contribution to improving the quality of life in New Zealand through the services we provide and our active role in local communities, but the transfer of Government Technology Services to the Department last year, and an increased mandate to provide shared services and leadership to the wider State sector, means that we now also make a significant indirect contribution by working with other State sector agencies to support them to provide better public services.

The areas of focus reflect the diverse functions of the Department and nature of the contributions that each of those functions makes to the wellbeing of New Zealanders and the communities in which we live.

They do not replace our outcomes but, rather, they provide a high-level overview of the ways in which the Department undertakes its role.

Our outcomes

The Department's outcomes set out what we are trying to achieve over the long term and reflect the diversity of roles we undertake and the variety of services we provide.

The outcomes we seek to contribute towards are:

- » Strong, sustainable communities/hapū/iwi
- » Safer communities
- » New Zealand's approach to identity is trusted and well led.

And a new outcome:

- » Improved State sector performance and better service experience.

This year we reviewed our outcomes framework to reflect the changes in the operating environment and to more fully describe the contribution of all of our diverse functions to achieving the Government's objectives and Ministers' priorities.

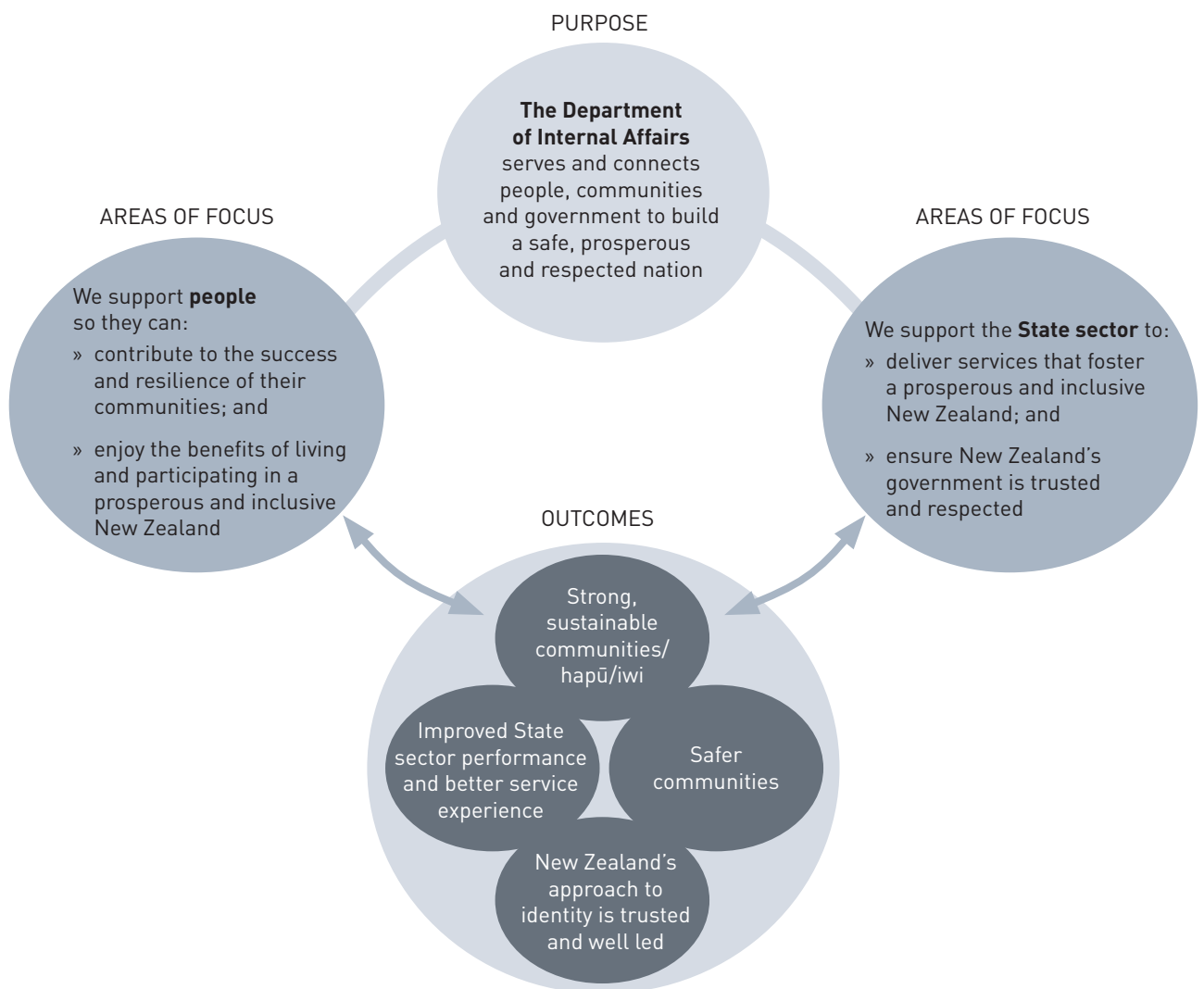
The changes to our outcomes framework are summarised in the following table.

Outcome	Change for 2010/11
Strong, sustainable communities/hapū/iwi	We reviewed and refreshed the framework and its constituent activities based on the Department's new areas of focus and in consideration of contributions to the new outcome.
Safer communities	We integrated the components of three 'Safer communities' outcome frameworks into a single framework to better capture and describe the combined contributions of the Department's activities. We also reviewed the alignment of activities in consideration of contributions to the new outcome.
New Zealand's approach to identity is trusted and well led	We reviewed and refreshed the framework and its constituent activities based on the Department's new areas of focus and in consideration of contributions to the new outcome.
Improved State sector performance and better service experience	We developed this new outcome to reflect our expanding role and contribution to the State sector. It incorporates our two previous objectives: 'Executive Government is well supported' and 'Common information and communications technology services deliver improved State sector performance and better citizen experience'.

This is the beginning of a process to more fully review the Department's outcomes. That work will continue in 2010/11 as we consider how to integrate the new functions (of the National Library and Archives New Zealand). This will result in an entirely new outcomes framework.

The activities we undertake to achieve our outcomes are outlined in the 'Operating Intentions' section.

The connections between our purpose, strategic areas of focus and outcomes are illustrated in the diagram below.



Our strategic approach

The Department has a unique profile of strengths derived from the depth and breadth of skills required to successfully deliver the range of services we provide. Our strengths have been developed on the basis of a long history of successfully managing diverse functions within one organisation.

We have identified the particular areas of strengths that will best enable us to respond to and manage in the current operating environment and we will systematically work to maximise the impact of these strengths.

These are strengths that, in combination, are unique to the Department – other organisations may have one or other of these strengths, but none has all four of these areas of expertise within one organisation.

Our **combined areas of strength** are:

- » providing shared services
- » building and maintaining relationships
- » managing and regulating risk
- » managing civic information.

The strengths identified here are not intended to capture everything the Department does, nor all of our areas of expertise.

They are not derived from a single function but from the diversity of functions within the Department – it is the collection of unique functions within one organisation that gives us great depth and breadth of experience to draw from. For example:

Providing shared services is a strength we have developed through providing a range of services to external clients, and the development of an internal model of shared corporate services. We are particularly strong in the area of ICT, providing expert advice and managed services to other government agencies. Within the Department, we operate a client-service provider relationship for ICT services, and will use this model to offer shared technology services more broadly within the State sector. We have recently become the agency responsible for establishing all-of-government contracts for IT equipment, as host of the Government's Centre of Expertise in Procurement.

Building and maintaining relationships is a strength we have developed as a result of the relationships our various functions require us to have with the public, customers, community groups and other stakeholders, within communities and the State sector, and between communities and other agencies. This includes relationships with whānau, hapū, iwi and Māori communities, ethnic communities, Ministers and government representatives (through our responsibility to support Executive Government and the Visits and Ceremonial Office), regulatory agencies and stakeholder groups, and both government and private sector agencies through the provision of shared

technology services. Our relationships are also strengthened through the work of our community development and civil defence advisors throughout the country, which helps to build the capability and resilience of communities.

Managing and regulating risk is a strength we have developed through the breadth of our work and the variety of ways we respond to risk. Our expertise covers development of robust policy frameworks to support regional and local governance and maximise voluntary compliance in areas such as civil defence, through to the regulatory regimes and enforcement capability in areas such as gambling, censorship and anti-spam. We also manage and regulate risk through our monitoring and supporting of Crown entities. This expertise across a broad spectrum means we have the judgement and knowledge to deliver the most appropriate response to a variety of stakeholders and situations. For instance, we are able to determine the most effective and efficient ways to deliver high quality regulation and achieve compliance, and thereby avoid imposing unnecessary costs as a result of that regulation. We also have particular expertise working with government – local, regional and central – which enables us to provide quality advice on governance arrangements.

Managing civic information. Civic information is information of particular value because it is gathered, maintained, classified or organised by government for the present and future benefit of our people and nation. Examples include archives, collections of national cultural importance, identity records, publicly accessible datasets and government statistics. Our strength in managing civic information has been developed primarily through our management and leadership of New Zealand identity information. We ensure that the integrity of civic information is protected, while enabling it to be available to people when needed and appropriate, for the benefit of New Zealand as a whole. We do this in ways that comply with provisions for protecting the privacy of personal information. It is the combination of our strengths that enables us to understand what the information needs are (building and maintaining relationships) and to deliver information in a cost-effective way (providing shared services).

Maximising our strengths

To maximise the impact of our combined areas of strengths, we will:

- » create opportunities and remove barriers for people to participate in their communities and the economy
- » remove barriers to people's access to government services and information
- » build links and connections between people, communities and government
- » build partnerships with State service agencies to enable mutual sharing of strengths and expertise.

OPERATING INTENTIONS

This section outlines what we seek to achieve for each outcome, what we will do to achieve it, and how we will demonstrate success.

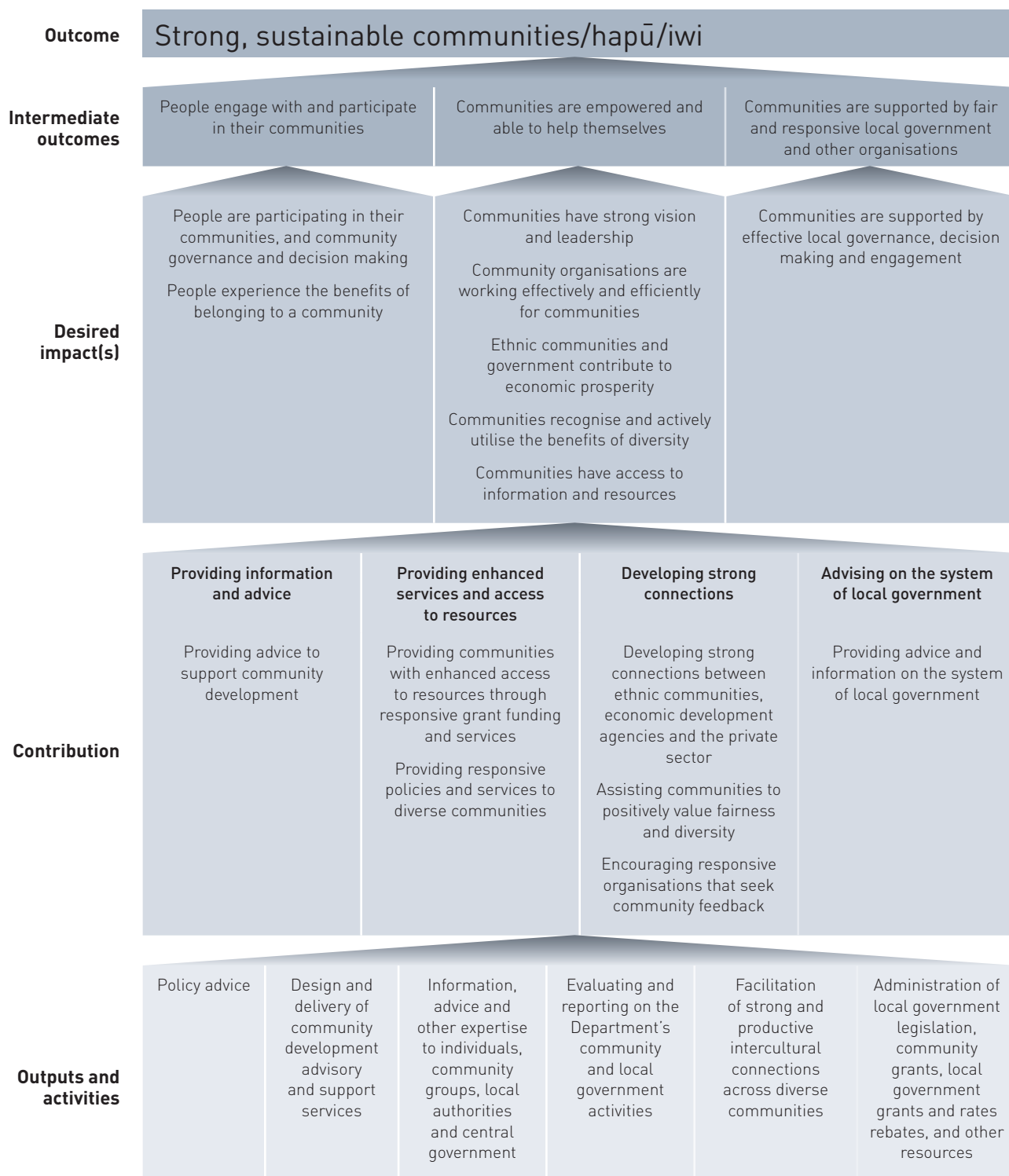
The performance measures we use to assess our effectiveness and progress towards achieving our outcomes will change and improve over the 2010/11 year as we fully review our outcomes framework. In the interim, we will use the measures identified in the following sections in combination with the measures in the *Information Supporting the Estimates*.

Achieving our long-term outcomes relies on our ability to maximise our combined areas of strength, and on our ability to work with others to achieve common goals.

The table below shows the wide range of stakeholders we will work with to achieve each of our outcomes.

Outcome	Stakeholder	Outcome	Stakeholder
Strong, sustainable communities/hapū/iwi	» Central government agencies	Safer communities	» Central government agencies
	» Local authorities		» Local authorities
	» Local Government New Zealand		» Crown research institutes
	» Local Government Commission		» Gambling Commission
	» Society of Local Government Managers		» New Zealand Lotteries Commission
	» Communities, hapū, iwi		» New Zealand Racing Board
	» Non-government organisations		» Office of Film and Literature Classification
	» Te Atamira Taiwhenua		» Film and Video Labelling Body
	» Pacific Islands Consultation and Advisory Group		» Film and Literature Board of Review
	» Charities Commission		» Commissioner for Children
New Zealand's approach to identity is trusted and well led	» Central government agencies	» Privacy Commissioner	
	» Combined Law Agency Group	» Communities, hapū, iwi	
	» Citizens Advice Bureaux	» Welfare agencies	
	» Local authorities	» Lifeline utilities and emergency services	
	» Border sector agencies	» New Zealand Fire Service Commission	
	» Education sector	» Casino, gaming machine and other gambling operators	
	» Immigration consultants	» Gambling equipment manufacturers	
	» Health providers	» Problem gambling service providers	
	» Funeral directors	» Internet safety groups and service providers	
	» Midwives	» Electronic monitoring system operator	
	» Genealogists	» International emergency management stakeholders and gambling regulators	
	» Marriage and civil union celebrants	» Interpol	
	» Travel industry	Improved State sector performance and better service experience	» Central government agencies
	» International Civil Aviation Organisation		» Technology suppliers and partners
	» Pacific governments		» New Zealand public and the business community as consumers of government services online
» New Zealand Aid	» Local authorities	» Communities, hapū, iwi	
		» Non-government organisations	

Strong, sustainable communities/hapū/iwi



What we seek to achieve

Strong, sustainable communities, hapū and iwi are resilient, can meet future challenges, and are an important building block for achieving positive social, economic, cultural and environmental outcomes. They collectively maintain and develop skills, resources and shared vision, and are able to achieve shared goals that benefit all members.

The three intermediate outcomes that support strong, sustainable communities, hapū and iwi are:

- » People engage with and participate in their communities
- » Communities are empowered to be able to help themselves
- » Communities are supported by fair and responsive local government and other organisations.

Specifically, we seek to achieve the following:

- » People are able to participate in their communities and community governance and decision making, and experience the benefits of belonging to a community.
- » Communities have strong vision and leadership, and access to the information and resources they require. They are supported by effective community organisations, and effective local governance, decision making and engagement.
- » Communities recognise and actively utilise the benefits of diversity, and are able to contribute to economic prosperity.

What we will we do to achieve this

The Department's key contributions to achieving this outcome are outlined below.

Provide advice and information on the system of local government

We will undertake significant work to contribute to simplified, more streamlined, and better informed local government processes. This will improve local government transparency, accountability and financial management, which has the potential to improve economic performance and result in better regional planning and local investment decisions.

This includes undertaking a review of the local government structures outside of Auckland, supporting the legislative process to improve local government decision-making,

planning and consultation mechanisms, implementing changes arising from the legislative process, and working with the Auckland Council to implement the Intercultural Awareness and Communication programme as part of the Auckland Regional Settlement Strategy. The review of local government structures outside of Auckland is expected to take two to three years and will focus on the efficiency and effectiveness of local government structures outside of Auckland, applying any relevant lessons from the Auckland governance reforms.

We will continue to contribute to Auckland governance reforms by advising Ministers on transition and implementation policy implications, by monitoring the transitional arrangements relating to the reform programme, by evaluating the effectiveness of the reforms, by supporting the passage of the Local Government (Auckland Law Reform) Bill and by establishing the Ethnic Advisory Panel.

Provide communities with enhanced services and access to resources

We provide support services for grant-funding bodies, committees and trust boards that distribute resources into communities, and we administer a range of grant schemes that invest funds into communities. We will place particular emphasis on ensuring that grant applicants receive responsive services, through a new grants management system, and are supported to fund their communities, hapū and iwi to achieve outcomes. We will also continue our review of the Charities Act and Regulations to improve the legislation governing the Charities Commission and Charities Register.

We will seek to ensure that the proceeds from gambling are applied appropriately for the benefit of the community, while looking to reduce gambling-related harm and criminal activity. The Department's services will also enhance community connections through building digital literacy and capability.

Whānau Ora is a new approach to the way the Government funds and coordinates social service contracts in many communities. We will actively support the implementation of Whānau Ora in conjunction with the lead agencies, Te Puni Kōkiri, the Ministry of Social Development, and the Ministry of Health.

Provide information and advice on community development

We will continue to provide information (including about local elections) and advisory services to enable communities to develop leadership and establish partnerships, and to enable individuals and community groups to participate in their communities. We will raise ethnic communities' awareness about legislative, government and local government systems and processes. And we will manage civic information, such as birth registrations and citizenship records, in ways that encourage cooperation and collaboration as well as supporting people to participate fully in their communities.

We provide support for volunteering, funding for capacity building and access to resources, and will continue to promote and support volunteering through our community advisory services and grant schemes. We will also adopt a wider expression of volunteering by incorporating mahi aroha, which describes the voluntary work performed out of duty and caring for others.

Our Te Whakamotuhaketanga Hapū Strategy sets out the way we will work alongside whānau, hapū and iwi. This strategy is an example of the way we integrate te reo, tikanga and kaupapa into our systems, structures and processes.

Build strong connections

In order to implement strategies and programmes to grow New Zealand's export, tourism and education markets, we will build strong connections and reciprocal support between ethnic community businesses, economic development agencies, and the private sector.

This will include making ethnic communities aware of New Zealand's offshore trade strategy and the availability of government support. We will use effective platforms such as business forums and trade expos, and build on existing Free Trade Agreements by leveraging the cultural skills and transnational contacts of ethnic businesses. For example, we will hold ethnic community business forums in Auckland, Hamilton, Wellington, Christchurch and Dunedin throughout 2010/11, with a particular focus on the implications of Free Trade Agreements.

Our outputs and activities

In addition to the above contributions, we will continue to deliver the following services:

- » Design and delivery of community development advisory and support services

- » Information, advice and other expertise to individuals, community groups, local authorities and central government
- » Evaluating and reporting on the Department's community and local government activities
- » Facilitation of strong and productive intercultural connections across diverse communities
- » Administration of local government legislation, community grants, local government grants and rates rebates, and other resources
- » Policy advice.

The services are funded through the following outputs:

Vote	Outputs
Community and Voluntary Sector	<ul style="list-style-type: none"> » Administration of applications and grants » Community advisory services » Community policy advice
Local Government	<ul style="list-style-type: none"> » Local Government Commission advice and support » Local government policy advice » Local government services
Internal Affairs	<ul style="list-style-type: none"> » Contestable services (translations) » Internal Affairs policy advice » Advisory and information services for ethnic communities
Racing	<ul style="list-style-type: none"> » Racing policy advice

Further detail of the Department's outputs can be found in the *Information Supporting the Estimates* for 2010/11.

How we will measure success

The main measures and standards to assess our progress towards achieving the impacts and outcomes are identified below. The impact measures seek to describe the intended effect of our specific activities. The outcome measures describe what we seek to achieve at a high level. The standards described for the outcomes are intended as a general guide and cannot be solely attributable to the Department's work. The results are subject to a wide range of influences and will be carefully analysed to inform decision making on our future interventions.

Outcome measure	Context and desired standard
<p>Percentage of people who feel a sense of community with others in their local neighbourhood:</p> <ul style="list-style-type: none"> » overall » ethnic¹ people 	<p>Overall: 2006: 59% 2008: 58.4%</p> <p>Ethnic people: 2008: 53%</p> <p>Strong, sustainable communities provide opportunities for participation and belonging, thereby helping to develop a sense of community. This measure will provide a proxy for us to assess our overall progress towards the desired outcome: Strong, sustainable communities. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Quality of Life Survey</i></p>
<p>Percentage of people who rarely or never feel lonely or isolated:</p> <ul style="list-style-type: none"> » overall » ethnic people 	<p>Overall: 2006: 82% 2008: 83.4%</p> <p>Ethnic people: 2008: 75.9%</p> <p>Our work to increase participation and engagement within the community helps people feel more connected. This measure will provide a proxy for us to assess our overall progress towards the desired outcome: Strong, sustainable communities. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Quality of Life Survey</i></p>
<p>Percentage of people who believe/perceive the public has an influence on council:</p> <ul style="list-style-type: none"> » overall » ethnic people 	<p>Overall: 2006: 90% 2008: 90.7%</p> <p>Ethnic people: 2008: 66.5%</p> <p>We seek to ensure that communities are supported by fair and responsive local government. If people believe they can influence council decision making, they may be more inclined to participate. It also provides an indication of progress towards our intermediate outcome of communities being supported by fair and responsive local government. Over the medium to long term, we will seek to maintain or improve on the previous years' results identified above.</p> <p><i>Source: Quality of Life Survey</i></p>
<p>Percentage of people who have confidence that their council makes decisions in the best interests of their city or district:</p> <ul style="list-style-type: none"> » overall » ethnic people 	<p>Overall: 2006: 45% 2008: 46.7%</p> <p>Ethnic people: 2008: 53.3%</p> <p>This measure indicates confidence in local leadership and that the system of local government is supporting communities. It also provides an indication of progress towards our intermediate outcome of communities being supported by fair and responsive local government. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Quality of Life Survey</i></p>

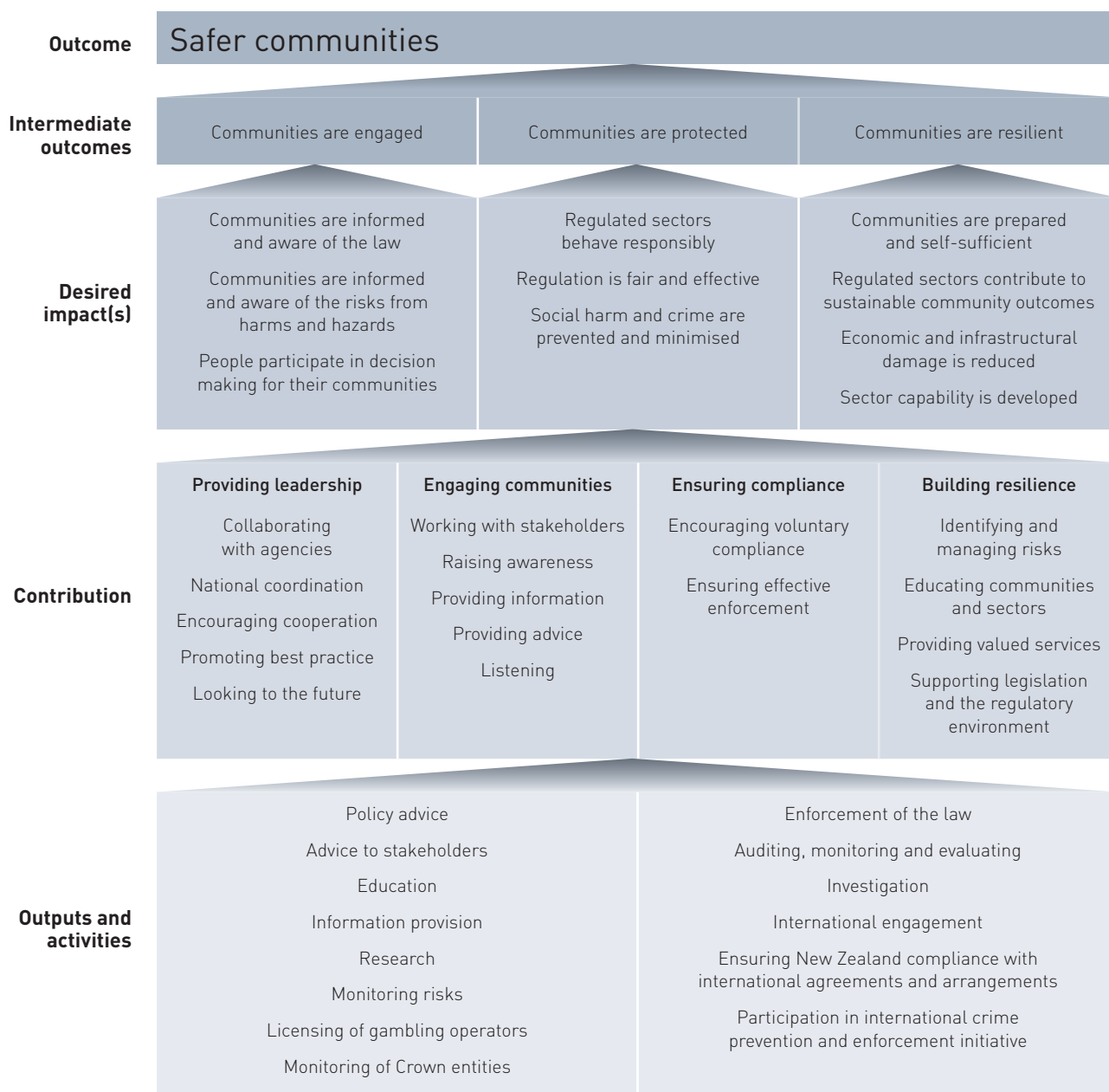
1 Ethnicity is a broad concept of group affiliation, based on elements of race, language, religion, customs, heritage and tradition as well as geographic, tribal or national identity. The word 'ethnic' is used to denote people who identify themselves as Asian, Middle Eastern, Continental European, Latin American or African. Due to measurement methodologies, some measures for ethnic people here may be limited to describing the results for specific ethnicities within this group and are considered a proxy for our impact on the wider populations.

Impact measure	Context and desired standard
Percentage of people aged 10 or over who volunteered in the previous 12 months: <ul style="list-style-type: none"> » overall » Asian » all other ethnicities 	Overall: 2007: 33.8% Asian: 2007: 28.5% All other ethnicities: 2007: 31.6% An important part of the Department's work is to support volunteering. The measure provides a proxy for the impact of our work in that area, indicating that people are participating in their communities through volunteering. Over the medium to long term, we will seek to maintain or improve on the previous years' results identified above. <i>Source: Nielsen Media Research Panorama Jan-Dec 2007, reported in the Office of the Community and Voluntary Sector's 'How do New Zealanders give?' and 'Income and Ethnicity supplement'</i>
Percentage of people who agree greater cultural diversity makes New Zealand a better place to live	2009: 52.4% This measure provides an indication that understanding and appreciation of diversity is growing and reflects our work to develop stronger, more positive connections across diverse communities. Over the medium to long term, we will seek to maintain or improve on the last available results identified above. <i>Source: Quality of Life Survey</i>
Percentage of grant recipients receiving over \$10,000 who have achieved the funding objective in their accountability report	This is a new measure. Funding committees make grants to applicants who they believe will work effectively for their communities. If grant recipients meet their funding objectives, this indicates that organisations are using this funding for the expected purpose and is a proxy for the effectiveness of grant funding. We seek to achieve an increase in our desired standard, with at least 85% in 2010/11 and 90% from 2011/12 onwards. <i>Source: DIA data</i>

In addition, the Office of Ethnic Affairs is currently working with Immigration New Zealand and Statistics New Zealand to begin measuring the value of the entrepreneurial capability that migrants bring to New Zealand. This measure relates to our desired impact of communities, including ethnic communities,

contributing to economic prosperity. A suitable measure is anticipated to be in place by 2011/12 and measured through the Business Operations Survey or other relevant survey. We will also be investigating the feasibility of identifying ethnic entrepreneurs through this survey.

Safer communities



What we seek to achieve

The safer communities outcome is about ensuring New Zealand communities are safer because threats and risks to their safety have been minimised and effectively managed. When communities are safe, people can participate fully in their communities and enjoy the benefits of living in New Zealand. The Department actively works to ensure communities are protected and resilient, and people are engaged and participating in their communities.

We also seek to reduce the cost to society of *not* managing risks to community safety – such as threats to lives and personal well-being, damage to economic and physical infrastructure, increased costs of law enforcement, increased use of social and health services, potential loss of employment productivity, and lack of participation in the community.

The three intermediate outcomes that support safer communities are:

- » Communities are engaged
- » Communities are protected
- » Communities are resilient.

Specifically, we seek to:

- » create an environment in which the risks associated with gambling are minimised, the benefits are maximised, and communities are more satisfied with the balance that is achieved
- » protect people from objectionable material, and the dissemination of unsolicited electronic messages or 'spam', to create a safer and more secure electronic environment
- » protect communities and reduce the risks from a broad range of natural and man-made hazards.

What we will do to achieve this

The Department's key contributions to achieving this outcome are outlined below.

Provide leadership

We ensure compliance, build resilience and engage with communities by providing leadership in areas such as the development of policy and strategic advice to Ministers, operational initiatives, the promotion of good practice, and national coordination and close collaboration with other agencies. We will contribute to resilient, protected communities by reviewing

the National Civil Defence Emergency Management Plan, and by establishing a new anti-money-laundering/counter-financing of terrorism function within the Department in the next two years, and a new enforcement function covering the private security and investigation industry in 2010/11.

Engage communities

We develop and provide information to communities and stakeholders in both the public and private sector to make them aware of the law as it relates to censorship, anti-spam, and gambling compliance and help them understand and comply with regulations. Our aim is to increase voluntary compliance and good practices across all the sectors we regulate. For example, we will continue to work with the Ministry of Education and NetSafe to enhance and develop new initiatives and education resources for children to promote safety when using the Internet. Using a range of media, we will continue to engage communities in civil defence and emergency management activities, helping them to understand the risks and how to be prepared for emergencies. Through the mass media campaign 'Get Ready, Get Thru' and the school programme 'What's the Plan, Stan?' we will continue to raise public awareness of hazards and the importance of preparedness.

Ensure compliance

We undertake a range of activities to encourage and enforce compliance to ensure communities are protected. The activities range from engagement with those operating according to legislative frameworks (or those being regulated) to ensure requirements are clear, reasonable and able to be met – through to an intelligence-led and targeted enforcement process. We will continue to play a key role in ensuring that the sectors we regulate are supported to behave responsibly and that regulation the Department undertakes is fair and effective.

The key priority in this area over the next three years is to develop gambling compliance initiatives to maximise the percentage of gambling machine money returned to authorised purposes and improve integrity in funding practices. We will

continue with a range of initiatives under this umbrella that include implementing a leniency policy and continuing to focus on casino-related crime prevention.

We will continue to manage an information technology change project to implement a new gambling licensing and compliance system in 2010/11. The new system will enhance operational efficiency and effectiveness, including information gathering to support measurement of the Department's contribution to our outcomes. We will also begin reviewing the third party fees to ensure there is a continued sustainable basis for funding our gambling compliance activity in 2010/11.

We will continue to develop software applications to ensure investigation and enforcement in the censorship area remain effective against offenders' ever-evolving methods of evading detection. This includes the implementation of website filtering to assist in preventing people from gaining access to websites that contain images of child sexual abuse.

We will also continue to invest in new security features for identity documentation. This is in response to the increasing criminal interest in the production of fraudulent identity documents to help facilitate other types of crime.

Build resilience

We generate greater degrees of resilience in communities by supporting individuals, families, businesses and communities to improve their readiness and preparedness for emergencies. We will continue to support the development of Civil Defence and Emergency Management (CDEM) sector capability through the provision of national guidance and leadership. A key enhancement of national capabilities will be the rollout of the Emergency Management Information System across CDEM Groups and territorial authorities by mid-2010. In October 2010, we will also lead the national CDEM exercise 'Tangaroa' to test the response to a tsunami.

We will seek to improve the efficiency and effectiveness of the fire sector by considering options to address issues such as those relating to fire service governance, fragmentation of rural fire services, and fire service levy inequities.

Significant gains will be made by the Department in supporting the National Rural Fire Authority's strategy to encourage the voluntary amalgamation of rural fire authorities into regional groups, allowing for improvements in resource allocation and capability.

Our outputs and activities

In addition to the above contributions, we will continue to deliver the following services:

- » Advice to stakeholders
- » Education, information and research
- » Monitoring risks
- » Licensing of gambling operators
- » Investigations and enforcement of the law (gambling, censorship, unsolicited electronic messages)
- » Auditing, monitoring and evaluating
- » Ensuring New Zealand compliance with international agreements and arrangements
- » Monitoring of Crown entities
- » Participation in international crime prevention and enforcement initiatives
- » Policy advice.

The services are funded through the following outputs:

Vote	Outputs
Internal Affairs	<ul style="list-style-type: none"> » Anti-money laundering and countering financing of terrorism » Internal Affairs policy advice » Regulatory services (gambling, censorship and unsolicited electronic messages)
Emergency Management	<ul style="list-style-type: none"> » Management of national emergency readiness, response and recovery » Emergency management policy advice » Support services, information and education
Racing	<ul style="list-style-type: none"> » Racing policy advice

Further detail of the Department's outputs can be found in the *Information Supporting the Estimates for 2010/11*.

How we will measure success

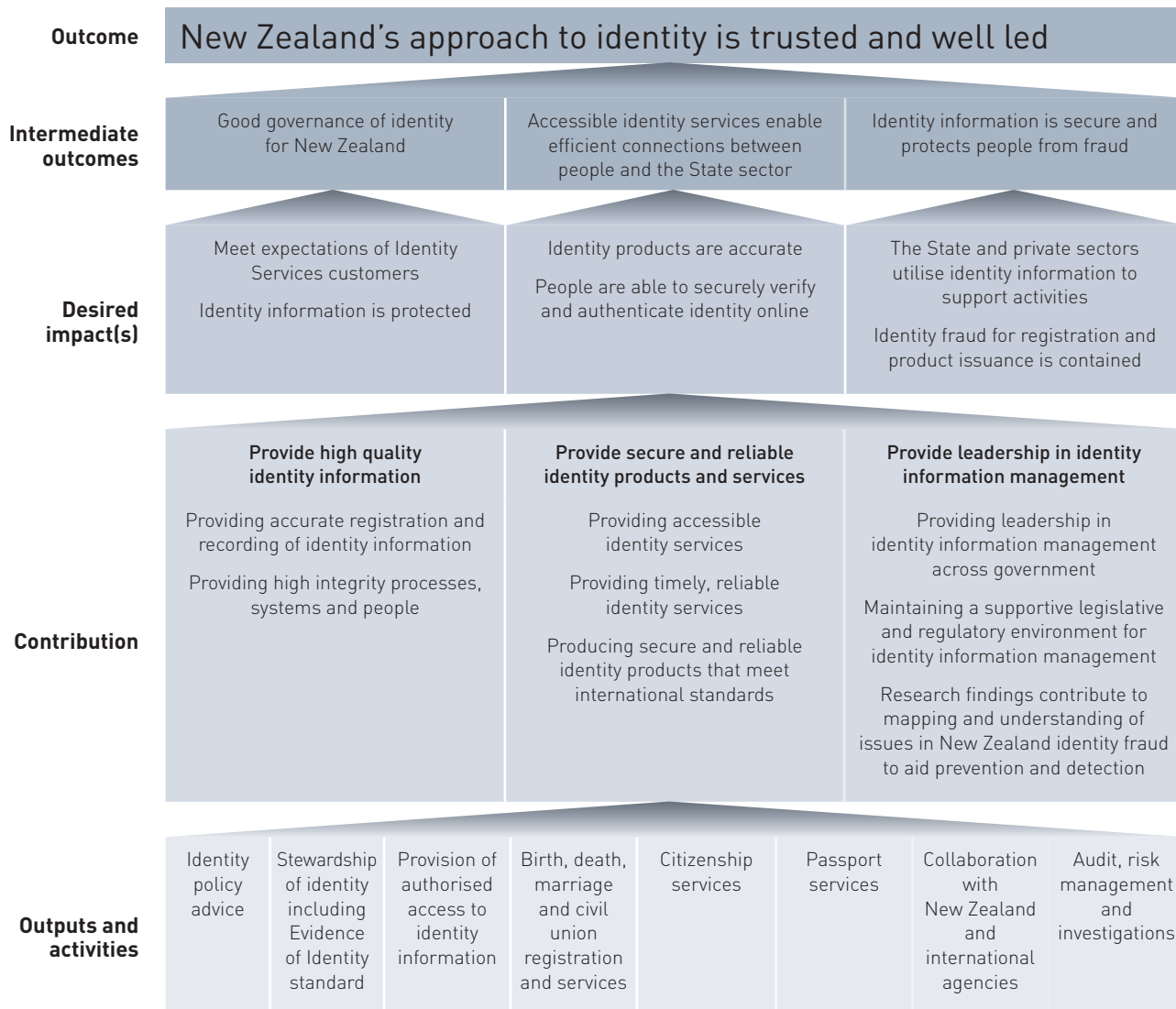
The main measures and standards to assess our progress towards achieving the impacts and outcomes are identified below. The impact measures seek to describe the intended

effect of our specific activities. The outcome measures describe what we seek to achieve at a high level. The standards described for the outcomes are intended as a general guide and cannot be solely attributable to the Department's work. The results are subject to a wide range of influences and will be carefully analysed to inform decision making on our future interventions.

Outcome measure	Context and desired standard
<p>Percentage of people who experience negative impacts related to:</p> <ul style="list-style-type: none"> » gambling » spam 	<p>Gambling: 2006/07: 16%</p> <p>Spam: 2007/08: 76%</p> <p>Communities are safer when people experience fewer negative impacts of gambling, the Internet, and published material. This measure provides a proxy for overall progress towards our safer communities outcome. It considers the extent to which people have been unable to pay bills due to spending too much on gambling, received spam messages, or experienced a virus. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Health Sponsorship Council Gaming and Betting Activities Survey; World Internet Project New Zealand</i></p>
<p>Percentage of people indicating they know how to influence the development of relevant rules or policy:</p> <ul style="list-style-type: none"> » gambling 	<p>Gambling: 2006/07: 19%</p> <p>This measure provides an indication that people are engaged and contributing towards making communities safe, measuring the percentage of people that write to their territorial authority to influence gambling policy. It particularly helps demonstrate progress towards our intermediate outcome, 'Communities are engaged'. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Health Sponsorship Council Gaming and Betting Activities Survey</i></p>
<p>Percentage of the population that is aware of the hazards and risks in New Zealand in the Department's areas of expertise:</p> <ul style="list-style-type: none"> » gambling 	<p>Gambling: 2006/07: 61%</p> <p>Communities are safer when people are aware of and understand the range of harms and hazards associated with their environment, life and activities. This indicator measures the percentage of people who could think of consequences of gambling for the wider community. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Health Sponsorship Council Gaming and Betting Activities Survey</i></p>
<p>Percentage of people who are prepared at home, work or both for:</p> <ul style="list-style-type: none"> » gambling » spam » civil defence emergencies 	<p>Gambling: 2006/07: 73%</p> <p>Spam: 2007/08: 75.6%</p> <p>Civil defence emergencies: 2008/09: 10%</p> <p>This measure provides an indication that communities are prepared and, consequently, protected in regard to our areas of expertise. Through various sources, we are able to identify the percentage of people who are aware of ways to avoid problem gambling, have appropriate security measures against spam and viruses in place, and have supplies to withstand a civil defence or emergency management disaster. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Health Sponsorship Council Gaming and Betting Activities Survey; World Internet Project New Zealand; CDEM Annual Survey</i></p>
<p>Average score for capability to achieve the National Civil Defence Emergency Management (CDEM) Strategy goals</p>	<p>This is a new measure that will provide a proxy for assessing our progress towards our intermediate outcome of resilient communities. The Department has developed a Capability Assessment Tool to enable any agency or CDEM Group to evaluate their own capability, and will support a periodic national assessment to document and review New Zealand's collective CDEM capability. This assessment tool follows international examples from the United Kingdom and the United States in aiming to create a standard assessment of emergency management capability for New Zealand. We will identify a baseline in 2010/11 and, over the medium to long term, we will seek to maintain or improve on these results identified.</p> <p><i>Source: CDEM Capability Assessment Tool</i></p>

Impact measure	Context and desired standard
<p>Percentage of people taking part in decision making in their communities:</p> <ul style="list-style-type: none"> » gambling 	<p>Gambling: 2006/07: 9%</p> <p>This measure provides an indication of the Department's impact on promoting participation in decision making for its areas of regulation. It measures the percentage of people who write to their territorial authority to influence gambling policy. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Health Sponsorship Council Gaming and Betting Activities Survey</i></p>
<p>Number of detected breaches related to the Department's areas of regulatory expertise:</p> <ul style="list-style-type: none"> » gambling » spam » restricted and objectionable material 	<p>Gambling: 2007/08: 397 2008/09: 269</p> <p>Spam: 2008/09: 637</p> <p>Restricted and objectionable material: 2007/08: 46 2008/09: 49</p> <p>This measure provides an indication of our impact on whether regulated sectors are behaving responsibly. The number of detected breaches may vary based on the operating environment and the Department's approach to investigation. However, over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: DIA data</i></p>
<p>Percentage of stakeholders believing the Department is an effective regulator:</p> <ul style="list-style-type: none"> » gambling 	<p>Gambling: 2008/09: 71%</p> <p>This measure provides an indication that the Department is helping to increase cooperation and compliance with legislation and that regulation is fair and effective. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: DIA annual stakeholder survey</i></p>
<p>Percentage of people believing gambling does more good than harm</p>	<p>2007/08: 29%</p> <p>This measure provides a proxy for the Department's impact to ensure that social harm and crime are minimised in the gambling area. Over the medium to long term, we will seek to maintain or improve on the latest results identified above.</p> <p><i>Source: Health Sponsorship Council Gaming and Betting Activities Survey</i></p>
<p>Percentage of the public who consider it 'very important' to be prepared for civil defence emergencies</p>	<p>This is a new measure that will commence from 2010/11. This measure demonstrates the effectiveness of the Department's work on education and awareness for civil defence and emergency management activities, and provides a proxy for determining our impact towards helping communities be prepared and self-sufficient. Following the first survey, a desired standard will be developed and, over the medium to long term, we will seek to maintain or improve these results.</p> <p><i>Source: DIA annual survey</i></p>
<p>Percentage of stakeholders in CDEM Groups who consider specific guidelines, codes and technical standards from MCDEM have supported the development of their capability</p>	<p>This is a new measure that will commence from 2010/11. This measure will help us determine the impact of our work to develop sector capability. Following the first survey, a desired standard will be developed and, over the medium to long term, we will seek to maintain or improve these results.</p> <p><i>Source: DIA annual survey</i></p>
<p>Percentage of stakeholders who consider that guidance from MCDEM (publications, advice, collaboration) has supported the enhancement of their organisation's capability in the civil defence emergency management area</p>	<p>This is a new measure that will commence from 2010/11. This measure will help us determine the impact of our work to develop sector capability. Following the first survey, a desired standard will be developed and, over the medium to long term, we will seek to maintain or improve these results.</p> <p><i>Source: DIA annual survey</i></p>

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



What we seek to achieve

We seek to ensure that New Zealand's approach to identity is trusted and well led so that people can easily access their identity information. This is fundamental to an open and democratic society. It enables people to record and use their identity information to access other State sector services and entitlements, as well as fully participate in their communities.

Through this work, we aim to ensure that New Zealand's identity information for life events such as births, deaths and marriages, is both protected and accessible. We seek to ensure that individuals, the State sector and, when appropriate, the private sector are confident about conducting their business openly and freely due in part to a single authoritative source for records of identity, and the timely and accurate provision of identity products and services.

While a key part of our activity is providing essential services to the public, we also play an important role in promoting trust and respect in government by ensuring the integrity of our identity information and products, such as the New Zealand passport, is maintained. Providing trusted identity information is of particular significance for the State sector because it provides the foundation from which quality services can be provided to people. In future we will also seek to reduce the risk of identity crime, and support more efficient State and private sector activities by providing a higher level of assurance regarding the identity of people conducting online transactions. In doing so, our work in this area also supports our other outcome, 'Improved State sector performance and better service experience'.

The three intermediate outcomes that support New Zealand's approach to identity being trusted and well led are:

- » Good governance of identity for New Zealand
- » Accessible identity services enable efficient connections between people and the State sector
- » Identity information is secure and protects people from fraud.

Specifically, we seek to:

- » contribute to social cohesion, establish identity and help people to trace their lineage
- » facilitate economic prosperity through the integrity of our identity information and the reduction of identity fraud
- » enable people to efficiently access their entitlements from the State sector

- » provide a strong basis for State sector planning and research that strengthen investment decisions by government.

What we will do to achieve this

The Department's key contributions to achieving this outcome are outlined below.

Provide high quality identity information

As kaitiaki (guardian) of New Zealand's core identity information, we provide access to civic information that is valuable to individuals and the State sector because of its quality, form and management. We will increasingly use the Department's common ICT capability to deliver high quality identity information management services to people and government, primarily through expansion of *igovt* services and the Data Validation Service (DVS).

The *igovt* Identity Verification Service was launched to the public sector in November 2009 and is a way for people to verify their identity to government agencies online and in real time to a high level of confidence using an *igovt* ID. This provides the online equivalent for an individual to validate identity without the requirement to produce an identity document. It is expected that by the end of 2010/11 thousands of people will have *igovt* IDs enabling them to access this online service at their convenience.

The DVS is a new electronic system for State sector agencies to check whether key identity documents (for example, birth certificates) presented by the public are consistent with records held by the Department. This was launched in January 2010 and will help combat identity fraud in New Zealand. It will also reduce regulatory compliance costs should it be expanded to include usage by the private sector (for example, financial institutions).²

² In 2010/11, some services may be expanded to include usage by the private sector; this is dependent on legislation being passed.

Provide secure and reliable identity products and services

We provide day-to-day services and products that are essential to the public – from issuing New Zealand passports and travel documents to registering and providing certification of births, deaths, marriages, and civil unions. We aim to provide secure and reliable products that are delivered in a manner that meets or exceeds customer expectations. Among other initiatives, the Department will continue to invest in passport issuance systems and processes to ensure we manage the increased volumes expected in 2010/11, due to 2005 legislative changes. This will also ensure New Zealand passport holders remain eligible for numerous visa waiver programmes and enable us to maintain our reputation for high standards of integrity. This reputation gives New Zealand passport holders visa-free access to more than 50 countries worldwide, including the United States. New Zealand is one of only 34 countries that are members of the United States visa-waiver programme.

Provide leadership in identity information management

We will provide consistent leadership in all aspects of identity information management. We do this primarily through the Identity Common Capability Programme, which coordinates identity assurance activity across government and includes the *igovt* Identity Verification Service and DVS initiatives mentioned above. In 2010, we will also lead a Public Awareness Strategy for Protecting New Zealanders in conjunction with other government agencies.

We will also continue to promote the Evidence of Identity (EOI) standard, which provides good practice guidance on establishing an individual's identity. The status level of the EOI standard is likely to be upgraded, by the e-GiF Management Committee, to 'Recommended Practice' in 2010/11 and will help ensure that a person's identity is established consistently across the State sector.

The Department will fulfil its purpose of building a respected nation by continuing to strengthen New Zealand's international relationships and reputation through its role in identity management. Our international engagement in this area includes participation in several Australasian and international forums as well as providing support and advice to other nations. For example, in 2010/11 we will provide resources to assist the Vanuatu Government to implement a new passport system. These international relationships enable us to keep pace with standards and good practice, share knowledge, and have an influencing role in other jurisdictions.

Our provision of authoritative identity information will also continue to support effective and efficient border processes in New Zealand that facilitate participation in the global community. To do this, we will work with New Zealand border sector agencies, particularly through the Border Sector Governance Group programme of work. This programme also contributes towards improving State sector performance and providing better service experience, and is described more fully in the next outcome section.

Our outputs and activities

In addition to the above contributions, we will continue to deliver the following services:

- » 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
- » Identity policy advice.

The services are funded through the following outputs:

Vote	Outputs
Internal Affairs	<ul style="list-style-type: none"> » Identity services » Internal Affairs policy advice

Further detail of the Department's outputs can be found in the *Information Supporting the Estimates* for 2010/11.

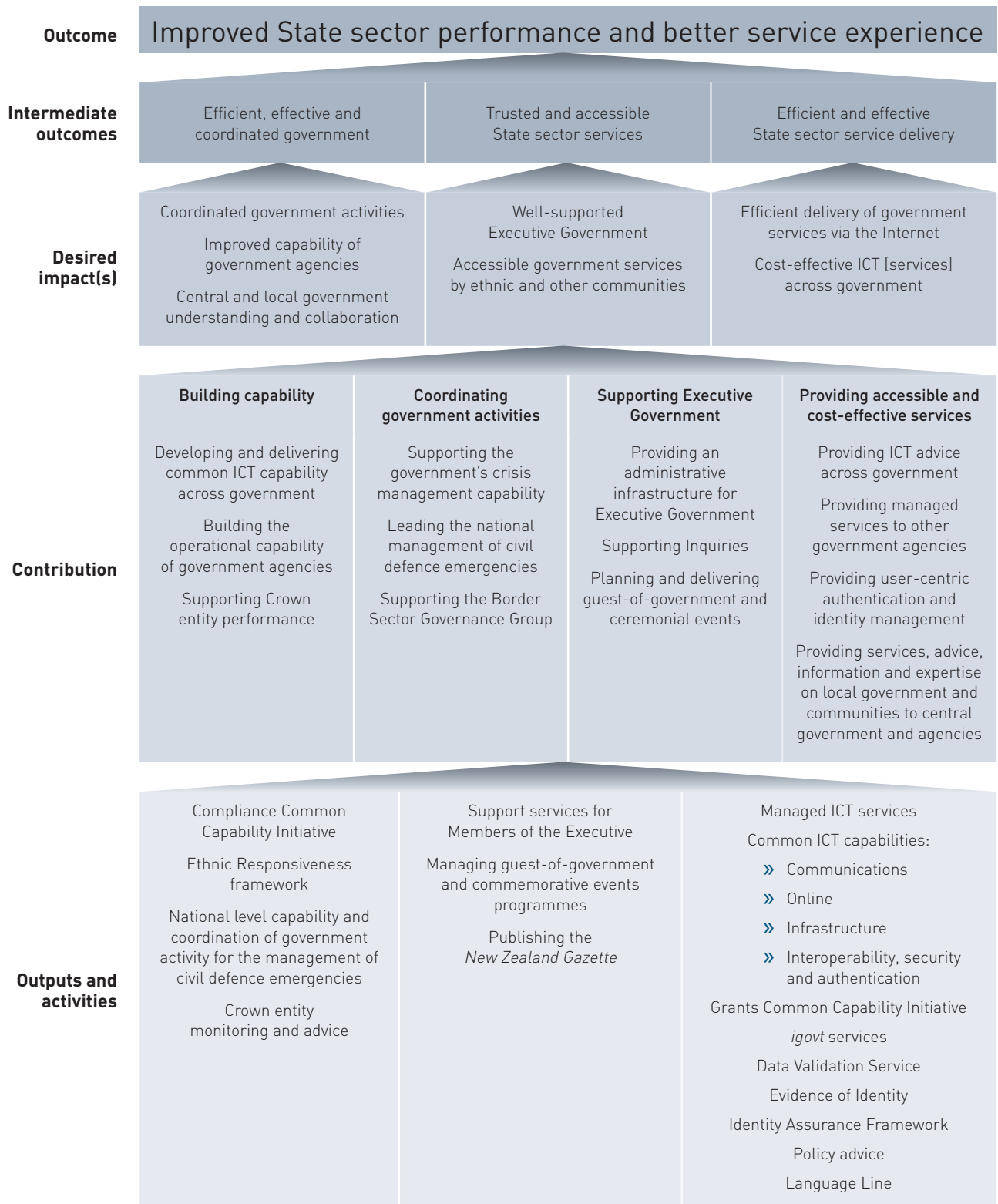
How we will measure success

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Outcome measure	Context and desired standard						
Number of countries allowing visa free access to New Zealand passport holders	<p>2009/10: 50+</p> <p>The extent to which New Zealand's approach to identity is trusted and well led is demonstrated in the acceptance of our passport. The international recognition of the New Zealand passport through membership in visa waiver programmes is the result of our identity information management (systems, processes and integrity of information). This measure is a proxy for assessing progress towards our outcome. Over the medium to long term, we seek to maintain or improve on the latest results identified above.</p> <p><i>Source: DIA data</i></p>						
Satisfaction level for relevant service grouping	<p>2007/08: 72%</p> <p>This measure comes from an all-of-government national survey (biennial). The survey provides a general perspective on how New Zealanders feel about accessing services at a very high level. It provides a proxy of assessing progress towards our intermediate outcome of ensuring accessible identity services enable efficient connections between people and the State sector.</p> <p>We seek to achieve the following results over the medium term:</p> <table border="1"> <thead> <tr> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> </tr> </thead> <tbody> <tr> <td>At least: 72%</td> <td>Not measured</td> <td>At least: 74%</td> </tr> </tbody> </table> <p><i>Source: Kiwis Count Survey</i></p>	2010/11	2011/12	2012/13	At least: 72%	Not measured	At least: 74%
2010/11	2011/12	2012/13					
At least: 72%	Not measured	At least: 74%					
Number of agencies or organisations using Data Validation Service (DVS)	<p>This is a new measure. The DVS is a new electronic system that enables State and private sector agencies to check whether personal identity information presented is consistent with that held by the Department. This measure will provide a proxy for our intermediate outcomes of 'Good governance of identity for New Zealand' and 'Identity information is secure and protects people from fraud'.</p> <p>We seek to achieve the following results over the medium term:</p> <table border="1"> <thead> <tr> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> </tr> </thead> <tbody> <tr> <td>At least: 8</td> <td>At least: 12</td> <td>At least: 16</td> </tr> </tbody> </table> <p><i>Source: DIA data</i></p>	2010/11	2011/12	2012/13	At least: 8	At least: 12	At least: 16
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At least: 8	At least: 12	At least: 16					

Impact measure	Context and desired standard																				
Number of complaints about the Department on privacy breaches that are referred to the Director of the Office of the Privacy Commission.	<p>2008/09: 0</p> <p>Complaints to the Director of the Office of the Privacy Commissioner indicate a serious breach of privacy. This measure provides evidence that our desired impact of protecting identity information is being achieved. In the coming years, we will seek to ensure that no complaints are referred to the Director.</p> <p><i>Source: Office of the Privacy Commissioner Annual Report</i></p>																				
Number of Data Validation Service (DVS) transactions by: <ul style="list-style-type: none"> » State sector » private sector 	<p>This is a new measure. The DVS enables other agencies to check whether personal identity information presented is consistent with that held by the Department. The DVS will be extended to the private sector in 2010/11 (dependent on planned legislative changes). This measure will provide an indication of our progress towards our desired impact that the State and private sector use identity information to support activities.</p> <p>We seek to achieve the following results over the medium term:</p> <table border="1"> <thead> <tr> <th></th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> </tr> </thead> <tbody> <tr> <td></td> <td>At least:</td> <td>At least:</td> <td>At least:</td> </tr> <tr> <td>» State sector</td> <td>375,000</td> <td>830,000</td> <td>900,000</td> </tr> <tr> <td>» private sector</td> <td>75,000</td> <td>150,000</td> <td>200,000</td> </tr> </tbody> </table> <p><i>Source: DIA data</i></p>		2010/11	2011/12	2012/13		At least:	At least:	At least:	» State sector	375,000	830,000	900,000	» private sector	75,000	150,000	200,000				
	2010/11	2011/12	2012/13																		
	At least:	At least:	At least:																		
» State sector	375,000	830,000	900,000																		
» private sector	75,000	150,000	200,000																		
Number of <i>igovt</i> IDs issued Number of large service providers using: <ul style="list-style-type: none"> » <i>igovt</i> logon service » <i>igovt</i> Identity Verification Service (IVS) 	<p>These are new measures. The <i>igovt</i> services will enable individuals to securely verify themselves online to government agencies, reducing the need for face-to-face interactions to access services or products and increase the security of online transactions. The <i>igovt</i> IVS enables online verification of the identity of a person, based on identity information held by the Department. These measures will contribute towards demonstrating the Department's impact on enabling people to securely verify and authenticate identity online.</p> <p>For these new services, we seek to achieve the following results over the medium term:</p> <table border="1"> <thead> <tr> <th></th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> </tr> </thead> <tbody> <tr> <td>Number of large service providers* using:</td> <td>At least:</td> <td>At least:</td> <td>At least:</td> </tr> <tr> <td><i>igovt</i> logon service:</td> <td>10</td> <td>20</td> <td>50</td> </tr> <tr> <td><i>igovt</i> IVS:</td> <td>2</td> <td>5</td> <td>10</td> </tr> <tr> <td>Number of <i>igovt</i> IDs issued</td> <td>At least: 2,000</td> <td>At least: 10,000</td> <td>At least: 100,000</td> </tr> </tbody> </table> <p>[*Large service providers are those where the user base is greater than 10,000.]</p> <p><i>Source: DIA data</i></p>		2010/11	2011/12	2012/13	Number of large service providers* using:	At least:	At least:	At least:	<i>igovt</i> logon service:	10	20	50	<i>igovt</i> IVS:	2	5	10	Number of <i>igovt</i> IDs issued	At least: 2,000	At least: 10,000	At least: 100,000
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<i>igovt</i> IVS:	2	5	10																		
Number of <i>igovt</i> IDs issued	At least: 2,000	At least: 10,000	At least: 100,000																		
Percentage of incident reports relating to issuance of passport on fraudulent grounds or fraudulent use of a passport	<p>2008/09: 0.035%</p> <p>This measure provides an indication of the Department's contribution towards ensuring identity fraud for registration and product issuance is contained. Over the medium to long term, we will seek to maintain or improve on the previous year's results identified above.</p> <p><i>Source: DIA data</i></p>																				

Improved State sector performance and better service experience



What we seek to achieve

This is a new outcome for the Department, developed to reflect our increasing role in supporting other State sector agencies to deliver better services cost-effectively. It incorporates the two departmental objectives described in previous Statements of Intent: Common ICT services deliver improved State sector performance and better citizen experience; and Executive Government is well supported.

The activities undertaken by the State sector make up a large proportion of the New Zealand economy, and the services it delivers significantly affect the lives of people in a variety of ways. The performance of the State sector can therefore impact the economy directly, as well as helping to achieve government expectations of a coordinated approach to the delivery of better 'citizen-focused' services at less cost.

The State sector faces changing consumer expectations about how public services should be delivered, and how information collected and held by government agencies should be used. In addition, there is an increasing recognition of the importance of the 'infrastructure' of New Zealand's system of government in enhancing the overall performance of the State sector, and in building trust in government.

Through our work in this area, we seek to contribute to more efficient, effective and coordinated government, trusted and accessible State sector services and more effective and efficient service delivery. Along with New Zealand's central agencies (the Department of Prime Minister and Cabinet, the Treasury, and the State Services Commission), we will seek to maximise our contribution to ensuring the State sector is able to provide better, smarter services. We will work with other agencies to share with them the expert capability within the Department that is relevant to the services they provide. We also work to ensure a common approach to shared challenges in order to reduce unnecessary duplication of costs and capture the economies of scale available when agencies work together.

The intermediate outcomes that support improved State sector performance and better service experience are:

- » Efficient, effective and coordinated government
- » Trusted and accessible State sector services
- » Efficient and effective State sector service delivery.

Specifically, we seek to:

- » support coordinated government activities
- » improve the capability of government agencies

- » contribute to a smooth-running Executive Government
- » foster understanding and collaboration between central and local government
- » encourage government services to be more accessible to ethnic and other communities
- » enable the efficient delivery of government information and services via the Internet
- » deliver cost-effective ICT services across government.

What we will do to achieve this

The Department's key contributions to achieving this outcome are outlined below.

Build capability

We enhance the operational capability of the State sector or, in some cases, government as a whole. Our main areas of focus are on developing and delivering common ICT capability across government in the areas of communications and network services, ICT infrastructure, government online capability, and interoperability, authentication and security.

We will build capability in operational regulatory and compliance functions across the State sector and local government by leading the development of nationally recognised qualifications and training (with Learning State) and the development of better practice information that supports compliance organisations in the efficient and effective implementation of regulation.

We will support agencies to be responsive to the needs of ethnic and other communities in the development and delivery of services to those communities by providing them with diversity management tools and advice. We will also facilitate the development of good relationships between community and government through the provision of advice and access to services at our regional offices. The impacts of these initiatives on communities are described more

fully in the 'Strong, sustainable communities, hapū and iwi' outcome narrative.

We will also help develop the Government's crisis management capability, for example by the management and maintenance of the National Crisis Management Centre facilities that support the all-of-government response to emergencies. The impacts of these initiatives are described more fully in the 'Safer communities' outcome narrative.

Our work includes providing advice to Ministers on supporting the performance of the Crown entities for which we have monitoring accountabilities (that is, the New Zealand Fire Service Commission, the Office of Film and Literature Classification, and the Charities Commission).

Support coordinated government activities

In a variety of ways the Department coordinates aspects of government activity. At a national level, the Ministry of Civil Defence and Emergency Management coordinates policy, planning, response and recovery for civil defence emergencies.

To support coordinated government activities, the Department works with a wide range of agencies and has 'shared outcomes' which are achieved in cooperation with these agencies. The number of shared outcome frameworks is likely to increase in future as the State sector focuses on delivering services that are effective and efficient. Currently the Department contributes to a shared outcome framework for the border sector (refer to the box 'Border sector performance framework' on page 33). A particular focus for 2010 will be the re-use and integrity of identity credentials, and the quality and richness of identity data provided to support the border activities.

Well-supported Executive Government

The Department is the agency responsible for the administrative services and processes that underpin an efficient and effective Executive Government. Our direct contribution is to provide a range of day-to-day support services to Members of the Executive. A particular focus is to improve the delivery of ICT services to Members of the Executive, in conjunction with the Parliamentary Service. We also facilitate the effective running of Inquiries, and publish the *New Zealand Gazette*, the Government's 'newspaper'.

The Department manages guest-of-government and ceremonial events sponsored by Ministers. These events contribute indirectly to the outcomes of other agencies, such as the

Ministry of Foreign Affairs and Trade and the Ministry for Culture and Heritage.

A particular focus for the Department until 2011/12 is the ambitious guest-of-government and State functions programme associated with the 2011 Rugby World Cup. This programme will provide the Government with the opportunity to showcase New Zealand and to progress trade and economic relationships. We are in the planning phase for this event, in collaboration with a number of other agencies including the Ministry of Economic Development, the Department of Prime Minister and Cabinet, the Ministry of Foreign Affairs and Trade, and the Ministry of Tourism.

Provide accessible and cost-effective services

We contribute to the efficient delivery of government services by providing common ICT capabilities, expert advice and managed services to other government agencies. We deliver consistent, user-centric authentication and identity management which builds public trust and confidence to transact with agencies online, and contributes to growth in demand for online services.

We will also develop and implement initiatives that enable State sector agencies to electronically confirm that the identity documents presented to access their services are consistent with those held by the Department of Internal Affairs. This results in decreasing reliance on physical documentation, increasing the quality of data, and minimising identity fraud in the State sector. The impact of these initiatives on the end users of our identity services is described more fully in the 'New Zealand's approach to identity is trusted and well led' outcome narrative.

We are already a centre of expertise in relation to ICT procurement, in particular desktops and multi-functional devices. The Department is looking at ways to leverage purchasing power through economies of scale for ICT procurement across government agencies.

We will continue to provide the telephone interpreting service Language Line, which offers clients of the participating agencies free interpreting in 40 languages. Language Line ensures ethnic communities have equity of access to government information. In 2009, over 70 agencies were participating in the Language Line service, and we expect this to be extended with a focus on health and justice.

Our outputs and activities

In addition to the above contributions, we will continue to deliver the following services:

- » Provision of an ethnic responsiveness framework
- » National level capability and coordination of government activity for the management of civil defence emergencies
- » Crown entity monitoring and advice
- » Support services for Members of the Executive
- » Managing guest-of-government and commemorative events programmes
- » Publishing the *New Zealand Gazette*
- » Managed ICT services and common ICT capabilities
- » Managing *igovt* services
- » Data Validation Service
- » Evidence of Identity Standard
- » Language Line
- » Policy advice.

The services are funded through the following outputs:

Vote	Outputs
Internal Affairs	<ul style="list-style-type: none"> » Government technology services » Identity services » Information and advisory services » Commissions of Inquiry (support) » Advisory and information services to ethnic communities » Ethnic affairs policy advice
Ministerial Services	<ul style="list-style-type: none"> » Support services to Members of the Executive » VIP transport » Visits and official events coordination
Emergency Management	<ul style="list-style-type: none"> » Management of national emergency readiness, response and recovery » Emergency management policy advice
Community and Voluntary Sector	<ul style="list-style-type: none"> » Community policy advice
Local Government	<ul style="list-style-type: none"> » Local Government Commission advice and support » Local Government policy advice

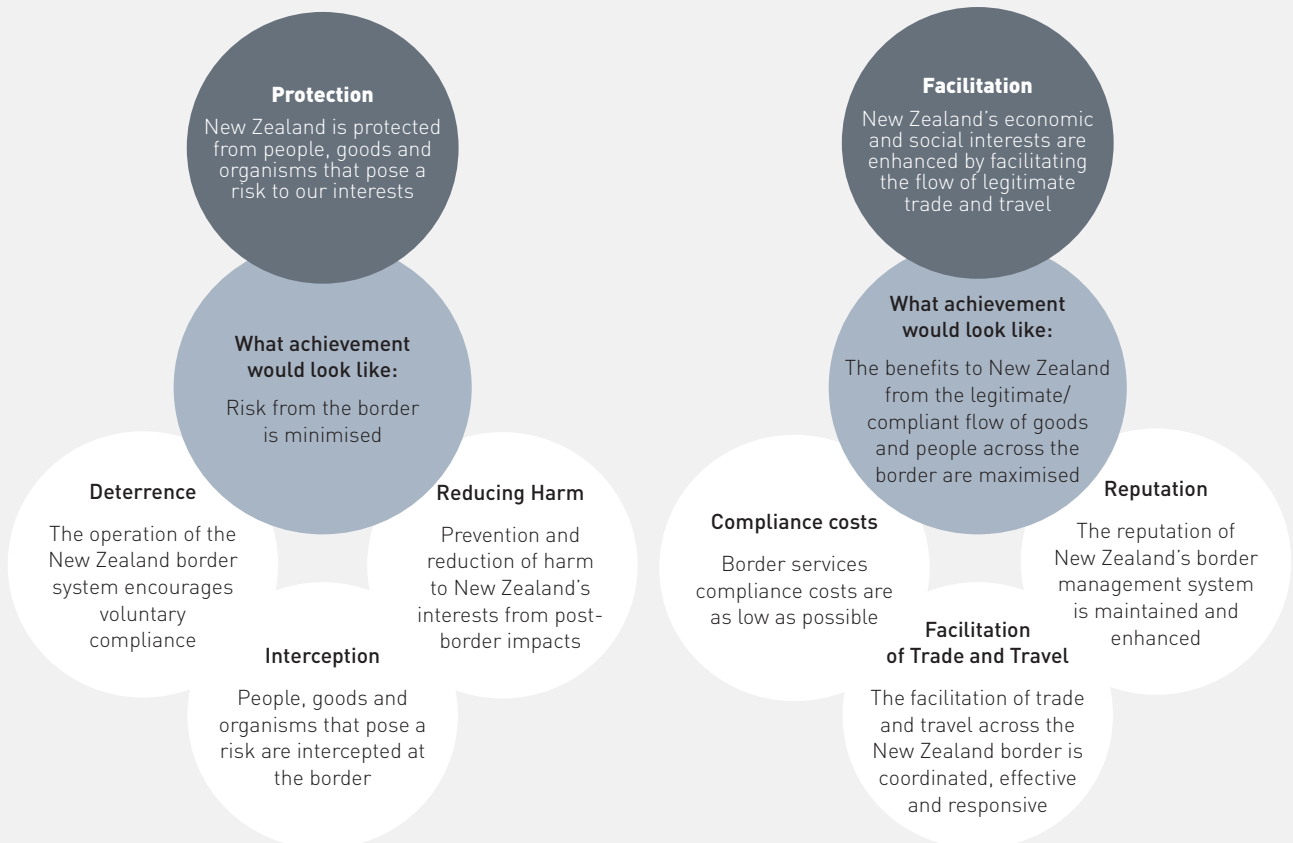
Further detail of the Department's outputs can be found in the *Information Supporting the Estimates* for 2010/11.

Border sector performance framework

In 2007/08, Cabinet created a border sector comprising the four agencies with primary responsibility for managing New Zealand borders (the Department of Labour, Ministry of Agriculture and Forestry, Ministry of Transport, and New Zealand Customs Service) along with agencies with particular border interests, such as the Department of Internal Affairs. The Border Sec-

tor Governance Group (BSGG) provides the mechanism for coordinated border management in New Zealand.

International trade and travel are vital for New Zealand's economic and social prosperity. The border sector objective is to facilitate trade and travel while managing risk. To support the achievement of the BSGG work programme, a performance framework for the border sector has been developed. The framework focuses on two key end outcomes: protection and facilitation.



Beneath the border sector end outcomes are a number of intermediate outcomes, which are the key components to achieving the desired future state. All border sector agencies contribute to some or all of these intermediate outcomes, often through activities that are undertaken to meet individual departmental strategic objectives. We will continue to contribute to the border sector achieving its outcomes through the activities outlined in the following table:

Outcomes	Intermediate outcomes	DIA contribution
Protection	Deterrence	Increased security of the New Zealand passport
	Reducing harm	Restricting trade in objectionable publications
	Reducing harm	Identity fraud is minimised
Facilitation	Compliance costs	Common ICT capability
	Facilitation of trade and travel	Provision and verification of identity information
	Facilitation of trade and travel	Trans-Tasman work programme
	Reputation	Membership of the International Civil Aviation Organisation and work groups

How we will measure success

The main measures and standards to assess our progress towards achieving the impacts and outcomes are identified below. The impact measures seek to describe the intended

effect of our specific activities. The outcome measures describe what we seek to achieve at a high level. The standards described for the outcomes are intended as a general guide and cannot be solely attributable to the Department's work. The results are subject to a wide range of influences and will be carefully analysed to inform decision making on our future interventions.

Outcome measure	Context and desired standard
Percentage of New Zealanders that agree that their most recent service experience with a State sector agency met their expectations	2007/08: 66% This measure will help reflect progress towards improving State sector performance and providing a better service experience. The above result provides a benchmark for the sector to assess its service delivery and performance. <i>Source: Kiwis Count Survey</i>
Percentage of New Zealanders that agree that their most recent service experience with a State sector agency was an example of good value for tax dollars spent	2007/08: 55% This measure will help reflect progress towards improving State sector performance and providing a better service experience. The above result provides a benchmark for the sector to assess its service delivery and performance. <i>Source: Kiwis Count Survey</i>
Impact measure	Context and desired standard
Percentage of stakeholders that agree that the Ministry of Civil Defence and Emergency Management has provided their organisations with relevant advice on how to increase New Zealand's resilience at 4 or greater on a scale of 1 to 5, as measured by stakeholder surveys	2008/09: 59% This measure will help us determine the impact of our work to improve the capability of government agencies. Over the medium to long term, we will seek to maintain or improve on the previous year's results identified above. <i>Source: DIA annual stakeholder survey</i>
Percentage of government department stakeholders that agree that MCDEM has supported their risk reduction activities	This is a new measure that will commence from 2010/11. This measure will help us determine the impact of our work to improve the capability of government agencies. Following the first survey, a desired standard will be developed and, over the medium to long term, we will seek to maintain or improve these results. <i>Source: DIA annual stakeholder survey</i>
Percentage of stakeholders that rank their satisfaction with the national level arrangements for civil defence emergencies (indicated with a score of 4 or above out of 5)	2008/09: 79% This measure will help us determine the impact of our work to coordinate government activities in the civil defence and emergency management area. Over the medium to long term, we will seek to maintain or improve on the previous year's results identified above. <i>Source: DIA annual stakeholder survey</i>
Percentage of stakeholders that consider that MCDEM has enhanced the national level arrangements for the management of civil defence emergencies over the last year	This is a new measure which will help us determine the impact of our work to coordinate government activities in the civil defence and emergency management area. Following the first survey, a desired standard will be developed and, over the medium to long term, we will seek to maintain or improve these results. <i>Source: DIA annual stakeholder survey</i>
Percentage of respondents to a customer survey who are satisfied that ethnic affairs advice received helped them achieve their purpose	2008/09: 87% This measure will provide an indication of the Department's impact on providing accessible government services to ethnic and other communities. Over the medium to long term, we will seek to maintain or improve on the previous year's results identified above. <i>Source: DIA survey</i>
Ministerial satisfaction with services provided to Members of the Executive	2008/09: 95.5% This measure provides an indication of the contribution that the services and infrastructure provided make to the smooth running of Executive Government. Over the medium to long term, we will seek to maintain or improve on the previous year's results identified above. <i>Source: DIA survey</i>

Impact measure	Context and desired standard
Percentage of visit programmes that achieve visit objectives	<p>2008/09: 100%</p> <p>This measure provides an indication of the extent to which visit content, logistics and other arrangements contribute to the success of specified visit objectives, thereby supporting Executive Government. Over the medium to long term, we will seek to maintain the previous year's results identified above.</p> <p><i>Source: DIA survey</i></p>
Rate of return on common ICT capability investment	<p>This is a new measure. It contributes to assessing our impact on improved cost-effectiveness of ICT across government, by ensuring that only new common ICT capabilities that demonstrate positive returns are invested in. Over the medium to long term, we seek positive rates of return on new common ICT capability investment.</p> <p><i>Source: Business case/investment logic mappings and post-implementation reviews on a case-by-case basis.</i></p>
Use of common ICT services across the State sector	<p>This is a new measure. It contributes to our impact on improved cost-effectiveness of ICT across government. As uptake of those services increases, the unit cost of providing those services decreases (i.e. economies of scale). Over the medium to long term, we seek increased usage of common ICT services across the State sector.</p> <p><i>Source: Customer service usage profiles</i></p>
Government services being delivered and used via the online channel	<p>This is a new measure. It contributes to our impact on improved delivery of government services via the online channel, by making more services available for public use. Over the medium to long term we seek an increase in the number and/or scope of government services being delivered and used via the online channel.</p> <p><i>Source: AUT survey.</i></p>
User satisfaction with government's online presence	<p>This is a new measure. It contributes to our impact on improved delivery of government services via the online channel, by improving the quality of services being delivered via the online channel. Over the medium to long term, we seek an increase in user satisfaction with government's online presence.</p> <p><i>Source: Kiwis Count Survey</i></p>

CAPABILITY TO DELIVER

The Department must continue to invest in building and maintaining its capability. This is a constant challenge, but more so when the public sector is faced with significant financial constraints and the need to deliver more with less. Ultimately, delivering the same or new things with the same or less resource may require the Department to be managed differently, and across functional lines. The Government's decision to integrate the National Library and Archives New Zealand with Internal Affairs will also require a review of the Department's operations.

The 2010/11 year will be one of transition in which we plan for the successful integration of the three agencies and, at the same time, continue to meet the expectations of Ministers and deliver our core functions. A particular focus will be the Minister of Internal Affairs' key ownership priority; to build the Department's capability to allow it to be the preferred home for selected government functions that require high quality service delivery to people, communities and government.

In the foreseeable future, we will focus on efficiently using the capability we have and effectively build new capability. The following sections outline some of the ways in which we will do this.

Performance improvement actions

Departments have been asked to contribute to the Government's policy driver of 'providing better, smarter public services' by identifying actions that will contribute towards improved performance.

One of the first ways in which we will do this is to focus on improving the performance and productivity of existing resources.

We initiated a Performance and Productivity Improvement Programme (PPIP) in December 2009 which aims to:

- » deliver better outcomes for our clients (people, communities and government)
- » make Internal Affairs a better place for staff to work in and develop their capabilities
- » provide greater value for money and improved productivity

- » provide greater transparency of the Department's performance, and establish the Department as a leader in public sector performance improvement.

The programme, which uses a structured 'systems thinking' approach based on lean management principles, will enable us to gain a better understanding of how our work systems operate and how they currently perform for customers.

Specific actions to achieve the objectives of this programme will be identified following an evaluation of current performance in Identity Services, due for completion in July 2010. The results will inform our approach to other parts of the Department and help identify future improvement actions.

Throughout the course of this programme, we will also implement performance measures that will show how well our systems achieve their intended purpose and support continuous improvement and learning. Any improvement interventions will be based on a people-centred change management approach.

As well as performance measures, the programme will support the design of work systems that deliver to purpose and streamline processes to meet customers' needs.

This programme is a proactive initiative to enhance productivity and improve the efficiency and effectiveness of expenditure. It underpins the commitments, objectives and intentions set out in this Statement of Intent, and has enabled the Department to respond to the current set of ministerial priorities without seeking additional funding, and ensures that the Department will continue to deliver its core services.

The PPIP work will initially focus on our functions with large operational groups that serve many customers. As the programme rolls out, we will actively share our approach and the lessons we have learned with other government agencies.

Being cost-effective

To ensure we provide cost-effective services, we will continue to monitor and evaluate our activities regularly to determine how well they are meeting Ministers' and customers' expectations.

This will enable us to identify and implement improvements that contribute to an improved relationship between the levels of resources used (costs) and progress towards a predetermined outcome (effect).

For most of our activities, we will use the impact measures identified in this Statement of Intent alongside the *Information Supporting the Estimates* to analyse the cost-effectiveness and, where effectiveness measures are not available, cost-efficiency of our services. These will inform decision making for future interventions.

Some of our activities are sufficiently remote from the point of impact that they cannot be easily attributed or quantified – such as policy advice, support to Executive Government and contestable services. Therefore, we will use the output measures in the *Information Supporting the Estimates* combined with periodic evaluations and reviews of these activities to help give us assurance that our work is cost-effective.

People capability

This Statement of Intent sets out the Department's core areas of strength that are relevant to our response to the current operating environment, and also the approach we will take to maximise those strengths.

We need to ensure, firstly, that we have the people capability to preserve and protect the strengths we have and, secondly, to build the capability to manage our strengths in a way that is consistent with our strategic approach. Specifically, we need to exploit and maximise the benefits from particular strengths that will be central to progressing the Minister's priority to build capability to be the preferred home for selected government functions.

We will develop a programme of work that enables us to maintain and build that capability, and to meet an increasingly broad portfolio of common services to deliver to the public and government.

The work programme will include building our people capability and reviewing our organisational design to ensure it supports our ability to be agile and flexible in the way we manage our resources. This will include planning for the integration of the National Library and Archives New Zealand.

To support organisational change, we will continue to develop and strengthen the existing internal model of shared corporate services, and we will take a systematic approach

to building and entrenching behavioural competencies across the organisation that require managers and staff to demonstrate behaviours that align with our strategic approach and deliver the Department's outcomes. We will do this through implementing a new Lominger-based competency framework.

A key focus of the competency framework will be on developing leadership and management capability. We want to ensure people are able to manage change in a way that brings together the organisational, strategic, business and process change to deliver results that ensure staff are fully engaged and productive.

We will also maintain a strong focus on getting the fundamentals right in terms of recruiting, retaining and engaging the right people with the right skills for the right jobs, and will continue to build capability and address future needs by reviewing and updating the Department's existing People Strategy.

As part of being a good employer, the Department will continue to promote diversity and equal employment opportunities (EEO) and support the *Equality and Diversity: New Zealand Public Service Equal Employment Opportunities Policy*. We recognise the value of a diverse work force and support a number of EEO network groups within the Department.

The Department will also continue to build the internal capacity and capability of our staff to develop good relationships with communities and non-government organisations. This includes developing our skills to work with those from diverse cultural backgrounds including those of Māori, Pacific or other ethnic descent. The Te Whakamotuhaketanga Hapū Strategy is one example of how we will develop our capability to work with whānau, hapū and iwi.

Technical capability

The Department is maximising the benefits of its expertise in delivering government technology services (GTS) to ensure it has the technical and service delivery capability that it needs internally to deliver on its outcomes.

The GTS function within the Department uses a standard 'client-service provider' model to deliver services to the various internal functions. This allows GTS to use the same service model for both internal and external clients and is achieving measurable improvements as a result.

This approach ensures that services provided to GTS clients are supported by clear and agreed service parameters, and clear visibility of the cost of services and the resulting value delivered. This in turn encourages a focus on value-for-money and standardisation of services where appropriate to achieve economies of scale, while retaining the ability to serve a diverse range of clients.

Financial and asset management

The tight economic and fiscal environment means that we will need to continue to operate within a static baseline over the medium term, while any capital investment proposals will need to align with the Government's aim of using improvements in national infrastructure to drive productivity growth within the public sector and the wider economy.

The Department is subject to a number of environmental and other influences that impact to varying degrees on its financial operations and capability, including the following:

- » The cross-functional nature of the Department's operations means that processes and systems must be sufficiently flexible to meet individual business group requirements, while still conforming to overall corporate requirements.
- » Changing requirements are reflected in the transfer of functional activities and roles, and the technical complexity of the operating environment within and outside of the Department has increased.
- » The increasing complexity of the business and financial reporting requirements has compelled a focus on

systems enhancements, together with additional, robust compliance and reporting frameworks, to ensure we deliver consistent, accurate and meaningful information in a timely way.

- » Continuing pressure on the available resources and the scarcity of new financial resources mean the Department will need to continue to do more for less in relative terms.
- » The continuing growth in the scope and complexity of the Department's business activities requires the delivery of customised solutions that are effective and financially sustainable, and particularly where workloads and staff requirements for financial management have increased.
- » An increasing emphasis on accountability, efficiency and transparency is generating changes in organisational financial requirements.

The Department has been progressively strengthening its financial management capability in line with new expectations, processes and rules for Public Service departments and Crown entities. These are designed to improve the focus on, and quality of, capital asset management and to produce worthwhile value-for-money gains over time.

Appropriations

	2009/10 \$million	2010/11 \$million	2011/12 \$million	2012/13 \$million	2013/14 \$million
Departmental:					
Output Expenses	232.475	239.891	241.638	248.658	263.439
Capital	31.786	23.590	13.161	16.605	14.800
Total Departmental	264.261	263.481	254.799	265.263	278.239
Non-departmental:					
Output Expenses	7.142	7.142	7.142	7.142	7.142
Other Expenses	48.665	54.644	48.680	48.679	46.438
Benefits and Other Unrequited Expenses	48.120	57.475	60.475	60.475	60.475
Capital	30.507	45.827	0.034	0.034	0.034
Total Non-departmental	134.434	162.088	116.331	116.330	114.089
Total Baselines	398.695	425.569	371.130	381.593	392.328

Changes to departmental baselines are due to:

- » increases in revenue due to volume increases in demand-driven services, particularly passports and citizenship (output expenses)
- » completion of the Passport System Redevelopment Programme (capital).

Changes to non-departmental baselines reflect:

- » forecast decreases for emergency expenditure due to completion of local authority hazard mitigation work by and support for Chatham Islands Council (other expenses)
- » forecast increased demand for the Rates Rebate Scheme based on eligibility criteria (benefits and other unrequited expenses)
- » cessation of capital funding arrangements for Auckland governance reform (capital).

Baseline management

The Department depends on revenue from fees for over half of its income. Baselines can fluctuate as demand for products and services changes.

The most significant area of fee generation is for passport production. Volumes in this area are predicted to rise, and then plateau over the next five years reflecting the commencement in March 2010 of the renewal cycle for the five-year passports.

A regular review of fees is essential to ensure cost recovery and to ensure adherence to the principles of equity and financial prudence in the setting of fees.

The Department has an overall pricing framework for fees which encompasses good practice public sector guidelines, a set of overarching pricing principles and specific pricing mechanisms for individual products and services provided in both contestable and non-contestable environments and markets.

For services we provide on a cost recovery (fee-for-service) basis in non-contestable markets, the Department operates memorandum accounts³ to assist in managing costs and revenue, particularly where fees charged are set under regulations. Other fees are charged for services that are not regulated through specific statute.

To reduce the risk of a deficit over the three-year planning horizon, the Department will implement the Performance and Productivity Improvement Programme to reduce costs, will ensure that revenue is being used appropriately, and will ensure that the fee mechanisms for recovering costs are effective.

Capital and asset management

Given the constraints on capital injections from the Crown, a key challenge is ensuring the sustainability of the Department's funding flows from depreciation as a means of fully funding future capital investment (that is, self-funding capital investments through balance sheet management).

In order to realise the greatest benefits from our capital investments, the Department will improve the alignment and integration of strategic, business and operational planning across the Department, and will work to reduce ICT infrastructure risks while meeting capacity demands and maintaining service.

The Department will have substantially completed a number of major infrastructural asset projects during 2010/11, including the Passport System Redevelopment Programme and the introduction of a replacement grants management system and a replacement point of sale system.

³ 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.

Forecast capital expenditure

Asset category	2009/10 \$million	2010/11 \$million	2011/12 \$million	2012/13 \$million	2013/14 \$million
Intangibles	29.553	20.425	6.940	12.477	12.325
Property, plant and equipment	2.233	3.165	6.221	4.128	2.475
Total	31.786	23.590	13.161	16.605	14.800

The 'Intangibles' category largely comprises software, much of which is proprietary to or custom-built for the Department. This includes passport and other identity-related systems.

The 'Property, plant and equipment' category includes expenditure on computer hardware associated with infrastructural asset projects, office fit-outs and associated furnishings, and cyclical replacement of the VIP transport fleet.

How we will measure success

People capability

Measure	Context and desired standard									
Ratio of employee engagement	This is a new measure. ⁴ The Department will undertake a survey of employee engagement and will aim to achieve a score that exceeds the average score of a benchmark group comprising other State sector agencies.									
Percentage of new recruits that would recommend DIA as a great place to work, three months after commencing employment	This is a new measure. It will enable the Department to assess if new recruits are engaged and believe that Internal Affairs has a good work environment. We will aim to achieve at least 75%									
Rating in ACC assessment	2008/09: Tertiary status 2007/08: Tertiary status Tertiary status attests to the Department's ability to provide a healthy and safe environment for its staff. We will aim to achieve Tertiary status each year.									
Percentage of staff turnover	<table border="1"> <thead> <tr> <th></th> <th>30 June 2008</th> <th>30 June 2009</th> </tr> </thead> <tbody> <tr> <td>DIA</td> <td>21.7%</td> <td>11.8%</td> </tr> <tr> <td>Public service</td> <td>14.6%</td> <td>10.7%</td> </tr> </tbody> </table> <p>The Department monitors turnover as an indicator of staff engagement and retention of key skills and institutional knowledge. We will aim for turnover to be within 5% of the public service average.</p>		30 June 2008	30 June 2009	DIA	21.7%	11.8%	Public service	14.6%	10.7%
	30 June 2008	30 June 2009								
DIA	21.7%	11.8%								
Public service	14.6%	10.7%								

Finance and asset management

Measure	Desired standard
Operating expenditure	
Expenditure variance (excluding demand-driven third party expenditure) is:	Within +-1.5% of budget
Percentage of variation between the estimated actuals published in the Estimates of Appropriation and the actual outturn at 30 June	Within +-1.5% of budget
Average creditor days outstanding	23 days
Average debtor days outstanding	10 days
Working capital	
Liquid ratio	1.00:1.00
Current ratio	1.20:1.00

⁴ The Department has previously used the JRA survey and, in 2009, scored 70.8 on the engagement index. The average result of its benchmark group was 73.4.

MANAGING IN A CHANGING ENVIRONMENT

Operating environment

In addition to the Government's expectations, there are a number of external factors that will affect our service delivery and the demand for our services. We will continue to monitor several external factors to ensure that our services are responsive and appropriate to the continually changing environment in which we work. Some of the challenges we face in our current operating environment are outlined below.

Economy

The global recession of the past two years has significantly affected the environment in which we work, limiting credit availability, consumer confidence and willingness to spend. In this climate, we will need to continue to find ways to provide our services efficiently and effectively within existing baselines.

Population

We live in an increasingly diverse society. Our communities are evolving and will continue to do so with changing family structures, an ageing population, and increasing ethnic diversity. We will continue to monitor demographic trends to ensure that our services and functions are responsive and accessible.

Technology

Advances in technology enable us to improve our service delivery to customers but also require us to continually adapt our tools and approaches to ensure that our risk management, enforcement, and regulatory activities are effective against offenders' ever-evolving technology.

Service expectations

Customers' expectations for services are continually changing. For example, advances in technology mean people have become accustomed to (and expect to be able to) do business at any time of the day, on any day of the week. We will seek to meet customers' expectations while also providing accurate and effective services.

Environment

Natural and built environmental factors can also impact directly on the way we support people, communities and government. Changes, such as those to land use and vegetation, can either aggravate or mitigate natural processes that create hazards. Weather patterns associated with climate change and other issues will also impact strongly on our role in civil defence and emergency management. We will continue to monitor changes in the environment and will take account of these influences when considering the way we approach our work.

Risk profile 2010–13

The inherent risks for all public sector agencies – performance and productivity, capability investment, capital planning and asset management, technology cost and benefit realisation – are still relevant in the current environment and must be mitigated or managed.

In an environment of economic constraint, when agencies must also respond to the demands of new services and new expectations, these inherent risks become even more critical areas for an agency to actively manage.

The Department's increased responsibilities in supporting other State sector agencies, such as with shared ICT services, mean that the risks associated with service quality, reliability and cost will be particularly relevant as we move into 2011. We must build on our reputation for delivering secure and effective technology, and demonstrate our expertise and commitment to working collaboratively with all of our clients and agencies to deliver on the Government objectives for the New Zealand public service.

Monitoring our risks

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 managers and senior leaders with timely identification and comprehensive evaluation of any significant risks to achieving the Department's outcomes.

All of the Department's key projects and programmes are monitored through formal, standardised reporting processes. Potential risks relating to the non-delivery of a project or programme 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 for more detailed scrutiny and deliberation. Mitigation and management of any potential adverse impacts are made in real time, and are themselves tracked and monitored.

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.

The following table summarises the key organisational risks over the next one to three years:

Key risks for the Department	Mitigation
1. Expectations to achieve cost efficiencies and value for money are not met	<ul style="list-style-type: none"> » Performance and Productivity Improvement Programme (PPIP) underway » Ensuring clarity and transparency on investment costs and service costs for all stakeholders and customers » Strengthening project management to ensure efficient delivery of investment and capital plans » Strengthening investment logic and business case disciplines to contribute to the overall State sector capital management capability
2. Change pressure, and sometimes competing priorities within agencies, can create risks to progressing cross-government initiatives	<ul style="list-style-type: none"> » Early recognition of, and dialogue on, overcoming barriers or disincentives » Ongoing relationship management with key agencies » Early engagement and formal arrangements such as memorandums of understanding
3. The quality and responsiveness of services we provide are not maintained	<ul style="list-style-type: none"> » Ongoing consideration of opportunities to improve on current service approaches and efficiencies » Ongoing development of service performance measurement and reporting needs
4. The security and integrity of people, systems and/or information are compromised	<ul style="list-style-type: none"> » Reinforcing and maintaining public service codes of conduct » Maintaining and enhancing departmental policies and practices that manage security risk » Ensuring security and integrity requirements are rigorously adhered to and there is an immediate and effective response to any lapse or breach
5. Technology infrastructure and capability are unable to support changing organisational and public sector IT systems and services	<ul style="list-style-type: none"> » New GTS group structure supports a focus on investment delivery, asset management and service delivery for ICT shared servicing » ICT governance and assurance mechanisms have been extended to respond to and consider all-of-government, multi-agency and single agency service and support requirements
6. We are unable to retain or build the necessary capability to deliver agreed outputs	<ul style="list-style-type: none"> » Systematic approach to building key behavioural competencies and the development of a new competency framework » Develop our leadership and management capability to respond effectively and productively in a changing operating environment » Maintaining the fundamentals of good practice recruitment, retention and engagement of our staff » Review and update our People Strategy to build capability and address future needs.

APPENDICES

Appendix 1: Legislation we administer

Following is a list of the legislation we administer, classified by Vote (as at 31 March 2010)

Internal Affairs
Births, Deaths, Marriages, and Relationships Registration Act 1995
Births, Deaths, Marriages, and Relationships Registration (Fees) Regulations 1995
Births, Deaths, Marriages, and Relationships Registration (Non-Disclosure Direction) Regulations 2008
Births, Deaths, Marriages, and Relationships Registration (Prescribed Information) 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 ⁵
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 ⁵
Marriage (Fees) Regulations 1995 ⁵
Marriage (Forms) Regulations 1995 ⁵
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

Internal Affairs
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
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) 2002–2009

⁵ Internal Affairs administers these regulations, but the Act is administered by the Ministry of Justice.

Local Government *continued*

Local Government (Infringement Fees for Offences: Queenstown Lakes District Council (Shotover River) Bylaw 2009) Regulations 2009

Local Government (Auckland Council) Act 2009

Local Government (Auckland Regional Parks) Order 2008

Local Government Official Information and Meetings Act 1987

Local Government (Prescribed Form for Seizure of Property Not on Private Land) Regulations 2009

Local Government (Rating) Act 2002

Local Government (Remuneration Authority Levies) Regulations 2005

Local Government (Tamaki Makaurau Reorganisation) Act 2009

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 Rebate Order 2006

Rates Rebate (Specified Amounts) Order 2009

Rates Rebate (Witnessing of Declarations) Notice 1977

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

Trustee Banks Restructuring Act Repeal Act 1999

Winston Churchill Memorial Trust Act 1965

Racing

Racing Act 2003

Racing (Harm Prevention and Minimisation) Regulations 2004

Racing (New Zealand Greyhound Racing Association Incorporated) Order 2009

Ministerial Services

Executive Travel, Accommodation, Attendance, and Communications Services Determinations 2009⁶

Other legislation

In addition, the Department of Internal Affairs administers and provides advice on the following pieces of legislation which are the responsibility of the Minister of Finance:

Community Trusts Act 1999

Community Trusts (Fees) Regulations 2000

⁶ Internal Affairs administers these regulations, but the Act is administered by the Department of the Prime Minister and Cabinet.

Appendix 2: Online information

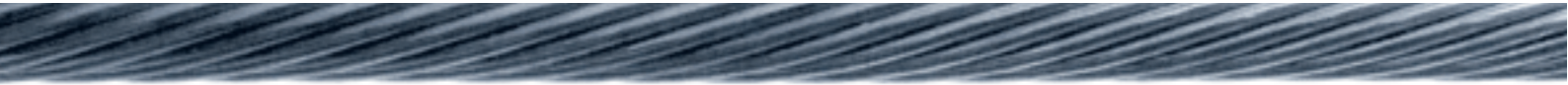
The Department of Internal Affairs' websites

Departmental websites	
www.dia.govt.nz	Main corporate website
www.antispam.govt.nz	Anti-spam information and spam complaints
www.bdm.govt.nz	Births, deaths and marriages information
www.bdmonline.dia.govt.nz	Access to birth, death and marriage historical and non-historical records
www.cdgo.govt.nz	Grants Online website – for online Community Organisation Grants Scheme and Lottery Grants applications
www.censorship.dia.govt.nz	Censorship information
www.citizenship.govt.nz	Citizenship information
www.civildefence.govt.nz	Ministry of Civil Defence and Emergency Management information and services
www.community.dia.govt.nz	Local Government and Community Branch information
www.communityoutcomes.govt.nz	Information to support central and local government in achieving community outcomes
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 gambling machine societies
www.ethnicaffairs.govt.nz	Office of Ethnic Affairs information and services
www.gazette.govt.nz	<i>New Zealand Gazette</i> information
www.identityservices.govt.nz	Identity services transactional website
www.languageline.govt.nz	Information about Language Line – a telephone interpreting service
www.passports.govt.nz	Passports information
www.ratesrebates.govt.nz	Information about the Rates Rebate Scheme
www.translate.govt.nz	Translation Service information
www.beehive.govt.nz	Official website of the Government of New Zealand
Public information websites	
www.auckland.govt.nz	'Making Auckland Greater' website
www.community.net.nz	CommunityNet Aotearoa – an Internet resource to support communities
www.data.govt.nz	A directory of government data sets
www.dia.govt.nz/royalvisit2002/index.html	The Royal Visit – New Zealand 2002 (historical interest)
www.dogsafety.co.nz	Public safety information about dogs
www.education.citizenship.govt.nz	Citizenship education for New Zealand schools
www.getthru.govt.nz	Get Ready, Get Thru – civil defence public information website
www.i.govt.nz	New Zealand government logon and identity management service
www.localcouncils.govt.nz	Information about what councils do, to encourage public participation in local council processes
www.newzealand.govt.nz	Access to all New Zealand central and local government information and services
www.psd.govt.nz	Public Service Directory
www.stv.govt.nz	Single transferable voting information website
www.usar.govt.nz	Urban Search and Rescue information for emergency sector groups
www.webstandards.govt.nz	Information about the New Zealand Government Web Standards
www.whatstheplanstan.govt.nz	Civil defence public information for young people

Independent agency websites

www.ata.govt.nz	Auckland Transition Agency
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.listening.govt.nz	Confidential Listening and Assistance Service
www.ratesinquiry.govt.nz	Local Government Rates Inquiry
www.royalcommission.govt.nz	Royal Commission on Auckland Governance
www.vietnamvetswg.govt.nz	Joint Working Group on Concerns of Viet Nam Veterans





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THE DEPARTMENT OF INTERNAL AFFAIRS



Te Tari Taiwhenua